Cultural Compact Strategic Action Plan 2021-2026
Liverpool City Region Cultural Partnership

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Foreword

The Cultural Partnership came into being in the run up to the tenth anniversary of 2008, when Liverpool acted as UK hosts for the European Capital of Culture, delivering what EU President Jose Manual Barroso said was the ‘best ever’. That was both testament and confirmation of what Liverpool and City Region had, are and will always be: a crucible of creativity.

It was fitting therefore to start planning for the future and work out how we could again come together collectively to map out a more strategic and structured plan to make sure culture remained at the heart of our economic growth. It is why it became part of the Region’s Devolution Deal and why, through the cultural networks already formed, stretching across arts and science, from the stage to the lab, from innovators to entrepreneurs and education to local government, Liverpool and the City Region was in the Vanguard of Test and Trace and Mass Testing. Just as it will no doubt be at the forefront of seeking a route through Covid recovery. Culture, after all, is the sum of everything we do together.

This Action Plan builds on the preliminary work of the Cultural Partnership including mechanisms like the Metro Mayor’s 1% For Culture, the rotating Borough of Culture programme and annual Cultural Awards to highlight, promote and sustain a talent pipeline to feed economic growth. There are challenges ahead, just as there always has been, but there is also a new horizon in an accelerating, digital, post-covid world.

This plan lays down a new road map for the next stage of cultural development as we remind people, just as Liverpool was once the second city of Empire, so the region has been, is and will continue to provide the UK’s second City of Culture.

Sir Phil Redmond Co-Chair LCR Cultural Partnership

The Arts, Culture and Creative sector is integral to the local, national and international identity of Liverpool’s City Region. No stranger to the world stage, its intrinsic value is that it illuminates and enriches our lives in so many ways, impacting on our sense of being, place, history, and our future.

It is a foundation stone to our social wellbeing and cohesion, our physical and mental health, our education system, our national status, and our economy. Liverpool City Regions Arts, Cultural and Creative Sector is made up of a diverse community of thinkers, pioneers, innovators, and creators who are engaging us by developing, producing and educating us.

The sector confers such enormous benefits and therefore it is incumbent upon us to recognise it, celebrate it, support it and invest in it – and that is why we have developed this strategy and action plan in conjunction with the sector to ensure that it prospers and grows.

We are committed to championing specific measures to drive the inclusion of BAME communities and underrepresented groups in the sector to ensure that their creative talent, passion and drive is utilised to its full potential and given a platform to thrive.
Alongside this, we recognise the importance of access to music, art and creative careers advice for school children and young people. We fully support the implementation of creative hubs and mentoring services to inspire the next generation.

We are committed to ensuring that all creative contributions at an individual, community, national and international level are valued and celebrated.

We will continuously raise awareness among the public, across the cultural, educational, and political sectors, and among those who influence investment in both the public and private sectors, of the value of the creative endeavour.

We will shout from the roof tops about the impact of their work and how it is felt by people and communities across the LCR, nationally and internationally.

We will work even harder to drive diversity and inclusion, and to deploy our ingenuity and resources to ensure that we connect with people and communities we don’t yet reach. We will work to promote our arts and cultural sector as a strategic social and economic and creative resource.

We will continuously want to understand how we can do better so that arts and culture can be accessed and enjoyed by everyone. Only by doing this can we better connect with our North West neighbours and enable community-led transformation to position Liverpool City Region as a leader in cultural and creative pursuits.

The arts and culture have an impact on our all our lives in complex and interrelated ways, serving to engage, innovate, inspire, and challenge. Nevermore has this impact been recognised than throughout the COVID-19 pandemic when our creative venues and community spaces were in jeopardy.

With more than 24,000 local people employed within Liverpool City Regions Arts Cultural and Creative Sector, we will work to ensure that the creative economy is restored and can continue to drive economic growth, jobs, and opportunity for all parts of the city region.

We recognise and pay tribute to the creative organisations and people who, despite the odds, were able to reach out to communities, schools and vulnerable groups to raise a smile, lift spirits and offer a moment of joy. Proving, once again that the value of the sector is crucial to our wellbeing and sense of community.

We will return to the streets and creative venues. We will stand shoulder to shoulder and stare in awe at the sights and sounds of cultural vibrancy at its finest.

Maggie O’Carroll  Co-Chair LCR Cultural Partnership
CEO of The Women’s Organisation
Executive Summary

Liverpool City Region’s decision, uniquely, to feature culture in its devolution deal, continues to drive ambition and opportunity for the arts, culture and creative industries across the city region.

Building on the 30-year Cultural and Creative Strategy established in 2019, the Cultural Compact Strategic Action Plan recognises the special place that arts and culture have in LCR’s economy and polity. It is a flexible framework, which builds on existing assets and plans, including in cultural institutions, heritage assets, regeneration, economic development, people & skills, equality, diversity & inclusion, socially trading organisations (STOs) and the Borough of Culture, to provide a roadmap for delivery of the 30-year vision and strategy for Culture and Creativity.

The Cultural Compact Strategic Action Plan has been developed by the sector with the support of the Combined Authority. Its priorities reflect those of Local Industrial Strategy, which describes culture as one of four central ‘pillars’, foundational to LCR’s long term success and resilience. Culture is recognised in the LIS as a ‘dynamic, responsive, outward looking and growing industry’, investment in which can unlock significant economic development and social benefits.

The Strategic Action Plan represents a timely opportunity to secure new and much-needed investment in LCR’s arts and cultural sector a third, place-focused round of Cultural Recovery Fund monies and Arts Council England’s ‘Let’s Create’ investment priorities are announced in March 2021.

The research undertaken in preparation of this plan underlines the need to sustain, recover and invest in the economic and social fabric of the region, which is held together by culture. More than just a priority sector of LCR’s economy, culture is the element through which communities across the city region identify themselves and the channel through which LCR can amplify its assets, skills, confidence and innovation to the world.

The plan also reflects the commitment of arts and cultural organisations throughout the pandemic to focus on communities and renewal. Responding in an agile and innovative way to challenges presented to our health, livelihoods and lives by COVID-19, the city region’s arts organisations have pivoted their operations to address audiences both old and new and pooled their talents and facilities to make best use of scarce resources. In the years ahead those organisations will need continuing support, including in continuing to evolve their operational models and investment plans. Culture has contributed massively to the wellbeing of the city region and its people - if it is to remain the critical and vital part of the city region’s economic and social infrastructure that it has become, the sector will need re-invention and reinvestment.

The Cultural Compact Strategic Action Plan has three priorities:

Creative Communities: prioritising community-led transformation and developing assets within communities across Liverpool City Region.
Creative People: reflecting the creative ambition of the city region and recognising that LCR’s cultural offer combines both unequalled heritage, built and natural environment with an arts scene and major cultural institutions with global recognition and reputation. The Cultural Partnership will work to amplify and project the voice and vision of the arts, cultural and heritage sector across Liverpool City Region and beyond into the wider North West, nationally and internationally.

