

LIVERPOOL CITY REGION MUSIC BOARD – STRATEGY AND ACTION PLAN

INTRODUCTION

This is the Liverpool City Region Music Strategy and Year one Action Plan. It has been developed by The Liverpool City Region Music Board. The Board is a sector led group appointed by the LCR Combined Authority Metro Mayor and charged with both creating and then overseeing a strategy to grow the sector and its economic and social impact on the City Region. It is one of the first such Boards created in the UK. Less than a year in to its work it has helped ensure that Liverpool City Region is seen as well ahead of its peer UK cities in taking a strategic approach to this sector.

In developing the Strategy the Board has built upon a series of reports:

- Beatles Heritage in Liverpool Report November 2015
- Developing Liverpool City of Music Strategy Report, February 2018
- Wish You Were Here: UK Music Report on Liverpool City Region Music Economy, 2018

It also held two substantial consultation meetings drawing together representatives from across the sector.

DELIVERY AND MONITORING

The Board will have oversight of the Strategy and will drive and monitor progress against the agreed target dates and outputs.

Delivery will be undertaken by officers from Liverpool City Region, and the Liverpool City Council Music Officer, supported by the Board, pending the creation and setting up of the Music Office. This Office will then be responsible for delivery of the Plan, reporting and accountable to the Board. The Board reports to the LCR Mayor on a quarterly basis.

Full consideration will be given to equality and diversity through the implementation of the Strategy's action plan.

PRIORITIES

- 1 To ensure the long term development and growth of the Liverpool City Region music industry.**
- 2 To support the growth and development of a sustainable music tourism offer across the city region.**
- 3 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 city region.**
- 4 To ensure a sustainable and strong network of venues and to work with local authorities across the city region to introduce and implement the Agent of Change principle.**

1. To ensure the long term development and growth of the Liverpool City Region music industry

- a. Create a hub, virtual or physical, to help the sector network, gain information and contacts, provide useful resources etc. (mindful of need to reach across the City Region).
- b. Establish effective employment resources – providing careers guidance, company placements etc.
- c. Establish live data exercises to capture annual, ongoing data collection (drawing upon Universities, national bodies eg PRS Foundation) to be able to monitor progress and capture changes within the City Region and its economic value, trends, including qualitative as well as quantitative information.
- d. Strengthen the Combined Authority and City Region’s commitment to promoting and supporting the sector as a priority sector for the city’s economy.

2. To support the growth and development of a sustainable music tourism offer across the city region

- a. Establish a central website and hub promoting music in the city; what’s on, etc.
- b. Encourage a strategy around The Beatles based not only on heritage but also what they stood for – innovation, experiment, forward looking – to promote and grow the current music offer.
- c. Secure a strategy with the City’s tourism and marketing agencies to market Liverpool and the City Region as a World Music City Region.
- d. Establish a clear view, policy and plan for how to use the UNESCO status.
- e. Establish the role of the Councils as enablers rather than direct producers and curators of festivals as part of the City Region’s visitor offer.

3. 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 city region.

- a. Establish Liverpool City Region as a place in which every child has a chance to learn an instrument (across a diverse range of instruments from orchestral to electronic).
- b. Invest in music growth from individuals and communities in lower socio-economic areas, and across our diverse population, including support for business development, facilities and access to investment funds.
- c. Establish effective employment resources – providing careers guidance, company placements etc.
- d. Establish a scheme to make better and more coordinated use of existing and often underused resources in schools and other community spaces (equipment, studios etc.), across the city, with a coordinated approach to managing them, providing training in their use, and generating effective use of them.

4. To ensure a sustainable and strong network of venues and to work with local authorities across the city region to introduce and implement the Agent of Change principle

- a. Create an open source information hub for venues and promoters to share resources, guidance information etc.
- b. Work with Councils for a positive and cheap approach to road closures and other infrastructure help to stimulate greater and better festival activity.
- c. Work with Merseytravel, City Region Mayor and other transport providers on need to develop better late night transport to support use of venues both in city centre and elsewhere across the city region.
- d. Promote the active adoption by all planning authorities of Agent of Change and explore utilising Deeds of Easement of noise as an approach.
- e. Encourage financial and other support models that enable venues to own their buildings rather than rent and be at risk to landlords wishing change of use.

IMMEDIATE ACTIONS (over a period of 10 - 12 months)

ACTION	WHO	WHEN	OUTPUTS	OUTCOMES
<p>1. Secure funding through Strategic Investment Fund to tackle priorities identified by the LCR Music Board to:</p> <p>a) ensure the long term development and growth of the LCR music industry.</p> <p>b) support the growth and development of a sustainable music tourism offer across the city region.</p> <p>c) facilitate music and education sectors to come together with a plan to increase engagement in music and investment in the development of talent of all communities across the city region.</p> <p>d) ensure a sustainable and strong network of venues and to work with local authorities across the city region to introduce the Agent of Change principle.</p>	<p>K McManus lead on securing SIF funding.</p> <p>Music Office, Music Board, and partners to deliver against the agreed priorities.</p>	<p>SIF bid submitted by Q3 with aim of funding agreement in place by end of Q4.</p>	<p>SIF bid successful.</p> <p>Sector growth and international recognition of the LCR as music industry hub.</p> <p>Increased GVA, employment, investment and inward investment into the LCR.</p>	<p>250 businesses supported</p> <p>20 new businesses created</p> <p>Minimum of 7% increase in GVA</p> <p>60 new apprenticeships created</p> <p>30 new jobs created</p> <p>Minimum of 3 successful new inward investments creating minimum of 6 new jobs.</p> <p>120 artists from across the LCR benefitting from talent development programmes</p>
<p>2. Build website as central source of</p>	<p>Music Office with</p>	<p>Completed by</p>	<p>Website established and</p>	<p>Greater sector connectivity.</p>

