



‘Make no little plans, they have no magic to stir men’s blood...make big plans, aim high in hope and work...’

Daniel H. Burnham

Liverpool, A Cultural Capital

Culture Liverpool Action Plan 2014 - 2018

‘There are places I’ll remember all my life, though some have changed...’

*John Lennon
& Paul McCartney*

In My Life (1965)



Brazilica



Sea Odyssey: Giant Spectacular



Liverpool Cruise Terminal



Open Eye Gallery



Battle of the Atlantic 70th Commemoration



‘Whole’, 20 Stories High

Culture Liverpool Action Plan 2014 - 2018

‘We are in a global race in our world today, a race in which Liverpool is not just competing with Barcelona and Hamburg; you’re competing with Beijing and Jakarta. Some countries will make it and others will fall behind, and I am determined that Britain and cities like Liverpool will make it...’

The Rt Hon David Cameron MP

‘I have great ambition for this city and culture to me is the rocket fuel for its continuing regeneration.’

Mayor of Liverpool Joe Anderson OBE



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Foreword from Joe Anderson, Mayor of Liverpool

Events, the arts and cultural activity have always been integral to the character of this city. This sector gives us an individuality and a resonance far beyond these shores. We are proud of the diversity and the range of cultural organisations that are based here in Liverpool but also those that choose this city to showcase their art. As a port we are open to inspiration from far and near. These organisations produce a distinctive and compelling cultural offer that brings hundreds of thousands of visitors to the city each year, whilst also generating enormous civic pride amongst our residents.

I have great ambition for this city and culture to me is the rocket fuel for its continuing regeneration.

We know the feel-good benefits and the economic impact that culture brings, it sustains and attracts jobs and is the lifeblood of the fast growing visitor economy. Liverpool has well documented evidence on the importance of culture to the economy and the return on investment the arts generate but it is the intangible benefits that excite me most; the confidence that comes from taking part, the sense of wonder that comes from experiencing something outside of the everyday, the aspiration that comes from the unlocking of the imagination.

Creativity will run through all our services, it will enable us to do things differently, to engage in new ways of doing things in the challenging times that are ahead. So I welcome this action plan and the spirit of partnership it engenders, there has been a huge amount achieved in the last ten years but we have to maintain the momentum created since European Capital of Culture 2008. We will do this by challenging ourselves and others to continue to drive the cultural agenda through the years ahead.

The city's offer will surprise, delight and inspire. Liverpool will be a distinctive global city.

Anything less is simply not good enough.

A handwritten signature in black ink that reads "Joe Anderson". The signature is written in a cursive, flowing style.

Joe Anderson OBE

Mayor of Liverpool



The vision for Liverpool and the role of culture



Above: Milapfest

Right: Reflections on the Waterfront

Liverpool is a captivating, exciting, extraordinary, inventive, innovative and intriguing city, known throughout the world, with a rich history and heritage, a positive outlook, a unique and irreverent sense of humour and high aspirations for a successful future.

‘Not all roads lead to London when it comes to Culture...’

The Observer

The Mayor of Liverpool, Joe Anderson, is the city’s first directly elected Mayor who, together with Liverpool City Council (LCC), share a vision - to make Liverpool ‘**a distinctive Global City**’, and to:

- Make Liverpool the preferred choice for investment and job creation
- Empower people to enjoy the best possible quality of life and reach their full potential
- Make Liverpool a more sustainable, connected and attractive city
- Build strong, attractive and accessible neighbourhoods
- Ensure services are efficient, effective and offer value for money

For the next phase of the city centre’s development, where much of the cultural and heritage organisations and infrastructure of the city are located, focus is on a series of high level aspirations - major Transformational Projects and Strategic Initiatives that are identified in the City Centre Strategic Investment Framework (SIF) of 2012.

Enterprise, People and Place are the three interlocking themes underpinning the SIF. The belief is that investment in the built environment and infrastructure of the city centre will create opportunities for people and place to flourish, driving the creation of more high value jobs, attracting significant inward investment and encouraging new businesses to establish and thrive. Targeted investments will result in a more clearly defined city centre. The SIF shows plans for the development of distinctive areas - the Waterfront,

St George’s Quarter, the central retail area, the Knowledge, Cultural and Creative Quarters, the Commercial District, the ‘great streets’ - The Strand, Dale/Water/Lime Streets, Hope Street - and some of the distinctive neighbourhoods of the city centre e.g. the Baltic Triangle, where the creative industries are clearly helping to drive regeneration, the Georgian Quarter, Islington and Ropewalks, are all areas that are ready for further investment and development.

Strategic Initiatives will combine and interweave with the major Transformational Projects. These initiatives aim to support enterprise and business start-ups and growth, the development and improvement of specific city neighbourhoods and open public spaces, the city’s cultural events and festival programmes and the promotion and marketing of the city.

Collectively these projects and initiatives can produce changes as positive and dramatic as those that have been witnessed over the last decade. The City Centre SIF will seek to play to and enhance the city’s competitive strengths.

While the City Centre SIF has particular significance, SIFs for the north and south of the city will also help to provide context for the work of Culture Liverpool and equally high ambitions must be held for the development of crucial neighbourhoods around the city centre.

As culture has played a significant role in the developments of the last decade, so will it continue to play that role in the next.

1.2 The role of culture

In this era of globalisation, the role of culture in supporting economic strategies is widely recognised throughout the world. Culture gives a city its distinctive appeal when world cities are competing with each other for such things as investment by multinational firms, or the right to host major international conferences, sporting and cultural events. Cultural prowess and economic success are increasingly seen as interlinked. Those cities with historically strong cultural offers see culture as a vital part of their economic strength. Newer cities, that may not have the traditional cultural assets of established museums, galleries and theatres, are increasingly investing in festivals and similar initiatives that help to push city brands.