Creative Places: recognising the contribution made by the commitment to “1% for Culture” and the Borough of Culture programme, this sets out a ‘polycentric’ approach which builds upon the influence and role of arts and culture in the regeneration and recovery of the city region, particularly of the city centre and the visitor economy, in the years following European Capital of Culture 2008. It reflects the opportunities that other parts of the city region have benefitted and can benefit from employing a similar approach; learning from the expertise gained in Liverpool but interpreting and adapting this knowledge to respond to what is distinctive and special in each borough.

These priorities are aligned with both those of national bodies, including Arts Council England, the LCR Local Industrial Strategy, and the COVID LCR Economic Recovery Plan. Importantly, they have been re-affirmed by extensive research and sector-wide consultation both before and during the COVID-19 crisis.

The Cultural Compact Strategic Action Plan presents a five-year programme which reflects the passionate commitment of people and communities across the city region to constituting and celebrating a fairer, more equal society with access to culture for all.

Existing investment from the Combined Authority – the ‘1% for Culture’, and the Borough of Culture programme it supports - is an important and necessary cornerstone for this strategy, but by no means sufficient to address the challenges and opportunities which exist for culture. The strategic action plan includes a commitment to an immediate set of actions to amplify, sustain, invest in and recover arts and culture whilst maintaining and growing the focus on internationalism and equality, diversity & inclusion.

This includes a plan to develop a partnership and investment vehicle to attract cross sector resources, influence, talent and finance for longer term investment, as well as measures to make better use of existing Growth Platform resources in addressing the skills, training and business growth needs of the cultural and creative industries.

The Strategic Action Plan’s proposed measures to sustain and invest in culture, including reforming and strengthening governance of the Cultural Partnership, looks forward to an engagement at local and national level to secure the best possible settlement for the sector, and the city region.
INTRODUCTION

Liverpool City Region is a place of transformation. A place where the ingenuity and creativity of its people is helping to pioneer the ideas, industries, and infrastructure of the future. A place where a spirit of innovation is providing the solutions to society’s deepest challenges.

It is world-renowned for its culture, its creativity and its distinctive sense of place and cultural vibrancy. That plays out across its waterfront, coastline and other natural assets – with 80% blue/green space, this is higher than any other city region in the UK. It is expressed through its heritage buildings, museums, and galleries, its contribution to music and sport, and the unique energy of its grassroots cultural organisations.

The city region’s cultural offer is global in reach and central to an internationally recognised brand that attracts profile and investment. Liverpool has both UNESCO World Heritage and City of Music status. The impact of securing the Capital of Culture in 2008 transformed the city, attracting investment in key cultural assets such as Liverpool One and the Arena, which in turn created new opportunities. Local people could see, first-hand, the significant contribution culture had in driving economic and social success, and the power of this culture-led regeneration could be felt by all. It was bracketed by the arrival of new and notable cultural attractions across the city region, including ‘Another Place’ in Sefton and The Dream in St Helens.

Following the success of 2008, the city region has continued to innovate and learn. Whilst Liverpool’s major cultural institutions and attractions remain the key driver of the visitor economy; all parts of the city region can point to their own landmarks and achievements, including Catalyst and The Brindley in Halton, along with future developments, Eureka! in Wirral and Shakespeare North Playhouse in Knowsley. These are strengthened and amplified through the pioneering ‘1% for culture’ programme, including a rotating Borough of Culture, an annual collaborative cultural project, and Liverpool City Region Culture and Creativity Awards that celebrate the growing and ambitious culture and creativity sectors across the city region. Borough of Culture offers every borough the opportunity to benefit from the region’s own resources and support. It provides the platform to increase participation, build new models of engagement and crucially to realise the untapped potential, capacity and resource within our diverse communities, creating the conditions for employment and wealth creation and improved health and wellbeing.

Each year sees significant advances in the region’s talent and asset base and the creative agency of its people who have learned to be adaptable, innovative and lateral thinkers. Whilst COVID has precipitated the need for change, work of individual local authorities, including in development of their own culture strategies and around the Borough of Culture initiative, working with key stakeholders and partners, had already begun to create the conditions for this new model of a mixed economy for culture. A model where community engagement and social and environmental benefits are moved to the centre of discussions about purpose and deliverability of cultural ambition.
Context of the Cultural Compact Strategic Action Plan

Liverpool City Region Combined Authority (LCRCA) uniquely prioritised culture within its Devolution Agreement. In 2017, it established an LCR Cultural Partnership from cross sector strategic organisations to develop a strategy and initiatives.

In 2019, Liverpool City Region Combined Authority (LCRCA) agreed a 30-year Cultural and Creative Strategy, which is driven by the notion of culture as a catalyst for urban change, spread across five cross cutting strands:

1. Promoting existing cultural and creative assets;
2. Creating an environment that nurtures and promotes culture in all its forms;
3. Raising awareness that individual creativity can lead to moments of innovation;
4. Creating sustainable models for continued investment in, and access to culture and creativity;
5. Evidencing the impact and potential of culture and creativity across the LCRCA’s areas of responsibility (employment, learning and skills, economic growth, reaching out to national and international markets and supporting trade and business).

In the same year, the Core Cities group, along with Arts Councils of England, Wales and Northern Ireland, Creative Scotland and the Local Government Association, commissioned a national Cultural Cities Enquiry\(^1\), which examined,

‘How culture can be more effectively resourced across the UK, to multiply the benefits and ensure they can be shared by all in our society.’

The work of the LCR Cultural Partnership and its achievement in securing the ground-breaking commitment to spend the equivalent of at least 1% of the Combined Authority’s annual £30 million devolution funding on cultural activities, was recognised by the Enquiry as an example of good practice.

The recommendations from the Cultural Cities Enquiry were a series of measures that would aim to:

- Reduce dependency on central and local government funding;
- Diversify investment;
- Find new models of innovative and collaborative partnerships, locally, regionally, nationally and internationally;
- Increase resilience.

\(^1\) https://www.corecities.com/cultural-cities-enquiry
Within that, Cultural City Compacts were identified as a convening mechanism and strategic framework to align local priorities and reflect the aspirations of local people and community-driven transformation, with the aim of achieving measurable progress against a three to five-year business plan.

Liverpool City Region was chosen as one of 20 national pilots to receive funding from Arts Council England\(^2\) to develop a Cultural Compact Strategic Action Plan. LCR partners have also taken this as an opportunity to review, develop and build on the achievements of the existing LCR Cultural Partnership.

The resulting LCR Cultural Compact sets out a five-year strategic action plan which delivers against the objectives of LCR Cultural and Creative Strategy.