<p>information and open source information hub for venues and promoters</p>	<p>support of LCR Music Board</p>	<p>end of Q2 2020</p>	<p>operational.</p> <p>Site recognised as 'go to' resource by sector.</p> <p>Supports all aspects of strategy delivery.</p>	<p>Practical resource being used by music businesses / venues / promoters etc. leading to improved business performance.</p> <p>Increase in collaborative working.</p> <p>Establishment of a model of good practice/replicable and potentially sold on to other cities.</p>
<p>3. Secure agreement for a funded independent Liverpool City Region Music Office to provide the following:</p> <p>a) A central hub of information</p> <p>b) Up to-date mapping and information on the sector including:</p> <ul style="list-style-type: none"> - Businesses - Music education provision - Facilities – studios, venues etc. <p>c) Sector support and training</p> <p>d) Single point of contact for external companies looking to invest in or engage music industry in the city region</p> <p>e) Promotion of Liverpool City Region to the national and international music industry as a Music City Region</p>	<p>Music Office with support of LCR Music Board</p>	<p>Music Office will begin operating immediately on signing of funding agreement.</p> <p>Fully operational within 3 months of funding allocation with 2 f/t staff</p>	<p>a) Office operational as single point of contact for the sector.</p> <p>One job secured, and one new job created.</p> <p>b) Up to date and accurate sector intelligence informing ongoing delivery, future priorities and the mapping of sector growth.</p>	<p>c) 250 businesses supported</p> <p>20 new businesses created</p> <p>60 apprenticeships created</p> <p>30 jobs created</p> <p>120 artists benefitting from talent development programmes.</p> <p>At least 20 supported to have a sustainable career in the music industry.</p> <p>d) Minimum of 3 successful new inward investments creating minimum of 6 new jobs.</p>

<p>f) Delivery of the strategy</p> <p>g) Establish risk investment fund for sector development</p>				<p>Simplified structure of support for local music businesses, making it easier to access and secure external investment.</p> <p>e)/ f) Clearly defined strategy and action plan to market Liverpool City Region as a World Music City Region with identified budgets, resources and understanding of organisational responsibilities in delivery.</p> <p>e) 20 investments securing business growth, access to new markets. Minimum of 7 new jobs created.</p>
<p>4. Establish networking structures for the sector</p> <p>a) Quarterly meeting for leaders of key industry organisations.</p> <p>b) Networking for music educators in the LCR to share good practice and develop collaborations.</p> <p>c) Build relationships and clarification of roles with Beatles Legacy Group and Beatles industry Group plus other related stakeholders.</p> <p>d) Work with Marketing Liverpool to discuss strategy to market Liverpool City Region as a World Music City and City Region.</p>	<p>Music Office with support of LCR Music Board</p>	<p>All networks and sector relationships operational by the end of Q2 of 2020</p>	<p>a) Industry Leaders network established.</p> <p>b) Music educators' network established.</p> <p>c) Improved partnership working with BLG and BIG to support Beatles legacy plans.</p> <p>d) Clearly defined strategy and action plan on how to market Liverpool City Region as a World Music City / City Region with identified budgets, resources</p>	<p>Networks established with clear agendas and recognised as adding value to the sector.</p> <p>Better connected music sector encouraging sharing of good practice and resources as well as increased collaboration. Established and functioning networks underpin all of strategy delivery.</p> <p>d) Increase in music tourism visitors with related increase in music tourism spend.</p>

			and understanding of organisational responsibilities in delivery. Strategy and plan on how to use the UNESCO City of Music strategy established.	
5 Advocate for the robust adoption of the Agent of Change principle across the whole of the City Region	S Lovell/K McManus	By end of Q2 2020	A shared approach across all the LCR Local Authorities to the protection of venues by a rigorous but fair adoption of the Agent of Change principle, including exploring the Deeds of Easement of noise approach.	<p>A joint approach across the city region providing a more supportive environment for venues.</p> <p>A clearly established policy that ensures developers are aware in advance that they will not be able to build at the expense of already existing live music venues.</p> <p>A strong signal that the LCR is a music friendly City Region that recognises the importance of live music in the ecology of a music City Region.</p>
6.Engage local authorities in discussion on a) Endorsement of the Strategic Plan b) Supporting locally generated festivals and events through waiver of road closure and infrastructure costs c) The role of Local authorities as enablers and supporters	Music Office with support of Music Board and CA.	Begin immediately and ensure open dialogue is maintained on an ongoing basis.	Music sector strategic plan endorsed by all local authorities and use this to leverage further appropriate support to the benefit of the sector.	A city region where the local authorities adopt a common, supportive approach to the sustainable development of the music sector.

LONGER TERM AIMS

Alongside the work set out above, we will also be developing a longer term plan with clear aims and objectives.

In 12 months we will have a clear action plan and timeframe for how we will deal with agreed priorities including:

- Ensuring that every child in the LCR has a chance to learn an instrument
- Establishing effective careers support for the music sector
- Identifying community hubs across the LCR to provide local support for talent development