In an increasingly mobile and digital world culture brings people together. It improves the quality of life for residents young and old and attracts visitors and students to attend our Universities and often to stay in the city. Culture provides a key role to play in making cities attractive to 'talent'. A rich and vibrant culture also becomes an indirect source of economic success as well as being a direct source of economic and social benefit. The Visitor Economy has boomed in this city since 2008. Liverpool has significantly outperformed the UK and other destinations in terms of tourism growth through the double dip recession. Figures recently released by the Local Enterprise Partnership (LEP) demonstrate this clearly.

Maintaining an ambitious, imaginative and resilient cultural offer is essential if the city is to consolidate this growth. Liverpool is by no means the only city that sees culture as an integral element of its plans for the future and culture-led regeneration is commonplace among cities vying for 'destination' status and investment. To be truly successful and to make a real economic impact you need a number of factors - an already appealing and internationally recognised brand; great physical, technological and human assets; established cultural organisations; a creative approach that supports a clear vision and a willingness to take considered risks - Liverpool has all of these.

Headlines for Liverpool are:

8%

increase in tourism supported jobs from 27,637 in 2011 to 29,833 in 2012 - net job creation gain of 2,196 jobs in just one year

6%

increase in tourism revenues from £2.117bn in 2011 to £2.251bn in 2012

6%

increase in day visitors from 28.5m in 2011 to 30.1m in 2012

6%

increase in staying visitors from 1.98m in 2011 to 2.1m in 2012



Tate Liverpool



Sea Odyssey: Giant Spectacular



'A Day in the Death of Joe Egg', Liverpool Playhouse



Africa Oye

Headlines for Liverpool City Region are:

6%

increase in tourism supported jobs from 43,316 in 2011 to 45,890 in 2012 - net job creation gain of 2,574 jobs in just one year



Live on the Waterfront

4%

increase in tourism revenues from £3.267bn in 2011 to £3.412bn in 2012



Irish Sea Tall Ships Regatta

3%

increase in day visitors from 50.51m in 2011 to 52.13m in 2012



In Other Words Festival

3%

increase in staying visitors from 4.48m in 2011 to 4.63m in 2012



Movema at Light Night

The business of Culture Liverpool cuts across a number of areas including business, regeneration, employment, education and children's services. Cultural events have positive and transformational effects across many areas.

In 2011 Liverpool entered both the Top Ten 'Most Visited English Cities and Towns by UK Residents' and the Top 5 'Most Visited by Overseas Residents'. In 2012 Liverpool sold 1,244,000 hotel rooms, 37% more than in 2008.

For example, locally, in education, the Philharmonic school collaboration in Everton has had a significant impact on achievement. In Health, the work undertaken in partnership with Liverpool PCT has demonstrated the positive impacts that immersion in culture and creative activity can have on the wellbeing of individuals and communities. The award winning 'House of Memories' programme by the National Museum Liverpool, alongside work by Merseyside Dance Initiative and Sense of Sound, among others, are successfully developing awareness and creative responses to dementia. In addition to which, Neighborhood Management Services and Registered Social Landlords frequently use the creative arts and culture to successfully connect, consult and collaborate with their residents, within, for example, the 'Four Corners' programmes.

Culture ultimately has to engage with the mass of the people if it is to realise its aspiration to be a dynamic force in the life of the city and a driver for regeneration and economic success. Cultural organisations in this particular city have a strong recognition of the need to reach out, to ensure accessibility beyond compliance with the legislative necessities, to develop relevant partnerships and projects and to emphasise in core missions the significance of work that produces a positive social impact. The public, private and third sectors, working together in partnership, will help to create and nurture the conditions in which the city's economy can develop and culture and heritage can thrive.

At a time when many UK cities are cutting back considerably on cultural expenditure, Liverpool City Council's willingness to continue to invest considerable sums in programmes of activity undertaken by Culture Liverpool and its partners, is a clear indicator that this is a city that believes in the transformative powers of culture; that sees it as a raiser of profile, a key element of its economy, as an attractor to investment and as a crucial ingredient in the mix that will bring confidence, quality of life and economic prosperity to its population.

Culture Liverpool and this action plan



Above: Tmesis Theatre at the Opening of Central Library

Right: China Pearl at the Black - E

Culture is a term with many meanings and contexts, including in its sphere a wide range of processes and actions in the fine and performing arts, public art, media, sport, heritage, events, creative activity and is frequently used more broadly to describe the ways we live our lives.

‘A good place to wash your hair, Liverpool - good, soft water...’

John Lennon

The structure, role and responsibilities of Liverpool City Council’s Culture Liverpool unit has diversified and evolved since the time of Liverpool Culture Company which delivered the most successful ever European Capital of Culture in 2008. It has, since then, considerably streamlined its core staffing and has current responsibilities for:

- The Visitor Economy including Tourism Information Centres
- St George’s Hall and the Town Hall
- Liverpool Cruise Terminal
- The Major Events Programme
- The Arts and Participation Programme
- The Liverpool Film Office
- The Cultural Investment Programme
- Commercialisation, Sponsorship and Income Generation

This action plan is focussed on the practical and influential role Culture Liverpool will play in the city’s next phase of development, as outlined in the Mayoral Vision and Strategic Investment Frameworks (SIFs) and on the responsibilities outlined. As such it is not about many aspects of the city’s culture, for example its sport, its libraries, its leisure facilities, its museums. Nor is it a strategy, although it may well inform future strategy documents.

If culture is to play a pivotal role in the city’s progress, Culture Liverpool recognises that it needs to develop and maintain productive partnerships and alignments with and between the cultural organisations and

others, particularly Arts Council England, at a time when public funding for the arts and culture is reducing.