That includes:

- Developing ambitious plans that will strengthen the city region’s cultural and creative offer;
- Reviewing the future role, membership and governance of the LCR Cultural Partnership;
- How culture could help deliver inclusive growth and regeneration to communities across the city region, through imaginative new partnerships across private, public and third sector;
- Mapping culture and creative industries enterprises and workforce across LCR;
- The role of culture as a pillar of LCR Local Industrial Strategy and its direct contribution to the economy and social value of the city region, including its contribution to increasing productivity of the city region’s economy;
- Black Lives Matter – and increasing equality, diversity and inclusion across all parts of the cultural sector;
- Reflecting the investment priorities of Arts Council England’s Let’s Create strategy for 2020-2030 to ensure that LCR arts and cultural organisations are supported to increase funding from that source in both absolute and relative terms;
- Diversifying investment streams into culture;
- Supporting measures to address the climate emergency through minimising environmental impact and aiming to reduce to zero the carbon footprint of cultural venues, festivals and events.

The Compact action plan also reflects and responds to the priorities of core LCR economic strategies and plans:

- Local Industrial Strategy (LIS) – which describes culture as one of four central ‘pillars’, foundational to LCR’s long term success and resilience. Culture is recognised in the LIS as a ‘dynamic, responsive, outward looking and growing

\(^2\) Funding was awarded to Culture Liverpool / LCC to support the development of the Compact, facilitated by the LCR Cultural Partnership. LCC are the accountable body for this ACE funding.
industry’, investment in which can unlock significant economic development and social benefits.

- **COVID LCR Economic Recovery Plan (Build back Better)** and **Comprehensive Spending Review (CSR)** submissions to HM Treasury – both of which refer back to LIS
Role of the LCR Cultural Partnership

The LCR Cultural Partnership will oversee the implementation of the Compact Strategic Action Plan, to improve the status of the cultural sector and influence the allocation of resources to help build a resilient, diverse, equitable and sustainable creative ecosystem. It will:

- Coordinate and influence public sector policy and interventions around culture;
- Champion a distributive model leadership role;
- Champion and advocate for parity of esteem;
- Champion a single point of entry for sector-specific business support, supply chain and skills development within the Growth Platform, which will be signposted by both creative sector organisations and borough growth teams.

The membership and governance of the LCR Cultural Partnership will be reviewed to enable a refreshment of the current membership and in line with the requirements of vision and implementation of the Compact Strategic Action plan. That will include specific measures to address recruitment and mentoring of BAME, underrepresented groups and those with other protected characteristics to leadership roles both within the Cultural Partnership and across the arts and cultural sector.

Members will possess the skills and experience necessary to enhance and develop the performance of the Cultural Partnership and enable the realisation of the Compact Plan. Selection will be determined on the basis of ability to contribute to the Cultural Partnership rather than simply for representative reasons.

A process of open recruitment will be adopted to ensure the Cultural Partnership collectively, have the necessary personal attributes and competencies required to:

- Add value and provide support to the Combined Authority and other authorities in establishing the Compact Strategic Action Plan, and reviewing risks and opportunities for investment;
- Effectively monitor the performance of projects to enhance the sector; and
- Account for the performance of the Cultural Partnership.

The process to review and refresh the membership and governance of the Cultural Partnership will commence from March 2021.
Mapping the Cultural and Creative Economy

Research to map the cultural and creative sector and workforce across Liverpool City Region was completed prior to COVID-19 pandemic and drew on an innovative methodology and combination of sources. LinkedIn was used as a database to measure the workforce to address concerns that many freelancers and micro-enterprisers were not counted in national statistics.

Analysis of LinkedIn showed that the creative workforce in Liverpool City Region was much larger than reported in national statistics – over 24,000, as opposed to ONS figures of 13,000 for the last available year of records (2018). The discrepancy is most marked in terms of freelance workers: ONS records only 3,000 people not in full-time employment. The additional large number of freelancers identified better reflects the structure of Liverpool City Region’s creative economy, which is heavily dependent on live performances and seasonal events.

The graphic opposite summarises the findings from the research (Feb 2020). Further details on the research are found in Appendix 1.
Drivers

A period of extensive research and significant consultation with national, regional and local stakeholders, including local authorities, education partners, arts organisations and the wider cultural and voluntary sectors confirmed that the drivers for the Cultural Compact’s initial five-year plan are:

- **Survival**: identifying programmes of investment and short-term actions to safeguard jobs and organisations and develop community owned approaches;
- **Recovery and renewal**: new structures to support and promote investment in ambitious work, increased skills and productivity;
- **Resilience**: new business models based on collaboration and cooperation, attracting a more diverse range of investment, supported by consolidation of infrastructure;
- **Rebalancing**: offsetting a reliance on the international visitor economy, by encouraging greater LOCUL (Local Culture) staycations to draw from the regions 1.8m and NW 6.5 m population;
- **Equality, diversity and inclusion**: recognising the seminal importance of Black Lives Matter, prioritising experiences and opportunities of Black, Asian and other diverse individuals and communities;
- **Inclusive growth**: focusing on inclusive growth across the City Region’s economy, including models of social innovation and investment, to address discrimination, underemployment and loss of productivity resulting from exclusion from opportunity;
- **Internationalism**: addressing and acknowledging the commercial and social opportunities presented by greater diversity and accountability to communities and recognising the role of Liverpool’s diaspora communities and festivals in attracting visitors from and opening creative and commercial exchanges with international markets.

Sector response to COVID-19

Arts, culture and creative industries are amongst the sectors hit hardest by measures to mitigate the risk of the COVID-19 pandemic. Evidence of the impact of the crisis on facing the can be observed across the hospitality sector and visitor economy, hit by the closure of venues and 3,500 redundancies in the first six months of the crisis.

We know that the visitor economy in Liverpool is culture led, but it is equally important to understand that the cultural sector across the city region is acutely impacted by loss of income from visitors. The knock-on effect of the loss of local authority revenue – 49.8% of Liverpool’s business rates in 2019 came from the leisure, hospitality, creative, digital and cultural sector – further compounds issues around investment in and sustainability of culture and the creative economy.

Across the city region, survey data suggests that as many as 60% of an estimated 15,000 freelance creative workers were immediately impacted by the measures to address COVID – their continued and re-imposition means that many of them
expect to be out of work until Summer 2021 at the earliest. Closure of music, entertainment and performing arts venues had a catastrophic effect on other parts of the supply chain, including production services, catering and travel companies, whose social and economic impact is immense.

There is a risk that, without any employment opportunities in the sector, companies will be forced to close, and individuals forced to consider other work, or relocate to where there are jobs to match their skills. The resulting loss of both technical and creative capacity not only threatens the immediate prospects of survival and restart for many creative enterprises, but also imposes risk of long-term structural damage to LCR’s creative economy and loss of income, reduced opportunity and increasing inequality of access to the economic and social benefits of culture amongst marginalised and excluded groups.

The ongoing impact of COVID on the cultural and creative industries cannot be understated and it is therefore imperative that this action plan is flexible and responsive to the ongoing changes that are taking place not just in our city region but globally.

