

# LIVERPOOL CITY REGION COMBINED AUTHORITY

To: The Metro Mayor and Members of the Combined Authority

Meeting: 6 December 2019

Authority/Authorities Affected: All

EXEMPT/CONFIDENTIAL ITEM: No

## REPORT OF THE PORTFOLIO HOLDER: CULTURE, TOURISM AND VISITOR ECONOMY AND THE ASSISTANT DIRECTOR: POLICY AND STRATEGIC COMMISSIONING

### LIVERPOOL CITY REGION MUSIC STRATEGY & ACTION PLAN

#### 1. PURPOSE OF REPORT

This report seeks Combined Authority (“CA”) approval and endorsement of the Liverpool City Region Music Strategy and action plan as developed through the work of the LCR Music Board.

#### 2. RECOMMENDATIONS

It is recommended that the Liverpool City Region Combined Authority:

- (a) Agree and endorse the Liverpool City Region Music Strategy and Action Plan as set out in Appendix One; and
- (b) Agree to support the delivery of the LCR Music Board Strategic priorities pending the success of the Strategic Investment Fund bid which is currently in development.

#### 3. BACKGROUND

- 3.1 The Liverpool City Region Music Board was set up in December 2018 as an independent, sector-led Board, endorsed and supported by both the Liverpool City Region Mayor, Steve Rotheram, and the Mayor of Liverpool, Joe Anderson OBE. The Liverpool City Region Music Board brings together leading individuals from across Liverpool’s music sector. (Appendix Two shows the full membership).

- 3.2 The LCR Music Board was tasked with the key mission:
- ‘To champion Liverpool’s music scene, protect and build upon Liverpool’s unique music heritage, increase engagement in music of all of Liverpool City Region’s diverse communities, and promote Liverpool’s status as a UNESCO World City of Music.’*
- 3.3 Since it was established the LCR Music Board has worked with a range of stakeholders to develop the strategy. The strategy builds on the 2018 report ‘Developing a Liverpool City of Music Strategy’ - commissioned by the Mayor of Liverpool, Joe Anderson OBE and carried out by BOP Consulting. The strategy is also informed by two reports from UK Music, “Wish you Were Here” (2018) and “The Beatles Heritage in Liverpool and its Economic & Cultural Sector Impact” (2015). These reports are available on line as Background documents.
- 3.4 Strengths: Findings from the BOP report recognise that Liverpool is a music city with high levels of recognition amongst UK and international audiences. In 2015, Liverpool was recognised in the award of UNESCO World City of Music status.
- 3.5 The City Region’s music economy is increasing in scale and significance. Figures based on the UK Music annual reporting 2017/18 estimate that the core music sector generates over £100m in turnover each year and employs over 2,330 people. Critical to its success is a vibrant festivals and live music offer worth over £48m per annum.
- 3.6 The City Region boasts a clutch of high growth businesses that operate across different music sectors – Adlib, Sentric, Ditto, Sound City, Modern Sky – as well as a major arena venue, anchoring the commercial music offer and bringing opportunities that could stimulate further investment and growth. All these businesses have significant national and international reputations and in the case of Ad Lib and Sentric in particular, employ large numbers of local people and have sizeable turnovers.
- 3.7 The Royal Liverpool Philharmonic (RLP) is a major asset; directly employing 250 people and contracting an additional 349 freelance musicians in 2016/17, when some 270,000 people attended RLP events, contributing to a turnover of £10.9 million.
- 3.8 Music tourism, underpinned by the Beatles’ legacy, generates an additional £98m per annum and the number of visitors attending Beatles attractions has grown year on year for a decade.
- 3.9 The City Region benefits from a strong and diverse higher education sector with four universities, including the Liverpool Institute for Performing Arts (LIPA), and a range of undergraduate and postgraduate provision focused on developing careers in music as much as academic study.
- 3.10 Challenges: The combination of heritage and a music sector that has strengths across contemporary and classical genres is reflected in Liverpool’s

status as a UNESCO World City of Music but there are concerns about the sector's sustainability, most notably in the following areas:

- (a) Commercial pressures on venues, particularly at risk of displacement from residential developments and/or closure which threaten the vibrancy and relevance of live music;
- (b) Fragmentation of responsibilities and lack of strategic planning and coordination across the public sector means that public resources are inefficiently allocated. As a result, sector support, marketing and inward investment have not been fully optimised;
- (c) The industry does not represent the diversity of the city region and its communities; and
- (d) Cuts to education, particularly within arts subjects, including music, increase the risk of exclusion of individuals and whole communities from the opportunity to pursue and develop a career in the music industry.