Culture Liverpool will produce facilitated workshops with the cultural sector during the second half of the 2013 - 14 year to share visions and strategic priorities, establishing task groups to help lay the foundations for this area of work and aiming to bring about improved alignment, integration and cohesion.

Throughout the period 2014 - 18 a series of thinking, consultation, research and development exercises across many areas of culture and with many stakeholders and partners will be developed into a series of strategies for sport, heritage, the arts, festivals, popular culture, digital culture, public space and parks animation, public art, the economics of culture, tourism, the creative industries, skills development and talent retention, culture as a tool to support strategies for engagement and inclusivity, participation, education, employment and health and wellbeing. As these strategies are generated they will be acted upon.

It is our intention to have a ‘full deck’ of complementary and cohesive strategies in play by 2018, 10 years on from 2008, which will coalesce to establish a Master Plan for Liverpool Culture for 2018 - 25.

These strategies will be responsive to any changes that affect the environment in which culture operates. Local Authority and Government Departmental changes and mergers will, for example, be one area in which Culture Liverpool will remain cognisant.

This is a plan that is produced at a transitional moment as the new Culture Liverpool Investment Programme (CLIP) prepares for roll-out from the beginning of 2014 - 15.

It is also a time of austerity and uncertain economic futures. It is a time that demands public sector investment decisions be made wisely. Culture, alongside all city council services, has to justify investment in it at a time of widespread cuts. Liverpool, like all local authorities, has had to, and continues to, face difficult decisions as the Government's austerity measures continue. The Mayor's promise is that in making these decisions, we will prioritise the most vulnerable people in our communities and do what we can to protect them. We will use the massively reduced resources to continue to help those most in need and we will do so whilst keeping our city a vibrant and attractive place that people want to visit, live and work in.

Culture Liverpool will use its resources, partnerships and influence to ensure that a creative and cultural dimension to the city's renaissance is maintained within the future planning for the city.

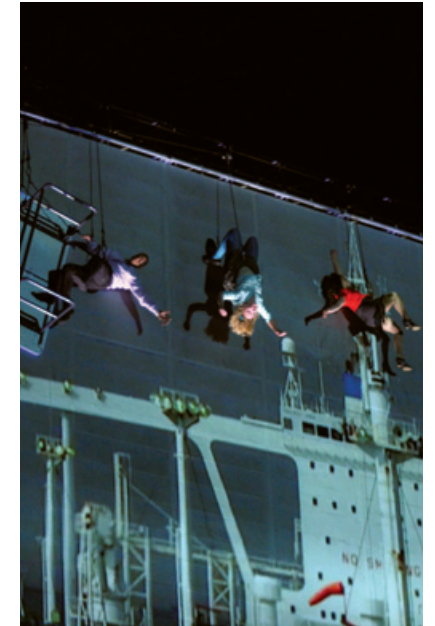
Mayor Anderson recently described culture as 'the rocket-fuel for regeneration'. Culture Liverpool needs to repay this confidence and the city's continuing investment in culture by producing and supporting world class events and initiatives supporting the 'Global City' ambition.



'Rebel Rant', Writing on the Wall Festival



Open Culture's Winter Arts Market



'As the World Tipped', Wired Aerial Theatre



'Stand Out', Young Comedian of the Year, Liverpool Comedy Trust



Tmesis Theatre at Unity Theatre



Liverpool Film Office



Royal Liverpool Philharmonic Orchestra at the Liverpool International Music Festival

Left: In Other Words Festival
Below: Reflections on the Waterfront

Context: Liverpool in 2013



Liverpool is a place that has seen much change over the last 120 years.

A seaport that in the 19th and early 20th centuries was of global importance on one of the most famous waterways in the world. It was a city of great wealth, where a combination of commercial investment and philanthropy during the days of the Empire, left behind a stunning heritage in its architecture, parks, streets, public spaces and waterfront. This heritage also includes some of the cultural organisations that play such an important role today - the Royal Liverpool Philharmonic Orchestra (RLPO) is the oldest surviving professional symphony orchestra and the second oldest concert-giving organisation in the UK; the Bluecoat is the oldest arts centre in the country; the Playhouse was one of the first, and soon to be one of the most prestigious, 'reps' in the country; the Walker Art Gallery houses one of the finest UK collections outside London.

Fewer than 30 years ago, in the 1980s, Liverpool's decline was obvious to all – it was a city of strife, with much of its architecture and infrastructure crumbling, its economy on its knees, its negatively stereotyped people leaving, its future uncertain. As many of the maritime and manufacturing industries that had helped to build the city and its reputation went into decline in the latter half of the 20th century, world-wide awareness of the city was maintained, however, by the excellence of its culture, including its popular culture - music, its horse racing, football and comedy all helped to keep the city highly visible.

Culture has continued to play a significant role in the changing image, identity and national and international perceptions of the city. The ambitions displayed by the city's bid ten years ago, in 2003, to become European Capital of Culture for 2008 and become an established visitor destination and centre for cultural tourism have largely been realised. There has been highly visible positive change to both the look and feel of the city itself, to internal and external perspectives of it and attitudes towards it.

In the 1990s and early part of the 21st century, the transformation of the run down city of Bilbao into an international cultural hub following the building of the Guggenheim Gallery provided a model for culture-led regeneration. After 2008 and the huge success of the profile raising initiatives that followed, many involved in the evolution and ecology of cities have cast their gaze on Liverpool.

2008 provided the impetus for the cultural leaders to work collectively with energy, passion and vision to develop and deliver a vibrant, world class programme. The cultural sector continues to work tirelessly to create dynamic artistic programmes, festivals and events, attracting millions of visitors to the city and engaging thousands of people young and old in exploring new experiences and developing new skills. Representative structures, Liverpool Arts Regeneration Consortium (LARC) and Creative Organisations of Liverpool (COoL) ensure a voice for organisations large and small.