Against this backdrop, the Compact will retain the central tenets and key priorities as identified but will adopt a flexible approach to delivery as required.

Consultation with artists and organisations across the cultural sector has taken place to ensure that the Cultural Compact Strategic Action Plan forms the Cultural Partnership’s contribution to the sector’s agile response to COVID.

Some of those responses – the agile and innovative way in which organisations have pivoted their operations online and pooled skills and resources – presage the short-term interventions needed to help the sector survive and recover. In the medium to long-term, however, artists, creative entrepreneurs and cultural organisations will need support and investment to take the adjust their business models to reflect the changed realities of a post-COVID world.
**Strategic Priorities**

The strategic priorities for the Compact Strategic Action Plan, established through research and confirmed through consultation, reflect those of LCR’s Cultural and Creative Strategy:

1. Cultural Communities
2. Creative People
3. Creative Places

These also reflect the priorities of ACE’s Let’s Create strategy, National Lottery Heritage Foundation’s recent strategy and the focus on Place making adopted by DCMS and across government.

These priorities are also reflected in the Cultural / Heritage Strategies of individual local authorities and build upon precedents for collaborative cultural actions across LCR.

**Priority 1: CREATIVE COMMUNITIES**

The Cultural Partnership’s initial five-year Compact Strategic Action plan will prioritise community-led transformation and developing assets within communities across Liverpool City Region.

Whilst investment for the next 6-12 months needs to focus on recovering and restarting the creative and visitor economy, the Compact Strategic Action Plan builds upon the work of artists and cultural organisations which have been working in communities for many years as and establishes the role of the Cultural Partnership in championing, promoting and helping secure investment in their work and development.

The Compact Plan will **promote investment in assets** that can **amplify** the strengths of LCR’s creative economy, rather than seeking funding to address weaknesses. A culture-led and creative response to the COVID emergency, the subsequent recession and structural weaknesses in LCR’s creative economy is the one most likely to be transformational and result in new ways of doing things – not just in arts, culture and heritage, but in health, education, safety and environment. This is both the immediate response to crisis and the strategic best option.

There has been an understanding that public sector funding for culture was already expected to be on a downward trend and is one area of spending likely to be further hit by COVID recovery measures. **Prioritising investment in creative communities** builds on both recommendations of the Cultural Cities Report and LCR’s Cultural and Creative Strategy to establish links to other areas including regeneration, health and social care and education, to better utilise existing public sector resource and focus on alternative forms of investment. In this way, the Compact Strategic Action Plan aims to release a social investment dividend from joining up different elements of LIS
and local authority delivery with that of national bodies and local partners working across those other agendas.

The focus on communities also reflects the increased prominence that COVID has given to other models, including socially trading organisations (STOs) and wider strategies for Town Centre regeneration. Responses to consultation emphasised the extent to which culture crosses over with these other business models and presents new ways of working between the city region, local authorities, cultural and social organisations to bring about greater resilience, sustainability and opportunity for the economy and communities of LCR.

*To follow: diagram showing Cultural Partnership linking policy with resource.*

**Internationalism**

There is a close link between the diverse communities of the city region and internationalism. The Compact’s prioritisation of creative communities forms part of a strategic approach to reflect and realise the social and economic value of those connections.

Liverpool’s status as a port city and its particular histories means that communities and residents across LCR have strong family links across the world.

The cultural sector is confident in international working, and delivers considerable social impact through programmes, including in schools, which address the positive elements of diversity and identity through internationalism.

Arts and culture created by Black, Asian and other diverse community groups across LCR are frequently shared spaces. Many of the city region’s major festivals (including Africa Oyé, Liverpool Arab Arts Festival and LIMF) are internationally themed.

Cultural organisations across the city region who are led by Black, Asian and other diverse individuals have good links with the museums in Liverpool and organisations like the Bluecoat and the Philharmonic. However, there are *greater opportunities to optimise and build on the strategic role of these organisations within international work.*
The International Strategy and Delivery Group (ISDG) within the Cultural Partnership will work to ensure that internationalism is embedded in regeneration strategies and related programmes to demonstrate the economic value for residents through direct employment and indirect benefits.

Increasing the focus on internationalism, and the links between LCR’s residents from Black, Asian and other diverse backgrounds and a wider international community, can provide a new source of growth for the visitor economy as it seeks to recover from the impact of COVID and address the headwinds of Brexit and an expected recession. That can produce direct benefits to communities across LCR in new jobs for local people in hospitality, tourism and the cultural supply chain.

A focus on internationalism needs to be linked with measures to promote digital skills and inclusion, and ensuring that all parts of LCR have access to state of the art digital infrastructure and services, as access to services, education and cultural activity will increasingly be delivered online.

This will have a further indirect benefit of increasing opportunities to access, consume and participate in culture and related employment opportunities for communities across LCR.

Priority 2: CREATIVE PEOPLE

Creative ambition

LCR’s cultural offer combines both unequalled heritage, built and natural environment with an arts scene, which is world-renowned for being radical and independent, and as a source of stories and storytellers, which transcend barriers of language and nation. The Compact Strategic Action Plan will work to amplify and project the voice and vision of the arts, cultural and heritage sector across Liverpool City Region and beyond into the wider North West, nationally and internationally.

Equality, diversity and inclusion

Consultation with sector and stakeholders undertaken as part of the development of the Compact plan reflected a need to support and facilitate greater artist, practitioner and community led cultural/creative interventions within city region cultural programmes.

Providing the conditions for artists and communities to have a greater influence and share of the investment in culture also promotes resilience and sustainability of the creative economy.

That increased opportunity will in turn drive recognition and demand for increasing representation of people with protected characteristics excluded groups and economically and socially
marginalised communities within leadership and employment in arts and culture.

Helping individual artists, freelance practitioners and small cultural organisations to work collaboratively in order to ‘de-risk’ the transition from dependency on short-term, project related funds to a more diverse set of investment and revenue streams will make better use of available resources and help sustain and grow the creative sector.

The Compact will work with artists and cultural organisations – building on the Partnership’s existing investment resources (1% for Culture and CA Strategic Investment Fund) to identify additional funds for commissioning and investment from sources including Government and national bodies such as Arts Council England, to ensure that Liverpool City Region receives a share of resource commensurate to its appetite, ambition and impact.

The Compact Plan reinforces the commitment to and investment in an equal, diverse and inclusive cultural sector.

The need to recover and restart the creative economy must ensure that interventions directly support and provide more opportunities for individuals and groups from diverse and less represented communities to access, develop, produce and participate in arts and culture.

Development of this plan coincided with the heightened awareness of racial discrimination and injustice highlighted by Black Lives Matter. The cultural sector in LCR, as in other places across the world, has been quick to recognise its importance, and to act on it. The Compact provides a framework for actions to ensure that equality, diversity and inclusion policies and practice be mainstreamed across all the LCR’s cultural work to redress the current imbalance of representation and opportunities within the cultural and creative industries for people from Black and other ethnic communities.

