

## LIVERPOOL CITY REGION MUSIC BOARD – STRATEGY & ACTION PLAN

### INTRODUCTION

This is the Liverpool City Region Revised Music Strategy Action Plan. It has been developed by the Liverpool City Region Music Board which was established in December 2018 as an independent, sector-led Board, appointed by the LCR Combined Authority Metro Mayor, Steve Rotheram, and supported by Liverpool City Council.

The LCR Music Board<sup>1</sup> 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. 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 the original document and this revised/updated version.

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 original strategy was developed during the course of 2019 setting out a clear set of long-term priorities supported by a short-term action plan.

The Strategy priorities included: activity to support new and existing businesses; the creation of new jobs; the development of greater sector connectivity; support for talent and artist development; increase in music tourism and spend; increase in collaborative working and the development a model of good practice that can be replicable in other cities/city regions.

---

<sup>1</sup> See appendix for LCR Music Board membership

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

A number of key factors have meant that the Board began the process of reviewing the strategy and action plan in May 2021:

- The funding package that was in place to support delivery against some priorities was delayed due to the pandemic;
- It was not possible to establish a fully operational Music Office due to the delay in funding;
- There was a need to review priorities in the light of the impact of the pandemic on the sector;
- There was a need to review sector priorities in the light of the Black Lives Matter movement and the Board's own Black Lives Matter Manifesto (published in June 2021);
- The refresh of the music board itself which saw 8 new Board members joining the Board in May 2021

## **DELIVERY AND MONITORING**

The Board will continue to have oversight of the Strategy and will drive and monitor progress against the revised 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, supported by a small steering group, 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.

## **PRIORITIES**

- 1 To ensure the long-term development and growth of the Liverpool City Region music industry, including continued support for recovery from the impacts of the Covid 19 pandemic.**
  - 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, including continued support for recovery from the impacts of the Covid 19 pandemic.**
    - 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.
    - e. Advocate and lobby locally and as part of national campaigns seeking further support for the sector in light of the ongoing detrimental impact of the pandemic.

- f. To monitor the ongoing impact of the Brexit on Liverpool musicians, music and music workers and where possible support early career Liverpool music workers looking to showcase music from Liverpool abroad.

## **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.
- f. Support the recovery of the music tourism industry in the aftermath of the pandemic

## **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.
- e. Promotion of and support for apprenticeship programmes and other schemes such as Kickstart that facilitate a more inclusive approach to entry into the sector
- f. Lobby and advocate to protect music education and access to music for children and young people within the school curriculum and also within informal / grass roots settings.

**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.
- f. Work with venues on how the sector can be supported to recover from the impacts of the pandemic

ACTION	WHO	WHEN	SIF OUTPUTS	BOARD OUTCOMES	NOTES
<p><b>1. Secure funding through Strategic Investment Fund to tackle priorities identified by the LCR Music Board to:</b></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</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><b>Bid was submitted and approved between Jan-March 2020. Full Grant Funding Agreement signed of in June 21 with delivery of Phase One beginning July 21. Subject to meeting certain conditions then Phase Two with a total of £1.6m will begin Dec 21/Jan 22</b></p> <p><b>Music Support Fund supported 50+businesses in June 2020</b></p>	<p>SIF GFA agreed.</p> <p><b>20+ businesses supported with info/guidance/bid support in relation to covid business support packages.</b></p>	<p>Board to support delivery against a, b,c, and d in 'Actions'.</p> <p>Sector growth and international recognition of the LCR as music industry hub.</p> <p>The LCR benefitting from talent development programmes</p> <p>Increased GVA, employment, investment and inward investment into the LCR.</p> <p><b>Music Support Fund established in May 2020 and 50+ businesses directly</b></p>	<p><b>Bid was successful but subject to delay due to Covid and split into two tranches.</b></p> <p><b>Phase One - £400k made up of £150k Covid Support Fund, £85k capital development at Future Yard. Balance of £165k from July-Dec 21 to cover Music Office costs, and some talent and skills development programmes.</b></p> <p><b>Phase 2 - £1.6m to be made available (subject to conditions</b></p>