Tate Liverpool was the first of the Tate galleries outside London to be established. It was one of the early examples of culture-led actions in the regeneration



Hope Street Limited at the Opening of Central Library

‘Liverpool
- a city bursting
with culture...’

Liverpool Echo

‘A shining symbol
of renaissance,
boasting modern
architecture,
an abundance of
art, and a people
proud of both its
past and present...’

Manchester Evening News

process, which alongside the Merseyside Maritime Museum, provided a key culture and tourism anchor point in the then newly refurbished Albert Dock. It complemented the Walker Art Gallery, Sudley House and the Lady Lever Art Galleries, now within the portfolio of National Museums Liverpool (NML). Add this to the rise of Liverpool Biennial since 1999 and we can justifiably claim to have the best visual arts and museums offer in the UK outside London. The NML portfolio has expanded considerably with the recently established International Slavery Museum and the Museum of Liverpool, the only national museums dedicated to the transatlantic slave trade and to the story of a regional city.

The theatres are thriving, with a new Everyman, the old Neptune reborn as the Epstein, The Royal Court benefiting from refurbishment and a wide and diverse range of work being produced. From venues that can accommodate audiences of thousands, such as the Arena and Empire, to the intimate spaces at the Unity and Lantern, the theatres are actively developing partnerships, producing great shows from established repertoires and commissioning and supporting new original work, drawing in star names and creating opportunity for local talent - writers, performers, designers and technicians - to develop their talents.

Additionally, the city is a place where the number and quality of site specific and outdoor theatre events, and audiences for them, are growing. These range from the epic giant-scale sagas created by Royal De Luxe which work across a multitude of locations, to explorations of new ways to use and see specific spaces such as, for example, the Anglican Cathedral or the Sefton Park Palm House, to micro-scale street

theatre work such as the graduates of the Hope Street professional development programmes produce. Moreover, since 2008, many organisations have developed international markets and have successfully exported their work. Cultural projects created in Liverpool have been seen and heard across the world - in China, Brazil and other South American countries, in the Caribbean, the USA, Canada, across the Middle East, the Arab world and all over Europe.

The diversity of the city itself is mirrored in its festivals programme - Africa Oye, Brouhaha, Brazilica, the annual Chinese New Year celebrations, LEAP Festival, Liverpool Arab Arts Festival, MILAP, Liverpool Irish Arts Festival, DaDaFest, Homotopia, Liverpool Pride and a vast range of other events give diverse communities opportunity to showcase cultures and share values and aspirations. Many of these festivals are internationally recognised and the organisations producing them frequently create additional output as event promoters, producers and developers of talent beyond the delivery of the festival itself.

The cultural sector has already proven that it can support attempts by diplomatic and business interests to develop and consolidate international relationships and trade. For example, the Pagoda Chinese Youth Orchestra's performances in partnership with the RLPO for the Liverpool Pavilion at the Shanghai Expo 2010 proved to be one of the highlights of a very successful initiative. As efforts are made to develop trading relationships with other countries, Culture Liverpool will advocate for the involvement of cultural organisations that can make significant contributions - for example, India is one of the fastest growing economies in the world and

is committed to engagement with the International Festival for Business 2014. As the city plans to play host to many businesses from India and of Indian origin, good use can be made of Liverpool's MILAP, which runs the largest Indian arts festival in the UK and has created two of the seven National Youth Orchestras of Britain.

The transformational improvements to the city's waterfront, commercial and retail districts, parks and public spaces, coupled with major infrastructure, transport and visitor-facility investments, together with its extraordinary wealth of heritage, have supported Liverpool's amazing acceleration up the ranks of 'destination cities'. Its renaissance is widely recognised, and its reputation as an imaginative and dynamic city with the capacity to deliver high quality international projects and compete effectively to draw in visitors and investment continues to rise.

Another of the city's great assets is its designation as a UNESCO World Heritage Site. The Opening and Finale events for 2008 and a series of major events and festivals since then, have utilised the magnificence of the Waterfront and St George's areas of the city to create memorable animations. By these means, we ensure that the spaces and buildings are much more than heritage sites representing and evoking the past, but are also a vibrant part of our present and an asset, in some cases a catalyst, to support the production of creative programmes and major events. It is recognised that much of Liverpool's culture is not directly publicly funded. Many of its creative projects, its restaurants and bars, clubs, hotels, sporting clubs and other visitor attractions come from innovators and entrepreneurs, who see the city as a cultural



Sea Odyssey: Giant Spectacular

and creative epicentre for the region, a fertile place in which to invest resources and imagination, with an ambitious, responsive and forward thinking local authority.

Liverpool's ambitions to take a place on the world stage have been demonstrated post-08 by its acclaimed presence at the Shanghai Expo, the Liverpool London Embassy project, the hosting of the World Entrepreneurship Congress in 2012 and the extraordinary 'Sea Odyssey' street theatre saga in 2012 in commemoration of the sinking of the Titanic. Liverpool Cruise Terminal has brought some of the world's great ships back to the Mersey, bringing with them thousands of visitors, whose responses to surveys show extremely high levels of satisfaction.

Confidence in Liverpool is demonstrated by its being granted the right to be host city for the government-supported inaugural UK International Festival for Business (IFB), which will run throughout June and July 2014. IFB 2014 will be a truly global event of international reach and significance, aiming to accelerate growth, increase investment and attract pioneering entrepreneurs from all over the world. A vibrant cultural programme running throughout the period of IFB 2014 is in development, giving a unique platform and opportunity for interaction with an international audience with significant investment power.