In order to accelerate and promote change, the Compact will look to identify investment and influence the provision of training, IAG and mentoring to increase the profile of diversity of boards and management, behaviours and recruitment practices across commercial, voluntary and community organisations.

Creative Industries

Even before COVID, Liverpool City Region suffered a ‘productivity gap’ between itself and other regions, which was reflected in the output of its creative economy. This can be accounted for by one or more of a combination of factors:

- A lower proportion of the population and workforce with Level 4+ skills, considered a minimum entry level for many creative occupations, constrains growth for local businesses and acts as a deterrent to potential investors;
- Under-employment within a sector with a much higher proportion of freelance workers than the national
average, related to increased precarity for those individuals and lack of investment in skills by employers;

- Low levels of investment in R&D reflected in a deficiency in Intellectual Property registered by LCR creative businesses and a resulting over-dependency on revenue derived from commoditised services and footfall-related activities;
- Lack of access to key production infrastructure and uneven provision of fast, reliable fibre broadband connections in many parts of the city region;
- Lack of a large commissioning organisation, and under-representation of medium-sized and larger sector employers in general, depresses demand for creative content, products and services in the local supply chain;
- Low levels of demand for creative services in the wider LCR economy, exacerbated by relative lack of corporate HQs and key decision makers with procurement budgets’;
- Absence of national agencies, such as Digital Catapult, whose presence has a catalytic effect on company formation and growth in competitor cities and serves to leverage inward investment.

Over this five-year term, the Cultural Partnership will work in partnership with the Growth Platform, the LEP Digital & Creative Board, the LCR Music Board and sector bodies (including, CCSkills, Screenskills, NCCI, Creative England and Arts Council England), to ensure that the creative economy is restored to a position in which it can continue to drive economic growth, jobs and opportunity for all parts of the city region, as well as providing an invaluable part of the supply chain to the arts and cultural sector.

As well as focusing attempts to identify a more sustained programme of investment to help rebalance the creative economy in the medium term, the Compact Action Plan provides a strategic opportunity for the Cultural Partnership to work more closely with colleagues in the LCR Digital & Tech, Film and High End TV production sectors to broker and explore more opportunities for collaborative working.

This will help artists and cultural organisations to find new and innovative ways to make and distribute cultural and creative content, shifting the balance of income and risk from attendance at live events to generating and exploiting new Intellectual Property, as they adapt to the impacts of COVID.
**Attracting and retaining creative talent**

In looking to recover and restart culture and the creative industries, the city region needs to take immediate action to retain and attract talent, and to put in place measures to support development of higher level skills within the existing workforce to ensure that sector has the creative, technical and business skills to support its agile development and resilience through what will be a challenging external environment.

The impact of underemployment and talent shortages highlighted in the section on *Creative Industries*, above, has both a direct and indirect negative impact on cultural production and the sustainability of cultural organisations in LCR. It also reflects a failure to address opportunities to exploit culture as a means to promote and drive inclusive growth across communities and geographies of LCR.

Within this, addressing the under-representation of women, race equality and diversity, and other people with protected characteristics in the workforce can help address issues relating to under-employment and the productivity gap in LCR’s cultural and creative economy.

The Compact will promote a strategic framework to support retention and attraction of creative talent, and skills development of the existing workforce, detailed in the action plan.

**Future proofing**

Inequality of access to opportunities in culture in many cases starts in schools. Local Education Cultural Partnerships (LCEPS) lead a range of activities that support access to cultural and creative activities, and which contribute actively to local diversity and inclusion offers.

Each Local Authority has been supported to develop its own LCEP strategic plan led by a task team focusing on key priorities including employment & skills, schools and cultural education. Activities and interventions vary from music networks (Halton) to the [www.culturepool.org](http://www.culturepool.org) website, which enables teachers and other professionals find and connect young people to local art and culture offers across the Liverpool City Region.

The Compact supports the LCR Music Board’s ambition for every school-child in LCR to have the opportunity to learn a musical instrument. It recognises the need to improve the quality and consistency of careers advice for creative occupations and supports the efforts of Music Education Hubs across LCR in addressing this, along with providing industry placements and mentoring for school students.

That programme needs to be extended and replicated across the creative sector if LCR is to equip the next generation with the creative, technical and business skills that will be required to sustain a creative occupation by the time they graduate from school or university. The pace of change in the world of work,
and the rate at which new job roles emerge and old roles become obsolete, is accelerating. The Compact will provide a convening forum and observatory for sector employers and educators to come together to address that challenge.

Priority 3: CREATIVE PLACES

Borough of Culture

The Borough of Culture acts as a ‘golden thread’ on which many of the other ambitions of the Cultural Partnership can be strung. The initiative is an existing programme, and part of the 30-year strategy and initial plan to build greater ambition as it progresses into its second rotation post 2022.

Improvement is not just concerned with the knowledge and expertise benefits but should also contribute to and complement Borough initiatives and ambitions, which may include developing new regional physical assets – like Knowsley’s Shakespeare North Playhouse.

One of the successful interventions to mitigate the impact of the COVID emergency on the hospitality sector has been the transformation of public realm in Liverpool city centre through the ‘Without Walls’ programme – closing thoroughfares to traffic to present a safe and welcoming environment. Wider adoption of those techniques to develop public realm that can be adapted for public performance – initially as COVID secure locations – could further reinforce the image of LCR as the most adaptable and flexible region in terms of hosting public events.

Local government and agencies across LCR need to take steps to preserve the cultural and creative supply chain – which includes supporting independent commercial venues. The Cultural Partnership will look to bring together departments across local authorities to build consensus around the application of statutory and policy instruments, such as Agent of Change, to secure the immediate future of some threatened venues as outlined in the LCR Music Board Music Strategy.

The Compact Business plan recognises the influence and role of arts and culture in the regeneration and recovery of the city region, particularly of the city centre and the visitor economy, in the years following European Capital of Culture 2008. It reflects the opportunities that other parts of the city region have benefitted and can benefit from employing a similar approach; learning from the expertise gained in Liverpool but interpreting and adapting this knowledge to respond to what is distinctive and special in each borough.

To that end, the Compact’s action plan is polycentric. In its prioritisation of investment in local assets, it observes the principle of subsidiarity - devolving funding and responsibility to the lowest (and local) level wherever possible, by commissioning, partnership, private sector partnership and sponsorship, supply chain development or challenge funding.
That helps provide a spatial dimension to the strategy, which:

- Provides a cultural narrative to plans for high street and town centre regeneration in local authorities across the city region;
- Reinforces the adoption of place-specific approaches in which communities and artists play a leading role;
- Responds to the need to map and identify investment to protect local assets and develop specialist business support to build and develop cultural businesses;
- Emphasises the need for further devolution of powers and resources from a national to city regional level to allow for that level of agility and differentiation in policy and investment decisions.

