



**LIVERPOOL
CITY REGION**
COMBINED AUTHORITY

CULTURE AND CREATIVITY STRATEGY FRAMEWORK

Draft for consultation

THIS DRAFT STRATEGY FRAMEWORK ASKS FOR FEEDBACK ON THE PROPOSED DIRECTION OF TRAVEL

The Cultural Partnership would like to thank the wide range of individuals, groups, organisations and partners who have contributed thoughts and ideas which have led to this draft strategy framework. We welcome your further thoughts at this draft stage. The fuller strategy will follow and take account of feedback on this strategy framework.

We aim to receive feedback on this Strategy Framework **by Thursday 15 February** and we aim to launch the final Framework and Strategy by the end of March 2018. **Please send all feedback and comments to** LCRcultureandcreativity@knowsley.gov.uk

THANK YOU

The draft Strategy Framework

- Brief introduction Liverpool City region
- Strategy Flow
- Context
 - supporting key strategies
 - delivering on Combined Authority priorities
 - future World of Work
 - culture and creativity
- Mission
- 5 Cross Cutting Strands
- 3 Key Aims
- What success will look like across the strategy
- Commitments to achieving this success
- Some of the actions identified to date
- Timeline of 30 year strategy

Introduction - Liverpool City Region



Incredible coastline taking in 4 of the 6 boroughs

Fantastic green spaces across all 6 boroughs

Strong industrial heritage across the city region

International powerhouse

Gateway of and to the North

The City of Liverpool - at the heart - as an established and powerful *attack brand*



Introduction - LCR Cultural Assets

Great **artists** and **arts organisations**

Great **creative thinkers** and **innovators**

Great **partnerships** across sectors

Great cultural **places** and **spaces**

Great **history** and **heritage**

Great **audiences** and **participants** in culture

Great **international** links

Great **stories** to tell



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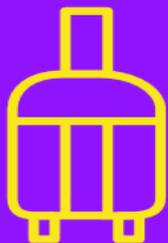
WHY CULTURE?



For every £1 of local authority investment, £11.14 of economic impact is generated in Liverpool City Region.



The creative industry sector is now worth £91.8bn in Gross Value Added (GVA) to the UK. Up 7.6% since 2015 and up 44.8% since 2010.



Liverpool City Region's Visitor Economy is now worth £4.3bn, last year welcomed over 62m visitors to the region and supports over 51,500 jobs.

Major arts organisations funded by the city bring in £32 million to the Liverpool City Region and support over a thousand jobs.

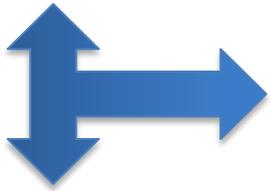


The visitor economy is the second biggest contributor to the Liverpool City Region's economy

Wider LCR Arts organisations bring additional tens of millions into the City Region with in excess of £60m GVA.

STRATEGY FLOW

Consultation



Research

Local
Cultural
Partnership



Combined
Authority



Policy and
Delivery

CONTEXT: supporting key strategies



CONTEXT: delivering Combined Authority priorities



Context: Future Word of Work

Culture is the catalyst for urban change

The world is forever changing and no one is ever sure what the future will look like, especially the future world of work.

Currently, change is probably happening at a faster pace than has ever been seen before. That is why culture is so important. It is what binds us all together. It is the sum of all our creativity. It is the catalyst for change. It is why a cultural strategy needs to be developed that addresses the world of work. For the world of work, by defining the work-life relationship, shapes what sort of society we all inhabit.

In the latter part of the 20th Century, for the first time in history *disposable income* became a reality, when factory workers started to earn above subsistence wages. In the 21st Century *disposable time* is likely to become a reality.

continued

Context: Future World of Work

Culture is the catalyst for urban change

When robotic factories require people less and less, how will they 'dispose' of their time? How will the work-life balance shift?

Culture can help us address the issue. Help us understand the issue. Help us acclimatize to it. Culture can be the catalyst for urban change.

This requires a collective act. To remember our shared past, present and future - our collective culture. To remember where we came from. Remember what we already have.

But above all, remember that the best is yet to come.

Phil Redmond

Chair of the Liverpool City Region Cultural Partnership

CONTEXT: Culture and Creativity

Consultation told us that many people feel that ***culture is everything*** - it's how we live our lives and it's the shared values, beliefs and stories that connect us and describe 'how we do things around here' – on a macro and micro level. When asked to say what people feel should be included in a cultural strategy, people included all of the art forms and also heritage, museums, cultural events and cultural visitor attractions.