The Creative and Digital industries have grown considerably and are now a significant element of the city's economy, impacting worldwide. The Liverpool Film Office continues to attract

international productions that make Liverpool the most-filmed UK city outside London.

In 2013, Liverpool appears on the short-list for event organisers arranging everything from global conferences and commercial gatherings, to small scale parties and celebrations.

It is clear that the city has accomplished much with its City Centre Regeneration Framework (SRF) of 2001 largely realised. In many instances an artistic input has had a positive effect on physical developments. However, although the achievements are to be applauded and celebrated, consolidation and further improvement is required if Liverpool is to continue to work its way up the rankings of major cities and firmly establish itself as a distinctive Global City.

'The result is inclusive theatre where young and old rub shoulders with the giants. We walk together in their footsteps, and we walk taller because they are with us...'

Lyn Gardner

*(Commenting on Royal De Luxe's Sea Odyssey)
The Guardian*





Sea Odyssey: Giant Spectacular



Values
and
Aims
2014 - 2018

Above: Africa Oye

Right: Vasily Petrenko with the Royal Liverpool Philharmonic Orchestra

The principles and values underpinning this Cultural Action Plan support Liverpool City Council's aim to become a distinctive global city. Culture Liverpool will apply additional 'creative' values that are specific to its approach:

- Strong, clear, collaborative and stable leadership
- Valuing partnership and stakeholder involvement and welcoming the experience, expertise and diversity of partners
- A belief in the occasionally intangible quality of creativity, which as well as being the essence and life blood of arts and culture, is also widely recognised as an essential element in education, civic and corporate life in a dynamic, aspirational city
- A commitment to encouraging innovation and experimentation
- A constant striving for excellence and quality of ideas and action and a commitment to research into and dissemination of best practice
- Advocacy of wider, increased knowledge, understanding and appreciation of the benefits of culture by the sharing of economic and social value evidence and evaluation with non-cultural partners
- The development and maintenance of positive local, national and international relationships and a constant striving to eliminate barriers to engagement and promote equality
- To expect and demand that accessibility provision goes beyond minimum legal requirements

Culture Liverpool 2014-18, working in partnership with others, will work to the following aims:

- To ensure that it invests its resources wisely, seeking significant return on that investment
- To ensure that local people engage creatively and memorably with culture, that they have a strong sense of civic pride and high levels of optimism and aspiration for themselves and their city
- To ensure that the city attracts world-class artists from around the globe and supports cultural organisations to be of as high a quality as they can be
- To showcase the diversity of the city through its festivals
- To ensure that people all over the world know of the attractions of Liverpool, its history, heritage and the multiplicity of its cultural offer
- To continue to attract tourists to Liverpool and to ensure that their visits are memorable, leaving them with treasured moments and motivating/compelling them to return frequently
- To ensure that tourists all see a continuous positive and imaginative change to the cityscapes, waterfront, public spaces and facilities that help to make the city attractive, distinctive and world-class, where the historic sits comfortably next to the modern
- To ensure that the benefits of cultural activity are well known and that the cultural agenda is enmeshed strategically with agendas and planning for all aspects of the city's future
- To work with Arts Council England and other funding partners towards the alignment of systems and procedures for application, monitoring and evaluation, with the intention of reducing bureaucratic demand and duplication for the cultural organisations and the funders themselves
- To ensure that continuous improvement is sought, that complacency never sets in and that the city constantly surprises



Liverpool Culture Action Plan 2014 - 2018



If it is to gain and maintain its place among and be competitive with the major world cities, Liverpool needs its cultural investment, provision and visitor offer to be distinctive, creative, evolutionary, imaginative, resilient and fit for purpose and the future.

As we strive to survive and succeed within the environment of economic slump and austerity, as cities and local authority services compete with each other, it is essential that we continue to demonstrate the positive economic and wider benefits of the cultural programme and use cultural investments to further strengthen and promote the distinctive Liverpool brand on the world stage.

Emphasis and priority will be placed on further advancement and consolidation of Liverpool as a place with boundless ambition, with a premier division cultural and heritage offer that is internationally known, liked, respected and widely taken up. Simultaneously, we must explore further how best

to use culture and heritage in a mix with creativity, co-operation and collaboration across many stakeholder and interested groups to address issues many in the population face and the city has to deal with – public spending cuts, poverty, educational underachievement, unemployment, crime, ill health, loss of hope.

While the aspiration to become a first class visitor and investment destination with an attractive, contemporary and heritage packed city centre and rich cultural offer is a positive ambition that will lead to improved prosperity, the really distinctive first class global city of the future will not only be a city of culture but also a creative city. Creative cities are responsive and proactive in times of economic wellbeing, while in bad times they are resilient, recognising and addressing problem areas, generating solutions, provision, engagement and opportunity for all its citizens, where communities self-sustain, problem solve and produce positive outcomes.

If, as we enter the 2020s, we can realise these combined ambitions - a top, world-class visitor and investment centre; a city with a thriving cultural offer; an engaged, confident, aspirant population with improving attainment, prospects, health, hope and mobility, who are consumers, makers and advocates of culture - we will be helping to realise the vision of a truly distinctive Global City.

Culture Liverpool programmes 2014-18 will:

- 1. Support the development of infrastructure and facilities and the maintenance of heritage and culture that will improve, enhance and extend the offer for both residents and visitors and be an attractor for investors**
- 2. Work with the Mayor, Liverpool Vision, Marketing Liverpool and others to promote Liverpool on a worldwide stage**
- 3. Produce and host world class events that delight and surprise residents and attract visitors and that showcase the city's ambition, clarity of purpose, confidence and self-assurance**
- 4. Enable the people of the city to access, engage with, participate in and draw benefit from cultural and creative activity, developing their skills, talent and employability**
- 5. Support the work of the Cultural Organisations of the city via CLIP, which will succeed ACIP in 2014**

To develop and deliver the programmes, Culture Liverpool will work in strategic and delivery partnerships with organisations, including Liverpool Vision, other LCC departments, Department for Culture, Media and Sport, Arts Council England, the Local Enterprise Partnership, Schools, Further and Higher Education institutions, Visit Britain, Visit England, Liverpool Arts Regeneration Consortium (LARC), the Creative Organisations of Liverpool (COoL) and the local NHS Clinical Commissioning Group.