That asset-based approach will further develop capacity in places, communities and businesses across the city region. It is closely linked to models of shared resource and staged development already deployed in regeneration across the local authorities, which reflect local priorities and engagement.

Examples from across the city region of models that could help both the arts organisations and the local authority to develop asset-led approaches to culture include:

- MAKE Liverpool & MAKE Hamilton Square, Wirral
- Future Yard, Wirral
- Festival of Ideas, Bootle, Sefton
- The Gamble, St Helens

- MD Creatives Arts & Resource Centre, St Helens
- Imaginarium Theatre / Bistro, Knowsley
- Culture Hub, Halton

By helping transfer knowledge and skills from those and other exemplars, the Compact Plan will reduce duplication of effort and bring about cooperation in place of competition for resource as a better, more resilient model for development, building from within rather than relying on external investors or large employers.

**Marketing and promotion of culture**

Aligned to the convening role of the Cultural Partnership, the Compact Plan will contribute to the coordination of:

- Strategic communications to government and investors;
- Building awareness of the benefits of collaboration and cooperation, including building on the pilot established by Augere amongst Liverpool Arts and Regeneration Consortium (LARC) and Creative Organisations of Liverpool (COoL) organisations to develop shared platforms for marketing, communications, ticketing, evaluation, bidding and production services for the whole cultural sector;
- Working in partnership with artists, cultural organisations and local authorities to align ambition and messages to local and visitor audiences through the city region’s marketing strategy and agencies.
Guiding Principles

The Compact Strategic Action Plan is a flexible framework, which builds on existing assets and plans, including regeneration, economic development, people & skills, equality, diversity and inclusion, socially trading organisations (STOs) and the Borough of Culture, to provide a roadmap for delivery of the 30-year vision and strategy for Culture and Creativity.

Although the LCR Cultural Partnership does not control the budgets needed to delivery against its priorities, that should not dilute its ambitions. ‘1% for culture’ provides not only an opportunity to influence local authority investment through Borough of Culture, but is a vehicle to attract external partners investment and provide match for ambitious programmes and support local agendas in skills, employment, regeneration, education and health.

The Compact Plan strengthens the convening role of the LCR Cultural Partnership, providing additional focus and bringing together specialist knowledge and relationships across the creative economy to ensure that it can step up its efforts to:

- Continue a sustained and planned investment in culture;
- Work with Government and national bodies to help shape and influence national and regional investment strategies to enable LCR to get a more proportionate share of national investment;
- Build upon current engagement with communities to enable and facilitate models of co-production and community ownership of place based cultural and creative strategies and interventions;
- Take action to address equality, diversity and inclusion current imbalances within the cultural and creative sector;
- Through lobbying and influencing, facilitate and enable greater parity of esteem and status for the role that culture can play in recovery;
- Work with other agencies, the private sector, charitable and philanthropic donors to support artists and cultural organisations in making a transition to a model based on investment in collaboration around more strategic programmes of work and away from resilience on project-based funding.

Future focused

The Compact plan is an opportunity to make the hard decisions that would get put off under ‘Business as Usual’. It will build on and deliver against the key objectives defined by the LCR Cultural & Creativity Strategy and embed the value of culture and creativity as core drivers for the success of the Liverpool City Region. The Compact plan will set in train a five-year cycle of evaluation and renewal that will:

- Engage the agency and capacity of artists and cultural organisations in delivery to ensure that places across the city
region get the balance right between sector survival, recovery, reboot and transformational growth;
• Take on the challenge of Black Lives Matter and put arts and culture at the centre of the struggle for greater equality, diversity and inclusion not only within the sector but also across society;
• Develop the role of artists and institutions in providing support and stimulus for the radical measures needed to address the climate emergency;
• Build our existing initiatives around developing shared resources – including marketing, communications and ticketing platforms, and shared access to rehearsal space – to optimise utilisation and efficiency of resources and infrastructure across the city region’s cultural sector;
• Address structural imbalances and weaknesses within LCR’s creative and cultural economy.

Capacity building
The Compact plan looks to develop the conditions for a resilient and sustainable sector. This is a pre-condition for efforts to promote the ambition and risk-taking of artists and cultural organisations for which the city and region are more widely recognised. Getting this right presents a further opportunity to project the Liverpool City Region’s distinctive approach and identity on a national and international stage.

The Compact Strategic Action Plan aims to catalyse thinking about the mixed economy for arts and culture in a way, which balances public investment with a focus to developing assets amongst artists and within communities. Developing assets is not all about external investment. It can combine some or all of skills development, capital development and having a more informed political understanding of the context within which culture sits in order to influence those investments. The action plan will develop exemplars from within the Borough of Culture programme, from other places where that has taken place in the arts sector, and in other sectors where a wider strategic and influencing role has leveraged new investment and generated returns in economic, social and environmental capital and skills.

Climate emergency
Being future focused also demands that the cultural sector take urgent steps to address the climate emergency. This will include working to minimise environmental impact and over time to reduce to zero the carbon footprint of cultural venues, festivals and events – the subject of an existing programme at the Zero Carbon Research Institute at University of Liverpool. Nevertheless, it also demands that artists and producers find new ways to create and innovate: to forge radical ideas and ways of working that are sustainable and future facing.

Investment in the sector needs to support the changes required for its sustainable future.
The Compact Plan looks to bring together academic expertise, build partnerships with emerging low carbon technology providers and identify investments to help artists and organisations make the changes needed to achieve these challenging goals.

Talent and skills

The Compact Action Plan provides a strategic framework for the Cultural Partnership to work with the Digital & Creative board, the Growth Platform and borough growth teams on a combination of measures designed to retain and attract creative talent.

Work to support skills, training and talent development within the funded LCR Music Industry Development Pilot and the LCR Film Production Fund, provide firm foundations to build upon within and across other parts of the cultural and creative sector in the LCR.
Strategic Action Plan – Outline

This action plan outlines the key priorities in the Cultural Compact Strategic Plan. These actions will be underpinned by a commitment to mainstreaming equality, diversity and inclusion, supported by EDI impact assessment and other LCRCA tools.

The Compact plan priorities have been developed through extensive research and engagement with the cultural and creative sector and aligns to local and national strategies and priorities. Engagement on the plan has also taken place with national bodies including Arts Council England (ACE), National Lottery Heritage Fund (NLHF).

In addition to the Local Industrial Strategy, LCR Economic Recovery Plan and LCR Comprehensive Spending Review submissions, the work of the Compact Strategic Action Plan also draws upon the LCR Music Strategy and the LCR Culture & Internationalism Research Recommendations.

Investment

A comprehensive Investment Strategy will be developed to support delivery and sustain the sector beyond the immediate recovery focus, which will:

- Develop a sustainable approach to investment in cultural assets and content within Liverpool City Region;
- Prioritise the pipeline of investment projects for the LCR Strategic Investment Fund III;
- Work with local, regional and national partners to secure additional investment.