Consultation feedback ***distinguished between culture and creativity*** and also their interconnectivity and interdependence. People told us that ***creativity is about the ability to transcend traditional ideas and roles*** and create new ideas and interpretations that bring about transformation, innovation, discovery and progression across many areas of life.

The Strategy Framework has aimed to embrace this broad definition, and these specific areas.

Culture and creativity will be the vital differentiators for place based growth. The mission is to build an appreciation of, and embed the value of, culture and creativity as core drivers for the success of the Liverpool City Region. Success at a city region level will support success regionally, nationally and globally.

5 CROSS CUTTING STRANDS

1. Promoting existing cultural and creative assets through partnership working and shared marketing opportunities.
2. Creating an environment that nurtures and promotes creativity in all its forms and for all ages, with globally connected citizens.
3. Raising awareness that individual creativity can lead to moments of innovation that in turn can bring about global change.
4. Creating sustainable models for continued investment in, and access to, culture and creativity.
5. Evidencing the impact and potential of culture and creativity on key priorities, including building employment and economic growth and reaching out to national and international markets.

1. EXPAND

- Expand and promote our existing culture and creative offer as a core part of a growing visitor economy (including retention and growth in numbers of students and residents) alongside more targeted creative social intervention.

2. DEVELOP

- Develop a supply chain for talent and harness what the region has always done – acted as a ‘pool of talent’ with pathways into the creative sectors.

3. SUSTAIN

- Sustain and enhance economic growth through culture and creativity; recognising and investing in culture and creativity as major drivers in the visitor economy and creative industries, and as catalysts to achieve positive outcomes in wellbeing, health, education, cohesion and the future world of work.

WHAT SUCCESS LOOKS LIKE

WHAT WILL SUCCESS LOOK LIKE ACROSS ALL AIMS

- Culture and creativity will continue to **be central drivers for the regional economy**, and be recognised for this contribution resulting in investment to maintain these benefits. This will include the role of culture and creativity in attracting growing visitors, students, workforce, residents, businesses and artists.
- The whole **culture and creative offer** will be more connected and **punch above its weight** across the region, through a more dynamic collaborative and coordinated approach. **Culture and creativity will support a connected Place.**
- Culture and creativity will be valued as an **means of delivering positive outcomes in areas of life** including, but not exclusive to, future world of work, health and wellbeing, education, regeneration, social inclusion, adult social care, and stronger communities.
- Culture and creative intervention will be **measured through set targets and attainment levels** evaluated by academic partners.

WHAT SUCCESS LOOKS LIKE

continued

WHAT WILL SUCCESS LOOK LIKE ACROSS ALL AIMS

- **Evaluation** will demonstrate an upward shift in **policy targets**.
- The culture and creative sectors will be **inventive in work, ideas and relationships**, and will produce high quality cultural and creative content, activity, opportunities and events in a sustainable way.
- Culture and creative sectors will have **a high profile locally, regionally, nationally and internationally**. Awareness of the culture and creative offer, and how to engage with it, will increase participation in culture.
- Culture and creative sector will have secured artistic, educational and economic benefits through **international opportunities and partnerships**.
- Liverpool City Region **will embed** culture as its **creative catalyst**.
- **Everyone** in LCR will feel **culture is for them** and they are part of its culture.



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OVERARCHING COMMITMENTS

OUR KEY COMMITMENTS TO ACHIEVING SUCCESS ACROSS ALL AIMS

- Work closely with the Combined Authority to increase the **impact of culture and creativity across the strategic priorities** for the Liverpool City Region.
- Champion, support and encourage **new ways of working which strengthens the culture and creative sectors** including through shared programmes, resources, ambition, staff and new partnerships.
- Support **work with the education sector**, including universities, to strengthen the impact of culture and creativity on learning and embark on new research.
- Support **work with Clinical Commissioning Groups and other Public Health** partners to develop robust research for culture and creative interventions to address health and wellbeing issues.
- **Work with Police and Social Cohesion** partners to undertake research around the impact of culture and creativity on crime, community safety and social cohesion.

OUR KEY COMMITMENTS TO ACHIEVING SUCCESS ACROSS ALL AIMS

- Support aspirations for **changing/repurposing/growing/repositioning key cultural facilities.**
- Support **aspirations for the sustainability and growth of major events** that support economic growth across the City Region.
- Explore **fundraising mechanisms and strategies** for funding bids and for reaching new markets for creative industries sector (national and international).
- Harness the power of culture and creativity to inspire, engage and involve people; **building a creative, confident, prosperous and healthy Liverpool City Region** that is open to ideas, globally connected and constantly learning.