1. Support the development of infrastructure and facilities and the maintenance of heritage and culture, that will improve, enhance and extend the offer for both residents and visitors and be an attractor for investors.

Liverpool's cultural landscape is constantly evolving. Recent developments have included the opening of the new Museum of Liverpool in 2011, the relocation of the Open Eye Gallery to the newly developed Mann Island in 2012, the re-opening of the magnificent Central Library and Archive in 2013, the development of additional space for events and exhibitions at St George's Hall and in 2014 the opening of the new Everyman Theatre and the redevelopment and refurbishment of the Liverpool Philharmonic Hall.

Liverpool's Arena and Convention Centre (ACC Liverpool) is investing £40m in a new 8,100sqm exhibition and events complex due to open in September 2014. The complex on the magnificent world heritage waterfront will be linked to the existing site via a sky bridge, making it the only interconnected arena, convention centre and exhibition facility in Europe.

Additionally, the proposed developments of city centre public space detailed in the SIF, such as the extension of the Plateau and the improvements to St John's Gardens in the St George's Quarter, will bring more opportunity to use the city's public space and parks as a backdrop and venue for major and smaller scale events.

The River Mersey and its dock facilities are great assets - as both icon, a potent symbol of identity, of the ebb and flow of people and ideas from and to Liverpool and the wider world and as a practical gateway for and attractor of tourism. The significant growth in Cruise Liner visits since the establishment of the new Liverpool Cruise Terminal, the reopening of the Leeds Liverpool canal to the heart of the city, the enduring international appeal of the Mersey River Festivals, the Ferries, visiting Tall Ships and Naval vessels, all help to promote the city and provide facilities and attractions for its residents and visitors.

In addition to the physical heritage, which must be conserved and used, the potential of our maritime and musical heritage can be further explored to add to the distinctiveness of the city's resources and offer. In keeping with the philosophies of the SIF - building on existing strengths (for example the world-wide reputations of The Beatles in pop music and the Cunard Line in shipping) the cultural heritage of the city is full of elements that can be further developed to become productive assets and will be the subject of strategic planning exercises in the early part of the 2014 - 18 period.

We have witnessed the boost that events with roots in our cultural heritage can bring to increase community

participation and visitor numbers. Impact can be considerable when popular culture and heritage are used effectively in an educational context, in its broadest meaning, and can enhance the sense of identity of both people and place. As Bob Marley wrote - **'In this bright future, we can't forget our past.'**

The city has always been a home to innovators and inventors, people who want to be there first, to be enterprising and creative, at the cutting edge of the advancement of science, engineering and technology. Direct economic benefit is brought to the city by the creative industries, which make up a large and growing share of employment, exports and tax revenue and are seen as a potential source of new jobs and growth at a time of economic difficulty.

As demographics shift and the fast moving, high speed of technological advancement continues, new digital forms of culture will emerge, forms that are likely to become increasingly interactive, where lines between consumer and creator will blur. These ongoing developments in new technologies will require infrastructure investment if they are to bring opportunity and the city's creative industries are to maintain an innovative and imaginative approach to the investigation and commercial exploitation of these opportunities.

Culture Liverpool will continue to support these infrastructure initiatives and work with partner organisations to advocate for the inclusion of artistic and creative dimensions from the outset to influence planning for these developments.

Success will look like:

More improved, fit-for-purpose, well maintained cultural, heritage, public art and recreational facilities for cultural and heritage organisations.

Activities will be housed and presented in the best environments, to create the highest quality of experience for artists and audiences, residents and visitors alike. This will encourage the increased participation and investment in the cultural activities that take place within these facilities.



Music on the Waterfront

2. Work with the Mayor of Liverpool, Liverpool Vision, Marketing Liverpool and others to promote Liverpool on a worldwide stage.

Culture Liverpool will engage with all appropriate initiatives that support the renaissance of the city, to support the LMDC vision of a Distinctive Global City, a destination and investment location of choice, a place to do business and enjoy culture in all its forms. Its own event activities and those of the cultural organisations financially supported by Culture Liverpool will positively promote the Liverpool brand. Cultural Organisations will be asked to develop an international ambassador role on behalf of the city as a whole when developing exports and national and international relationships.

It will work closely with initiatives such as the IFB 2014, to provide a cultural programme that is world class, inspirational and a clear demonstrator of the value of and return on investment in Culture. IFB 2014 is backed by the UK Government, showing a great degree of confidence in Liverpool's ability as host city to build on its own successes and those of the 2012 Olympics to create benefits for the nation.

It is anticipated that the IFB can do for Liverpool's trading and business reputation what European Capital of Culture 2008 did for its image.

Culture Liverpool aims to support and be of practical assistance in realising the Liverpool aspiration to become a world renowned preferred location for major events, festivals and conferences.

It will continue to support the work of the Liverpool Film Office and its high quality facilitation service to location managers that attracts big names, investment and generates profit for local service suppliers and the city itself.

Culture Liverpool will work with Marketing Liverpool to develop the 'Liverpool Welcome' by supporting strategies and campaigns, planning and delivering attractive and marketable world class events, invigorating its Tourist Information Centres and encouraging the cultural organisations it supports to actively contribute towards the international promotion of the city brand and the development of extensive cultural relationships.