3.11 The BOP report recommends that the Liverpool City Region address:

- (a) sector leadership and governance to better engage the private sector; and
- (b) streamline public sector engagement with all parts of the music sector (this has commenced with the establishment of the LCR Music Board).

3.12 The LCR Music Board Strategy outlines 4 key priorities:

- (a) To ensure the long term development and growth of the Liverpool City Region music industry.
- (b) To support the growth and development of a sustainable music tourism offer across the Liverpool City Region.
- (c) To facilitate music and education sectors to come together with a plan to increase engagement in music and investment in, and development of, talent from all communities across the Liverpool City Region.
- (d) To ensure a sustainable and strong network of venues and to work with local authorities across the Liverpool City Region to introduce the Agent of Change principle.<sup>1</sup>

3.13 These strategic priorities are long term (5 years) but are supported with an action plan for the first 12 months (Appendix One). The action plan aims to support new and existing businesses, create new jobs; develop greater sector

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<sup>1</sup> Agent of Change Principle describes the position that a person or business (i.e. the agent) introducing a new land use is responsible for managing the impact of that change. It is part of the National Planning Policy Framework (NPPF2) which states that both planning policies and decisions should ensure that new development can be integrated effectively with existing businesses and community facilities. "Unreasonable restrictions" should not be placed on existing businesses as a result of development permitted after they were established.

connectivity; support talent and artist development; increase music tourism and spend; increase collaborative working and develop a model of good practice that can be replicable to other cities/city regions.

- 3.14 Germane to the success of the implementation of the strategy and action plan will be the setting up of an independent fully operational Music Office, supported by the LCR Music Board, see Terms of Reference attached at Appendix Three.
- 3.15 The development of the strategy, its priorities and action plan has been influenced by a range of stakeholders drawn from the music industry across the Liverpool City Region, including artists, music education, music businesses and arts organisations, independents, record labels, promoters, managers, production service providers and from both the public and private/commercial sectors.
- 3.16 The strategy is not a stand alone document, its priorities fit clearly with the LCR Combined Authority objective of generating sustainable and inclusive economic growth which benefits all the city region and ambitions for our Local Industrial Strategy. Opportunity for growth is high; developing infrastructure to facilitate future growth, supporting incremental and radical innovation and investment, supporting targeted inward investment and business growth capability, and supporting skills and professional development overall.
- 3.17 It complements and builds upon the Culture & Creativity Strategic aim to develop a music strategy that supports and provides educators and young people with information, advice and guidance on the opportunities and progression routes within the Music Industry and the Visitor Economy Strategy particularly on the promotion of expansion of visitor numbers for our music offer.

#### **4. RESOURCE IMPLICATIONS**

A joined up Liverpool City Region Music strategy will enable the region to respond to nationally funded initiatives and attract more resources into the Liverpool City Region. It will enable the LCR Combined Authority to have sector and partnership discussions with major funders including Arts Council England, Big Lottery and National Heritage Lottery Fund as well as from private and commercial investment.

##### **4.1 Financial**

There are no direct financial consequences associated with this report, however the action plan defines a number of actions and activities which, to the extent that the Combined Authority wishes to progress these, there will be a requirement for funding to be made available to support the delivery. An application for SIF funding has been made and is currently in Outline Business Case development with the aim to go to first external panel in December 2019. Following consideration by the External panel, any award of SIF money would be determined by the Combined Authority in due course.

## 4.2 Human Resources

Support for this strategic work is provided by the LCR Music Board, the UNESCO Head of Music and the LCR Combined Authority Lead Officer for Culture. If the strategy and action plan is adopted by the Combined Authority and the SIF application is successful the Music Office will be established and another appointment to support delivery of the action plan will be created.

## 4.3 Physical Assets

There is no immediate impact on Physical Assets associated with adoption of the Strategy. Potential impact on Physical Assets will however be kept under review.

## 4.4 Information Technology

There are no Information Technology implications arising from the implementation of the recommendations in this report. Specific actions within the Strategy include use of IT and digital communications in their implementation.