OVERARCHING COMMITMENTS

continued

OUR KEY COMMITMENTS TO ACHIEVING SUCCESS ACROSS ALL AIMS

- Encourage local support and infrastructure that **empowers and enables communities** to achieve their own cultural and creative ambitions.
- Support aspirations of communities to **explore, celebrate and showcase their heritage and history.**
- Support aspirations for **arts in public spaces as part of place making and connecting.**

some of the identified ACTIONS



AIM 1: Expand and promote our existing culture and creative offer to help grow the visitor economy (including retention and growth in numbers of students and residents) alongside more targeted creative social intervention.

No.	Flavour of actions	Lead
1	Culture to be included in the next Devolution Deal (Round 2)	Cultural Partnership / CA
2	Embed culture within all CA Portfolios with links to Northern Powerhouse	Cultural Partnership / CA / LEP
3	Design and develop a 'boroughs of Culture' initiative	Cultural Partnership / CA / External Funders
4	Create a shared LCR calendar of cultural events and activities	Culture Liverpool
5	Undertake research programmes to strengthen the evidence base and understanding of, and support for, culture now and into the future. Social, Cultural and Economic.	LJMU Policy and Research Post / Cultural Partnership / LEP
6	Deliver 10 th Anniversary of European Capital of Culture	Culture Liverpool
7	Develop a Major Events Policy and Plan	Major Events Group
8	Develop International Strategy	Various Partners – new group
9	Develop a series of Cultural and Creative Seminars across the City Region in partnership with key stakeholders and for a diverse audience.	Cultural Partnership / Universities
10	Develop a Music Strategy	Music Strategy Steering group

some of the identified ACTIONS

AIM 2: Develop a supply chain for talent and harness what the region has always done – acted as a ‘pool of talent’ with pathways into the creative sectors.

No.	Flavour of actions	Lead
1	Develop and deliver LCR Cultural Awards – championing and celebrating communities.	Metro Mayor and Combined Authority
2	Liverpool Creative Awards	City Mayor and Culture Liverpool
3	Host ‘Liverpool Creative’ to promote and inspire leading edge technology and innovation.	Universities
4	LCR Alliances for Music Education Hubs and for Creative Education Partnerships.	All Boroughs/ Arts Council / cultural sector
5	Proof of concept for culture and social prescribing . Being developed in two LCR boroughs. Expand where possible.	St Helens and Halton - Clinical Commissioning Groups / Councils
6	Commissioning research in key areas, specifically technological disruption and impact of culture on strategic priorities.	Universities / cultural sector
7	Undertake a study of public investment = grants, levy, loans, charging.	CP / CA / LEP
8	Engage with existing and new funders and investors to direct funding at shared objectives.	Cultural Partnership/ Combined Authority/ Major Funders
9	Local history and heritage engagement and celebrations across LCR. Story of Place. People having a voice. Connecting heritage.	Creative Conversations Group/ Heritage Lottery / Big Lottery
10	Collaborate around Arts in Public Spaces across LCR – maximise opportunities to profile uniqueness of LCR and individual ‘places’	Creative Conversations Group/ Arts Council

some of the identified ACTIONS

AIM 3: Sustain and enhance economic growth through culture and creativity; recognising and investing in culture and creativity as major drivers in the visitor economy and creative industries, and as catalysts to achieve positive outcomes in wellbeing, health, education, cohesion and the future world of work.

No.	Flavour of actions	Lead
1	Develop a new Creative Communities Model that places culture at the heart of key priorities. Use learning from pilots and specific areas to expand where appropriate across LCR.	tbc
2	Map out access to the arts for every school.	Creative Education partnerships / Curious Minds
3	Continue to publish evidence based research on impact of culture and creativity	Cultural Partnership / Universities
4	Facilitate the rationalisation of agencies delivering culture and creativity led economic growth.	Cultural Partnership / CA / LEP
5	Develop a culture and creative framework for the years after 2020: 1. Culture and Creativity framework for 2021 – 2028 2. Outline framework for 2029 – 2038 3. Potential framework for 2039 - 2048	Cultural Partnership / key stakeholders

STRATEGY TIMELINE SUMMARY

- **2018-2020**
 - Embed creativity by laying the cultural foundations:
 - The Borough of Culture initiative
 - The Liverpool Creative Awards
 - The LCR Cultural Awards
 - Liverpool Creative
 - Cultural Calendar
 - Develop a culture and creative framework for the years after 2020
- **2021 – 2028 Build on the cultural foundations**
 - Outline framework
 - Co-ordinate resources
 - Rationalise delivery
 - Economic growth
- **2039 - 2048**
 - Potential framework
 - Culture embedded as creative catalyst
 - Secure talent and skills pipeline