The Cultural Compact Strategic Action plan covers a 5 year period but will need to remain agile, flexible and responsive to the current changing situation and as we build the recovery and longer term sustainability of the cultural and creative sector. This plan includes a 12 month outline of immediate actions within confirmed resources. A longer-term action plan with clear aims and objectives and timeframe will be developed during this period outlining the approach to the remaining priorities.

Evaluation & Monitoring

The action plan will be evaluated and monitored:

- On a programme level, by the Cultural Partnership with the support of the LCRCA officer, to assure that it is achieving its objectives and to take steps to address any shortfall;
- On the level of any individually-funded projects, to assure that the CP (whether as accountable body for any funding or the responsible body acting on behalf of the CA or other public funders) is meeting its contractual obligations and achieving targeted outputs.
Priority 1: CULTURAL COMMUNITIES

The Compact Strategic Action plan will prioritise:

- **Community-led transformation and developing assets** within communities across Liverpool City Region;
- Whilst investment over the next 12 months will continue to focus on recovering and restarting the sector, the role of the Cultural Partnership will be to **champion, promote and help secure investment in the work and development of artists and cultural organisations**;
- Establishing links to funding sources from other areas including regeneration, health and education, to better utilise existing public sector resource and focus on alternative forms of investment.

The work will:

- Respond to plans for high street and town centre regeneration in local authorities across the city region;
- Reinforce the adoption of place-specific approaches in which communities and artists play a leading role;
- Respond to the need to identify and protect local assets and support for the infrastructure to build and develop cultural businesses;
- **Emphasise the need for further devolution of powers and resources** from a national to city regional level to allow for that level of agility and differentiation in policy and investment decisions.

Programmes that support and deliver on the above include:

- **1% for Culture Programme:**
  - Borough of Culture
  - LCR Cultural Events
  - LCR Culture & Creativity Awards
- **Pipeline projects** (included in LCR Recovery Plan and CSR):
  - Total Immersion
  - Somewhere (LCR Place-making project)
  - Augere ACTS Shared Services Infrastructure programme
- **Culture & Internationalisation research recommendations and work programme.**
Priority 2: CREATIVE PEOPLE

In looking to recover and restart culture and the creative industries, and beyond COVID-19, build and sustain the sector the action plan should take immediate action to retain and attract talent, including:

Skills and Training

- Working with national sector skills bodies including: Creative & Cultural Skills (CCSkills), National College of Creative Industries and Screenskills, and their local delivery partners to develop ‘umbrella’ mechanisms between Cultural and Creative Industries (CCI) SMEs and larger organisation;
- Working with ‘umbrella organisations/bodies’ to provide access to funding for skills and training to extend both new entrant apprenticeships and in-work CPD across all parts of the sector;
- Working with ‘umbrella organisations/bodies’ to support take up and consortia approaches, to encourage cultural/creative SME’s/ employers to provide Kickstarter and apprentice opportunities, to retain graduates and secure positions for new entrants to the sector;
- Delivering and extending benefits of Apprenticeships and bursaries for skills development for both new entrants and existing employees, building on the pilot scheme within the Music Industry Sector Development plan;
- Developing Future Leadership initiatives to support wider diversity within the cultural & creative sector eg mentoring schemes working with cultural leaders to encourage Black, Asian and individuals from diverse ethnic backgrounds to gain entry and progress into leadership roles within the sector.

Careers advice and opportunities

- Campaigning for provision of CCI careers advice in all Liverpool schools, working in partnership with the Local Cultural Education Partnerships (LCEP’s), CCSkills and using Music Education Hubs as a pilot.

Business Support

- Working with the Growth Platform, to facilitate and encourage better join up between the creative, digital, tech sector and the arts / cultural sector to access business support and advice, encourage innovation, develop new business ideas and distribution platforms (including digital ones) to support artists’ and cultural organisations’ to find new audiences, create new IP and reduce their dependency on footfall as the sole or main source of non-grant revenue eg supporting artists to find new ways to share their work (ie, ‘screen culture’);
- Exploring the development of a Creative Enterprise Allowance Scheme to support individual artists and creative practitioners;
• Developing initiatives to **future proof, support sector agility and resilience** and equip the next generation, working with Local Authorities, Growth platform and national industry bodies;

• Identifying specialist support and resource to encourage CCI employers to ‘formalise’ contracts of employment and reduce precarity associated with freelance and seasonal contracts.

**Priority 3: CREATIVE PLACES**

The Compact Strategic Action Plan will seek to utilise and build on existing assets and programmes, whilst recognising the need to develop new opportunities and initiatives:

• Using the ‘1% for culture’ commitment and Borough of Culture as a spine for development and continuous improvement of **asset-led approaches to investment in culture and communities**;

• Supporting development of **public realm that can be adapted for public performance** – initially as COVID secure locations, as piloted in Liverpool Without Walls initiative;

• Supporting and enabling **cultural organisations, artists, practitioner and communities to take the lead** in developing creative and cultural interventions that draw on local interests and needs;

• Working with partners and drawing on the skills, experience and capacity of Culture Liverpool, to **deliver a coherent, city region-wide place-making programme** eg Somewhere project;

• Drawing on the recommendations of the **Culture & Internationalism research** to develop coherent strategic connections between the Cultural & Creativity Strategy, Compact business plan and LA cultural strategies to **facilitate implementation of internationalism in policy and practice** across the city region;
• Developing a series of Action Research projects (eg, co-designed activities, micro-projects and events, to enable partners to trial new ways of working together;
• Exploring the role of artists and cultural/creative institutions in developing new ways and ideas to address the climate emergency;
• Exploring development of a public art strategy for LCR, working in partnership with local authorities and cultural organisations eg Liverpool Biennial;
• Support to ensure LCR digital inclusion and development of new platforms and ways of working.
• Working with local authorities to support regeneration plans and development opportunities within the Town Deal plans within the LCR;
• Working with the International Strategy Development Group (ISDG) to ensure internationalism is embedded in regeneration strategies and related programmes to demonstrate the economic value for residents through direct employment and indirect benefits;
• Working with Local Authorities to build consensus around the application of statutory and policy instruments, eg Agent of Change, to secure the immediate future of some threatened venues as outlined in the LCR Music Board Music Strategy;
• Working with partners to align ambition and messages to local and visitor audiences through the city region’s marketing strategy and agencies;
• Communicating the creative power and originality of the resulting work to capture the imagination of funders and audiences.