# 5. RISKS AND MITIGATION

## 5.1 The key risks association with the recommendations are:

- (a) There is a risk that the significant benefits of the music industry to the Liverpool City Region economic and social growth will not develop fully due to a lack of strategic buy in from the music sector and/or local authorities.

To mitigate this, the LCR Music Board has a broad representation and reach across the music industry sector, including key stakeholders who have regional, national and international profiles. Music Board task and finish groups were established to develop the strategy and action plan during the early months of 2019. External representatives from across the music industry were invited to contribute and inform the developing action plan which increased the reach of the Board. In addition, 2 consultation sessions took place involving over 200 attendees and resulted in clear re-affirmation of the proposed priorities and actions.

Discussions have taken place with relevant parties across all the Local Authorities regarding the work of the LCR Music Board and the SIF bid will ensure that benefits accrue across the whole of the Liverpool City Region with increased opportunities for residents irrespective of where they live.

- (b) There is a risk that as part of the strategic actions to safeguard venues Agent of Change will not be adopted by all local authorities across the Liverpool City Region.

In mitigation, Liverpool City has arguably the largest number of music venues in the City Region. Liverpool City Council recently adopted the Agent of Change principle which has communicated nationally and internationally that Liverpool is a music city that supports music venues and the wider music community.

It is highly unlikely that Local Authorities adopting the Agent of Change principle will deter a developer from developing a property. It may increase their costs slightly to ensure that there is no noise impact from the neighbouring venue. However, these costs are likely to be a small percentage of the overall cost. As long as developers are informed upfront that the Local Authority is adopting and enforcing the Agent of Change principle this should not be an issue.

Adopting this approach will be a statement to the music industry/community that the whole Liverpool City Region is supportive of the music industry and taking this agenda seriously.

- (c) There is a reputational risk that delays in approval of the strategy and financial (SIF) support to implement the action plan may incur a loss of credibility in the LCR Music Board which to date has had a high profile both regionally and nationally and result in members leaving and lack of progress.

Members of the LCR Music Board will be engaged where appropriate in detailed planning over project delivery whilst awaiting the outcome of the funding decision.

- (d) There is a risk that some of the actions in the plan will not be focused in the right areas to make the most impact.

To mitigate this, the plan contains some actions which relate to maintaining and developing a strong data set which will serve to provide a full picture of the sector in the City Region and its economic value and emerging trends. LCRCA evidence and intelligence / economist teams will also be able to assist.

## **6. EQUALITY AND DIVERSITY IMPLICATIONS**

There are no specific equality and diversity implications arising from the recommendations in this report. Music has a valuable role to play in widening access to all and supporting engagement in music by protected characteristic groups. Full consideration will be given to equality and diversity through the implementation of the Strategy's action plan.

## 7. COMMUNICATION ISSUES

A communication plan is being developed for the LCR Music Board including the creation of an industry facing web presence. In addition, the Combined Authority will, through its adopted communication protocols, will publicise the launch of the Music Office and the associated envisaged outcomes when the SIF funding decision is agreed.

## 8. CONCLUSION

The establishment and development of a Liverpool City Region Music Board is a Mayoral priority and a key action in the Cultural & Creativity Strategy. Work by the Music Board over the last 10 months to develop this strategy and action plan builds on existing work and reporting and has gone some way to building confidence and expectation within the music industry. The LCR music sector already has a number of existing assets but there is a need to build on these to deliver a step change. If the priorities are delivered this will be seen as the world's leading music city region. A city region that has a great music heritage but isn't dependent on this, because of an innovative programme of music education, talent development and business support and an overall Combined Authority's policy and commitment to recognising the economic and cultural importance of music. Liverpool City Region will be the place that music businesses want to be based and where local people have the skills to take the jobs that are created.

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Appendices:

- (i) LCR Music Board strategy & action plan
- (ii) LCR Music Board membership
- (iii) LCR Music Board Terms of Reference

Background Documents:

- (i) Developing A Liverpool City of Music Strategy – BOP Consulting
- (ii) Wish You Were Here - UK Music Report
- (iii) Beatles Heritage in Liverpool and its Economic & Cultural Sector Impact – University of Liverpool (Institute of Popular Music), LJMU (European Institute of Urban Affairs) and the Institute of Cultural Capital