<p>venues and to work with local authorities across the city region to introduce the Agent of Change principle.</p>				<p>supported as a result. Evaluation of impact completed March 2021</p>	<p>being met) Dec21/jan 22.</p>
<p><b>2.Build website as central source of information and open source information hub for venues and promoters</b></p>	<p>Music Office with support of LCR Music Board</p>	<p>Completed in early 2021. Work needed to ensure we move towards realisation of other Board outcomes listed.</p>	<p>Website established and operational.</p>	<p>Greater sector connectivity.</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</p>	<p>Website and e bulletin/newsletter in place.</p>

				practice/replicable and potentially sold on to other cities.	
<p><b>3. Secure agreement for a funded independent Liverpool City Region Music Office to provide the following:</b></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"> <li>- Businesses</li> <li>- Music education provision</li> <li>- Facilities – studios, venues etc.</li> </ul> <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>	Music Office with support of LCR Music Board	<p>Music Office will begin operating immediately on signing of funding agreement and will act as central hub of info and single point of contact immediately.</p> <p><b>Initially will be Kmc f/t with Hayley p/t providing comms.</b></p> <p><b>Phase 2 funding will allow 2<sup>nd</sup> full time post to be created.</b></p> <p><b>Unlikely that establishment of risk fund will be possible with SIF</b></p>	<p>a) Office operational as single point of contact for the sector.</p> <p>One job secured with second to follow on confirmation of Phase 2 of funding in late 2021</p> <p>Outputs around businesses supported, numbers benefitting from skills development and talent development are listed in SIF</p>	<p>Simplified structure of support for local music businesses, making it easier to access and secure external investment.</p> <p>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>Up to date and accurate sector intelligence informing ongoing delivery,</p>	

<p>e) Promotion of Liverpool City Region to the national and international music industry as a Music City Region</p> <p>f) Delivery of the strategy</p> <p>g) Establish risk investment fund for sector development</p>		<p>funding but options around this will be explored.</p>	<p>output table below.</p>	<p>future priorities and the mapping of sector growth.</p>	
<p><b>4. Establish networking structures for the sector</b></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</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>Achieved. Refresh of sub-groups taking place summer 2021</p>		<p>Networks established with clear agendas and recognised as adding value to the sector.</p> <p>Industry Leaders network established.</p> <p>Music educators' network established.</p> <p>Improved partnership working with BLG and BIG to support Beatles legacy plans.</p>	<p>We had made progress with networks prior to pandemic but need to review in light of the impact of Covid on all aspects of the sector, including music tourism.</p> <p>All sub-groups to be reviewed in summer 21 and move forward</p>

<p>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>Better connected music sector encouraging sharing of good practice and resources as well as increased collaboration.</p> <p>Established and functioning networks underpin all of strategy delivery.</p> <p>Increase in music tourism visitors with related increase in music tourism spend.</p>	<p>with clear objectives.</p> <p>Intelligence gathered from networks should inform future planning, lobbying and activity</p> <p>Aimacted upon this</p>
<p><b>5 Advocate for the robust adoption of the Agent of Change principle across the whole of the City Region</b></p>	<p>S Lovell/K McManus</p>	<p>This work has been taking place with the full support of Board since its establishment. But will ongoing efforts and will be picked up when restrictions of pandemic begin to ease.</p>		<p>A joint approach across the city region providing a more supportive environment for venues.</p> <p>A shared approach across all the LCR Local Authorities to the protection of venues by a rigorous but fair adoption of the Agent</p>	<p>LCC formally adopted the Agent of Change Principle in 2019. We need to achieve the same with the other 5 local authorities. We still need to lobby to ensure effective implementation of the principle in</p>

				<p>of Change principle, including exploring the Deeds of Easement of noise approach.</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>	<p>Liverpool and across the whole of the LCR.</p> <p>The situation in summer 2021 looks particularly pressing for venues in the Baltic Triangle and North Liverpool but there are also issues for some city centre venues.</p>
<p><b>6.Engage local authorities in discussion on</b></p> <p>a) Endorsement of the Strategic Plan</p> <p>b) Supporting locally generated festivals and events through waiver of road closure</p>	<p>Music Office with support of Music Board and CA.</p>	<p>Begin immediately and ensure open dialogue is maintained on an ongoing basis.</p> <p>Strategic Plan endorsed by CA in December 2019.</p>		<p>A city region where the local authorities adopt a common, supportive approach to the sustainable development of the music sector.</p> <p>Music sector strategic plan endorsed by all local authorities and</p>	<p>This needs to be picked up post pandemic</p>

and infrastructure costs				use this to leverage further appropriate support to the benefit of the sector.	
c) The role of Local authorities as enablers and supporters					