Immediate Actions
The Compact Strategic Action Plan sets out an ambitious and comprehensive programme. Much work needs to be done to identify the resource to meet those ambitions; and the focus for the next twelve months must remain on recovery of the sector.
Table 1 (below) sets out a programme of immediate actions to be taken over the next twelve months by the Cultural Partnership, working together with public bodies and the sector, divided into five themes:

- Amplify
- Sustain
- Invest and recover
- Internationalism
- Equality, Diversity & Inclusion
### Table 1: Immediate Actions (12 Months)

<table>
<thead>
<tr>
<th>AMPLIFY</th>
<th>Timeframe</th>
<th>Lead</th>
<th>Resource</th>
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<td><strong>Action</strong></td>
<td><strong>Timeframe</strong></td>
<td><strong>Lead</strong></td>
<td><strong>Resource</strong></td>
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<tr>
<td>Undertake a LCR wide stakeholder engagement process to introduce and</td>
<td>By Summer 2021</td>
<td>LCRCA Officer and Cultural</td>
<td>LCRCA and ACE</td>
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<tr>
<td>achieve conscious buy-in and ownership of the plan (SOFT LAUNCH)</td>
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<td>Partnership</td>
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<tr>
<td>Publish Cultural Compact Strategic Action Plan - execute a simplified</td>
<td>By Summer 2021</td>
<td>LCRCA Officer and Cultural</td>
<td>LCRCA and ACE</td>
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<tr>
<td>version of the document for wider distribution incorporating</td>
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<td>Partnership</td>
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<td>infographics and other visual imagery.</td>
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<tr>
<td>Secure resources to develop and implement a media plan and marketing</td>
<td>March 2021 and</td>
<td>LCR CA / LA Officers / Cultural</td>
<td>LCR CA Comms and sponsorship</td>
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<td>collateral to help build the cultural and creative sectors’ profile</td>
<td>ongoing</td>
<td>sector / Local Media</td>
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<td>as an economic engine and a source of innovation including 1% for</td>
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<td>Culture programme (Borough of Culture, LCR Culture Events, LCR Culture</td>
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<td>&amp; Creativity Awards).</td>
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<tr>
<td>Develop and deploy a targeted stakeholder/key influencer map to help</td>
<td>By Summer 2021</td>
<td>LCRCA Officer and Cultural</td>
<td>LCRCA and ACE</td>
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<tr>
<td>embed and achieve our plans and ambitions</td>
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<td>Partnership</td>
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<tr>
<th>SUSTAIN</th>
<th>Timeframe</th>
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<td><strong>Action</strong></td>
<td><strong>Timeframe</strong></td>
<td><strong>Lead</strong></td>
<td><strong>Resource</strong></td>
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<td>Review existing cultural/creative sub-groups to ensure alignment with</td>
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<td>the business plan and check against objectives for which existing</td>
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<td>groups were established</td>
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<tr>
<td>Develop a partnership and investment vehicle to attract cross sector</td>
<td>Ongoing over next</td>
<td>LCRCA / Cultural Partnership</td>
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<tr>
<td>resources, influence, talent and finance</td>
<td>6 – 12 months</td>
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<tr>
<td>Champion the implementation of the Music Industry Pilot SIF project.</td>
<td>Ongoing over next</td>
<td>LCRCA / LCC / LCR Music Board</td>
<td>Confirmed SIF</td>
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<td>12 months</td>
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<td>INVEST AND RECOVER</td>
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<td>Explore the development of an Arts and Cultural Recovery and Growth Fund</td>
<td>Ongoing over next</td>
<td>LCRCA / Cultural</td>
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<td></td>
<td>6 – 12 months</td>
<td>Partnership</td>
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<td>Support the development of sector-wide targeted business support programme</td>
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<td>LCRCA, Cultural</td>
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<td>working with Growth Platform to encourage take up of business advice, support and</td>
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<td>Partnership and Growth</td>
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<td>guidance in order to encourage innovation, develop new business ideas and</td>
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<td>distribution platforms.</td>
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<td>Work across all arts and cultural disciplines to develop a Skills and Talent</td>
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<td>LCRCA, Cultural</td>
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<td>programme deploying £1m of Kickstart resources</td>
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<td>Partnership, CCSkills</td>
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<td>and Growth Platform</td>
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<tr>
<td>Work with LCRCA, DCMS, ACE, NLHF and other external national and regional</td>
<td>Ongoing over next</td>
<td>LCRCA / Cultural</td>
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<td>partners to identify sources of investment for prioritised pipeline projects and</td>
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<td>INTERNATIONALISM</td>
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<td>Facilitate implementation of internationalism in policy and practice across the</td>
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<td>city region</td>
<td>6 – 12 months</td>
<td>Strategy Delivery</td>
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<td>Publish report on</td>
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<td>EQUALITY, DIVERSITY AND INCLUSION</td>
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<td>Develop future Leadership initiatives to support wider diversity within the</td>
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Appendix 1: Mapping Cultural & Creative Sectors in Liverpool City Region

Employment

The research drew on an innovative methodology and combination of sources to map the cultural and creative sector and workforce across Liverpool City Region.

LinkedIn was used as a database to measure the workforce. It was chosen to address concerns that many freelancers and micro-enterprisers were not counted in national statistics. LinkedIn is a massive survey sample – it now has 28.3 million members in the UK, out of a total workforce of 33 million; it provides up-to-the-minute data; and individuals have an interest in keeping their own pages up to date in order to take advantage of new opportunities.

Analysis of LinkedIn showed that the creative workforce in Liverpool City Region was much larger than reported in national statistics – over 24,000, as opposed to ONS figures of 13,000 for the last available year of records (2018). The discrepancy is most marked in terms of freelance workers; ONS records only 3,000 people not in full-time employment. The additional large number of freelancers identified better reflects the structure of Liverpool City Region’s creative economy, which is heavily dependent on live performances and seasonal events.

The tree map below (Figure 1) shows the relative proportion of workers within a number of creative sub-sectors. It reflects how music, entertainment and performing arts make up a significant proportion of the LCR creative workforce.

Figure 1 Cultural and creative employment in LCR, Feb 2020

Source: The Fifth Sector/Curator Technologies 2020
Cultural and creative enterprises

A database using ‘live’ data from Companies House was created to map the number of LCR businesses, based on the DCMS definition of cultural and creative industries. Again, this showed around 1,000 more businesses than are reported in the BRES survey.

The map below (Figure 2 Cultural and creative enterprises in Liverpool City Region by borough) shows the geographic distribution of these companies across the Liverpool City Region. As you might expect, a plurality (but not the majority) of these are in Liverpool; but Wirral and Sefton also have significant numbers of creative firms.

Figure 2 Cultural and creative enterprises in Liverpool City Region by borough

Source: The Fifth Sector/Curator Technologies 2020

3 Please note that these figures do not reflect the distribution of employment – just the number of active registered businesses.
**Sector analysis**

Analysing our company results by creative sub-sector (*Figure 3*), again based on DCMS definitions, confirms that the two largest sub-sectors of LCR’s creative economy are in digital – which includes ‘creative’ applications of digital, such as games development – and performance.

*Figure 3 Cultural and creative enterprises in Liverpool City Region by sector*

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*Source: The Fifth Sector/Curator Technologies 2020*