

LIVERPOOL CITY REGION MUSIC BOARD – STRATEGY & 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 set up in December 2018 as an independent, sector-led Board, appointed by the LCR Combined Authority Metro Mayor, Steve Rotheram, and supported by the Liverpool Mayor Joe Anderson.

The LCR Music Board¹ was charged with both creating and overseeing a strategy to grow the sector and its economic and social impact on the City Region and is one of the first such Boards created in the UK.

Since it was established the LCR Music Board has worked with a range of stakeholders to develop the strategy, its priorities and action plan including holding two substantial consultation meetings in May 2019. Representatives and individuals from the music industry across the LCR, including artists, music education, music businesses and arts organisations, independents, record labels, promoters, managers, production service providers from both the public and private/commercial sectors have all contributed to the development of this document.

In developing the strategy, the LCR Music Board has also built upon the following reports:

- *'Developing a Liverpool City of Music Strategy (2018)*
- *'Wish you Were Here' (2018)*
- *Beatles Heritage in Liverpool and its Economic & Cultural Sector Impact (Nov 2015)*

The Strategy priorities are long term but supported with an action plan for the first 12 months that will support new and existing businesses, create new jobs; develop greater sector 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.

Central to the success of the implementation of the strategy and action plan will be the creation and setting up of an independent fully operational Music Office, supported by the LCR Music Board.

The strategy is not stand alone - its priorities fit clearly with the LCRCA objective of generating sustainable and inclusive economic growth which benefits all the city region and ambitions for LCR Local Industrial Strategy.

¹ See appendix for LCR Music Board membership

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 the LCR Combined Authority 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 the delivery of the Plan, reporting and accountable to the Board. The Board reports to the LCR Combined Authority Mayor on a quarterly basis.

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

As part of the promotion and communication of the LCR Music Strategy and action plan, members of the LCR Music Board will undertake a series of 'roadshow' events in each of the City Region Boroughs from March 2020 to:

- launch the strategy and action plan;
- discuss the local music infrastructure/offer and issues affecting music industry development;
- promote the Board membership opportunities;
- launch the LCR Music Board website.

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
<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 educations 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>2. Build website as central source of information and open source information hub for venues and promoters</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.

- c) Sector support and training
- d) Single point of contact for external companies looking to invest in or engage music industry in the city region
- e) Promotion of Liverpool City Region to the national and international music industry as a Music City Region
- f) Delivery of the strategy
- g) Establish risk investment fund for sector development

4. Establish networking structures for the sector

- a) Quarterly meeting for leaders of key industry organisations.
- b) Networking for music educators in the LCR to share good practice and develop collaborations.
- c) Build relationships and clarification of roles with Beatles Legacy Group and Beatles industry Group plus other related stakeholders.
- d) Work with Marketing Liverpool to discuss strategy to market Liverpool City Region as a World Music City and City Region.

5 Advocate for the robust adoption of the Agent of Change principle across the whole of the City Region

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

OUTPUTS AND OUTCOMES

Over the next few years the Music Board is looking to achieve a number of measurable outcomes and outputs. Some of these are set out below.

MUSIC OFFICE

- Music Office established and providing a single contact point for all music industry related enquiries across the city region
- Website established providing a practical source of information for musicians, venues and promoters leading to improved business performance.

NETWORKS

- Networks established with clear agendas and recognised as adding value to the sector.
- Better connected music sector encouraging sharing of good practice and resources as well as increased collaboration.
- Established and functioning networks underpinning all of strategy delivery.
- Networks and the music office providing a practical resource being used by music businesses / venues / promoters etc. leading to improved business performance.
- Increase in collaborative working within the sector.

BUSINESS SUPPORT/SECTOR GROWTH

Simplified structure of support for local music businesses, making it easier to access and secure external investment.

- 250 businesses over the next two years
- 20 new businesses created over next two years
- Minimum of 7% increase in sector GVA after 2 years

TALENT DEVELOPMENT

- 120 artists benefitting from talent development programmes over next two years
- At least 20 supported to have a sustainable career in the music industry between 2020 -2022
- 60 new apprenticeships created over next two years

MARKETING

- 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.
- Increase in music tourism visitors with related increase in music tourism spend.
- Clear strategy around marketing city region music offer to secure inward investment

INWARD INVESTMENT/EXPORT DEVELOPMENT

- LCR music sector to have visible presence at key national/international music industry events. This presence to act as a lever to encourage LCR music businesses into new markets and also to sell the city region to potential inward investors.

- Minimum of three successful new inward investments

ENGAGEMENT WITH LOCAL AUTHORITIES TO ENSURE THERE IS APPROPRIATE SUPPORT FOR THE MUSIC SECTOR

- A city region where the local authorities adopt a common, supportive approach to the sustainable development of the music sector
- All Liverpool City Region authorities adopting a pro-active approach to Agent of Change ensuring protection of existing venues in the context of new development
- 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.

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

LIVERPOOL CITY REGION MUSIC BOARD MEMBERSHIP (as of March 2020)

NAME	PROFESSIONAL WORK ROLE
Michael Eakin	<i>CEO Royal Liverpool Philharmonic</i>
Chris Meehan	<i>CEO Sentric Music / Director Boss Group Ltd</i>
Rebecca Ayres	<i>Managing Director Liverpool Sound City</i>
Ian Thomas	<i>Chair of LCR Music Education Alliance</i>
Steve Levine	<i>Independent Music Producer</i>
Craig Pennington	<i>Editor Bido Lito</i>
Matthew Flynn	<i>Lecturer University of Liverpool (Music Industries)</i>
Paul Gallagher	<i>Deputy Director Museum of Liverpool, NML</i>
Ben Williams	<i>Commercial Director ACC Liverpool</i>
Andy McCluskey	<i>Lead Singer Orchestral Manoeuvres in the Dark</i>
Cath Hurley	<i>Director/Artist Manager mostdeffo</i>
Yaw Owusu	<i>Executive Manager THE PLAYMAKER GROUP</i>
Catherine Tackley	<i>Head of Music University of Liverpool</i>
Alok Nayak	<i>Artistic Director MILAPFEST</i>
Barbara Phillips	<i>Artist Manager Positive Impact</i>
Jennifer John	<i>Creative Director, Music Manager – Sense of Sound Singers</i>

OBSERVER ROLES

Oliver Morris	<i>Representative from UK Music</i>
Cllr Ian Maher	<i>Portfolio Holder for Culture, Tourism & Visitor Economy</i>
Cllr Shelley Powell	<i>CA Deputy Portfolio holder for Culture, Tourism and the Visitor Economy</i>
Kevin McManus	<i>Head of Liverpool UNESCO City of Music</i>
Pete Hooton	<i>Chair Beatles Legacy Group</i>
Sarah Lovell	<i>Lead Officer Culture – LCR Combined Authority</i>
Kelly Wood / Barry Dallman	<i>Musicians Union representative</i>