Particularly, it aims to further develop the productive relationships it has with its twin cities of Dublin, Cologne and Shanghai, to further explore new and special city-to-city relationships, with, for example, New York, with which we have so many links, and Nantes, home to Royal De Luxe. Also, to encourage the cultural organisations it supports to extend their footprints internationally.

Success will look like:

An increase in worldwide awareness of Liverpool as a good place to live, learn, do business, promote and deliver and attend major events. Also, increase participation in culture as a visitor or resident; increased visitor numbers; increased film production days realised via Liverpool Film Office; increased international alliances for cultural organisations in Liverpool.

'This world-class museum is a living biography of a city that is honest, emotional and ever-changing. It has been inspired and created by the people who love living here, some whom were born here and others who have been captivated by Liverpool's unique character, which makes it a fantastic place to call 'home'...'

Dr David Fleming
Director of National Museums Liverpool
(Commenting on The Museum of Liverpool)



3. Produce world class events that delight and inspire residents and attract visitors, that showcase the city's ambition, clarity of purpose, confidence and self-assurance.

2008 showed the world that Liverpool was a city that knew how to 'do' culture. Since then, continued legacies and investments and developing infrastructure, matched to the development of partnerships (for example, notably, with Liverpool PCT from 2010 - 13), a firm commitment to supporting events and festivals has helped to maintain a relatively healthy and optimistic cultural sector, in comparison to some other major UK provincial cities, where the devastation of parts of the cultural landscape seems inevitable following austerity cuts to budgets for arts and culture nationwide.

The production of high profile key events in Liverpool - on the streets, in the parks, on the water - will continue to be a significant element of Culture Liverpool's contribution to the life and economy of the city.

One of the SIF Strategic Initiatives is clearly focused on this area of work. Liverpool will be promoted worldwide as a Cultural City, with support given to

those events and festivals that enhance the city's reputation as a place to visit, promote its image and demonstrate its vitality and diversity. The benefits of major events to the city have, in some cases, been evidenced by commissioned independent economic impact studies and the combined economic impact of four of the city's 2012 major outdoor events (Sea Odyssey, On The Waterfront, Mathew Street Music Festival and Irish Sea Tall Ships Regatta) alone was £71.1m, attracting more than 1 million visitors and supporting 1,475 full time jobs.

Culture Liverpool, despite considerable streamlining of staff resources, will remain a proactive force, aiming to produce an ambitious, impactful and beneficial series of events that capitalises on its own skills and knowledge base, built from the firm foundations of 2008 and enhanced by its series of events. We wish to be viewed as a city with the capacity to compete, to make the city the trusted host of UK initiatives such as IFB 2014, to make companies with the status and reputation of Royal De Luxe want to mount world premiere productions here and prestigious film companies, such as Warner Brothers and Paramount, want to use the city for its locations.

Culture Liverpool will continue to make use of the city's prodigious assets. Its streets, parks and waters present unique environments for animation and outdoor events that can reach multitudes while being delivered safely, and can provide a wide diversity of staging opportunities to match the diversity of the programmes offered. It will generate events under its own brand and will increasingly work with creative

partners to facilitate the production and promotion of major projects and events that are unique, that learn and borrow from the city's heritage and that give a unique Liverpool character and distinction to the stories told.

Distinctive local themes and narratives will be interwoven with international happenings to provide springboards to generate the content of the Major Events Programme 2014 - 18. The commemoration of the First World War will be a theme that runs throughout the period of the plan. Maritime and music and heritage will inform plans for River Festivals and Liverpool International Music Festivals.

The public parks will be increasingly animated and used as venues for events. To support the ambition to generate more outdoor work, cultural partners will be encouraged to look to spaces outside their buildings, developing work that ensures equality of access for all.

Annual designations will be developed to ensure that on an annual basis there are exciting big new themes and ideas to provide a framework for the cultural offer e.g. 2014 Liverpool Means Business - to link with the IFB; 2015 Looking to the New World - an exploration of Liverpool's links with America; 2016 Park Life - an emphasis on work in public parks from the temporary such as festivals to the permanent in the development of public art; 2017 City of Legends, highlighting the worldwide impact of the city's pop music; 2018 Causes for Celebration, to chime with the 100th anniversary of the end of WW1 and the 10th anniversary of 2008.



Success will look like:

An ambitious and diverse range of safe, well attended, high profile events year round. These will avoid predictability, clearly connect to cultural heritage, maximise the use of accessible locations in the built and natural environment, are ever evolving and seeking to innovate; maintenance and further growth of visitor numbers.

4. Enable the people of the city to access, engage with, participate in and draw benefit from cultural and creative activity and to gain the learning and skills to make progression to qualifications and employment.



Mersey River Festival

Whilst levels of public funding for community involvement is unlikely, Culture Liverpool will strive to visualise as high a level of publicly funded community involvement in practical participatory arts practice as was realised during the Creative Communities strand of Capital of Culture 08. Culture Liverpool fully intends to work with partners to ensure that local people can access and engage with the cultural offer.

It will support the work of the city's cultural organisations whose festivals and community and education work reach wide and will itself generate additional funding from partners such as Arts Council England and the Heritage Lottery Fund, to support participation in and extensions to its major events. It will seek to generate partnerships with others, such as the Liverpool Clinical Commissioning Group, to generate creative engagements aiming to impact on health and wellbeing.

Creative and cultural programmes aimed at and involving young people help to develop aspiration, achievement and attainment, develop skills and confidence and enable the voice of the young person to be articulated and heard will be supported. Partnerships and collaborations with the city's schools, Further and Higher Education establishments, with LCC's Children's Services, the Schools Parliament and many of the cultural and creative organisations will continue to engage young people and bring creativity to curricula and initiatives aiming to produce a positive impact on health, wellbeing, community safety and cohesion.

Additionally, the City's events programme will continue to guarantee free access to a series of events that are strongly identified with the spirit and unique character of the city, rooted in its heritage and culture, emanating from the stories of its people. To those communities in Liverpool who are struggling with challenging circumstances, it offers the opportunity to get involved in the cultural programmes which can engender hope and a sense of pride.

Liverpool is a city that has produced talented, pioneering people in multiple areas of human endeavour, not least in the arts, media, sport and culture. Culture Liverpool will work with the cultural and education sectors to help to ensure that engagement with arts and culture will develop useful learning and skills and increase levels of employability and that accredited progression routes - from Youth Arts Award and Artsmark schemes, to higher education degrees and post-graduate studies, are available and clearly signposted to those showing talent and commitment. We will strive to create the conditions and environment in which talent will flourish and choose to make Liverpool their permanent home. World class talent does not have to be imported - it can be produced at home.

‘In Liverpool you still feel that you are some place...’

Bill Bryson

Success will look like:

Increased evidence of wellbeing and optimism, connectivity with the culture and events programmes and civic pride revealed by residents in Satisfaction Surveys at major events; more clearly defined and accessible progression routes and increased retention of talented people in the city.



Irish Sea Tall Ships Regatta

5. Support the cultural organisations of the city with the Culture Liverpool Investment Programme (CLIP) which will succeed the Arts and Cultural Investment (ACIP) programme in 2014.

Liverpool is home to an abundance of high quality cultural organisations, from large well established organisations to smaller skeleton-staffed organisations producing high quality festivals and events, to niche arts organisations with an international reach, to a vast number of theatre, dance, music, visual, interdisciplinary and digital arts producing companies that bring depth and inventiveness across all arts and media forms to the city's cultural provision.

The cultural organisations are at the heart of the city's cultural resources. They create jobs, attract visitors, supply creative and cultural provision to the city's residents and help the city to create and commemorate special moments. They are valued highly.

The Arts and Cultural Investment Programme (ACIP) 2009 - 14 which has given financial support to many organisations during these years is now at an end. The time is right to consider the future carefully and

to define and prioritise the way forward for Liverpool City Council and its partners in planning and funding cultural delivery over the next four years.

During the years of ACIP, the global economic downturn and recessions in the UK and the considerable cuts to public spending of the consequent austerity budgets have produced significant challenges for publicly funded cultural and community organisations. In times like these, survival can seem like success, but in order to thrive in hard times, organisations must generate diverse market opportunities and income streams to balance out inevitable reductions in public sector financial support. Culture Liverpool's ACIP linked initiatives such as 'Fit for the Future' have encouraged organisations to recognise and act on these issues.

In Liverpool in 2014, LCC will invest more than £3m in support to cultural organisations via the new Culture Liverpool Investment Programme (CLIP), the successor to ACIP.

Even with the significant major investment the city has made, and continues to make, the core funding is spread thinly across a wide range and large number of organisations and needs now to be re-focussed on those organisations and projects that can generate work of the highest quality to best help the Authority realise its aims and objectives.

CLIP must make its investments with an eye to the need to further develop the city as a cultural destination, to better enmesh the cultural with the commercial, to promote and market the city and its assets and opportunities to a world-wide market.

In addition to the financial support of some of the city's cultural organisations, Culture Liverpool will work across the sector with the provision of facilitation, brokering, advocacy and support services to help organisations develop networks and partnerships, widen marketing impact and streamline bureaucratic administrative processes.

The social value and benefits of a healthy, well financed, cultural sector are clearly understood and the City and Culture Liverpool leadership will be actively supporting the funded cultural organisations toward financial sustainability over the next three years.

Culture Liverpool will make every effort to ensure that the value of a healthy cultural sector is widely appreciated by decision makers and to work with the sector to sustain an economic base to provide the springboard for the creativity that will produce revenues and positive and productive evolution throughout the sector.

LCC will explore with partners in the private and public sector new ways to support the cultural offer. The current budget forecast for Liverpool City council paints a bleak future for non-discretionary services. Culture however is essential for future growth and jobs and therefore the city, with its partners, will explore innovative investment options to continue to develop the sector and compete globally. Some of these options to be explored will be "percent for art", sponsorship and encouraging more commercial, self-financing events and partnerships. This will be a priority over the next three years.

Success will look like:

Effective articulation and advocacy of the benefits of a healthy, well-resourced cultural sector; a transparent and accessible CLIP process effectively administered; distribution of available LCC funding to ensure best value and return on the investment with a collective cultural programme that positively supports and helps to achieve the aims, priorities and objectives of LCC, the Mayor and the City.

New initiatives are enabled to compete for funding opportunities; initiatives aiming to generate additional resources for the cultural sector are successfully delivered.

‘Liverpool continues to confound the critics...’

The Observer



‘Culture is
the habit of
being pleased
with the best
and knowing
why...’

Henry Van Dyke

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To find out more about the Culture Liverpool Investment Programme referred to in this document, please go to:
www.liverpool.gov.uk/clip

To find more about cultural activities and events in Liverpool, please go to:
www.itsliverpool.com/culture



Africa Oye



Slavery Remembrance with National Museums Liverpool



Young Everyman Playhouse Technicians



Oded Hirsh, 'The Lift', Liverpool Biennial



'Atlantic Stars', FACT



'Bed In' at the Bluecoat.

‘Liverpool has always made me brave, choice wise. It was never a city that criticised anyone for taking a chance...’

David Morrissey

‘Surely, no European city has so radically transformed itself in so short a time...’

Sir Peter Hall CBE

‘Liverpool is the pool of life...’

Carl Jung

‘Arts wash away from the soul, the dust of everyday life...’

Pablo Picasso

