

LARC

Liverpool Arts & Regeneration Campaign.

The Bluecoat

FACT

Liverpool Biennial

Liverpool Everyman and Playhouse

National Museums Liverpool

Royal Liverpool Philharmonic Society

Tate Liverpool

& Unity Theatre

LARC

*Liverpool Arts
& Regeneration
Campaign*

Business Case

For Arts Council England

Thrive! Programme

2008 To 2010

March 2008

LARC

Liverpool Arts & Regeneration Campaign.

LARC: Thrive Business Case

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Foreword

*Michael Elliott, Chief Executive,
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Lead partner for the Thrive!
programme on behalf of the
LARC partnership*

The eight leading cultural institutions in Liverpool have established a unique, collaborative partnership to ensure that they play a key role in the regeneration of Merseyside. This grouping was established several years ago and has grown in influence as the contribution of the arts and heritage to the City's future has developed.

The eight institutions are the Bluecoat, FACT, Liverpool Biennial, Liverpool Everyman and Playhouse, National Museums Liverpool, Royal Liverpool Philharmonic, Tate Liverpool and the Unity Theatre. They share a fundamental belief in the power of art and culture to change lives far beyond the confines of galleries, museums, theatres and concert halls. To this end they have initiated, and manage, the Liverpool Arts Regeneration Campaign (LARC), to be supported by Arts Council's England's Thrive! Programme.

In 2008, there is an international focus on the world-class artistic programme that Liverpool is presenting for its year as European Capital of Culture. LARC aims to work with partners in the cultural sector and beyond to sustain and enhance this momentum into the future.

The LARC partners are already embarked on a journey of change and development. The organisations have worked closely with the Liverpool Culture Company in addressing the huge opportunities – and the challenges – in developing the programme for Liverpool 08. Each LARC member is engaged at the most senior level in the partnership, with the Chief Executives and Artistic Directors regularly attending fortnightly meetings. This level of formal collaboration gives a unique convergence of energy, ideas and creative thinking.

The process of developing this business case for Thrive! has further strengthened the working relationships, and helped to embed the principles of collaborative working at different levels in the organisations. With the support of the Programme Facilitator, Sue Harrison, and the LARC Programme Director, Belinda Kidd, we have undertaken a series of planning workshops, involving Chief Executives, Artistic Directors, other members of senior management, Heads of Marketing and Heads of Education and Outreach. We have also met with key stakeholders and other partners, including Liverpool Culture Company and the City Council, and with the networks that represent smaller cultural organisations in Liverpool.

It has been a stimulating and empowering experience, with some inspiring discussions and the emergence of a clear way forward to achieve our goal of demonstrating the centrality of creativity and culture to the regeneration of a city-region. LARC aims to become an international model for embedding the arts and cultural sectors in the processes of social and economic renewal, and we hope to work with partnerships in other cities in the UK and internationally to share our way of working, and to learn from others.

The Thrive programme is a major opportunity to strengthen the capacity of the cultural sector in Liverpool, with a particular emphasis on social and economic impact. For the LARC partners, the core test of the success of our Thrive! programme will be if it helps to strengthen our organisations so that we can focus more resources on the core tasks of delivering high quality and high profile programmes, and engaging effectively with local people.

1. *Executive Summary*

1.1 : Introduction – The Larc Partnership And Arts Council England’s Thrive! Programme

The eight leading cultural institutions in Liverpool have established a unique, collaborative partnership to ensure that they play a key role in the regeneration of Merseyside. This grouping was established several years ago and has grown in influence as the contribution of the arts and heritage to the City’s future has developed.

The eight institutions are the Bluecoat, FACT, Liverpool Biennial, Liverpool Everyman and Playhouse, National Museums Liverpool, Royal Liverpool Philharmonic, Tate Liverpool and the Unity Theatre. They share a fundamental belief in the power of art and culture to change lives far beyond the confines of galleries, museums, theatres and concert halls. To this end they have initiated, and manage, the Liverpool Arts Regeneration Campaign (LARC), which has developed this business case for Arts Council’s England’s Thrive! Programme.

The mission of Arts Council England’s Thrive! programme is to provide a systematic approach to developing organisational performance in order to build capacity to respond to and influence a rapidly changing environment. It is supporting a number of organisations across England, including several consortia. The Liverpool Thrive! project has been offered one of the largest awards within the scheme, of £1.34 million.

The LARC partnership welcomes the opportunities that this award will bring to test out a new model for embedding the arts and cultural sectors in the pro-

cesses of social and economic renewal. It intends to work with partnerships in other cities in the UK and internationally to share this way of working, and to learn from others.

1.2 : Opportunities And Challenges

The Thrive ! programme is being developed at a time of major opportunity for the city-region. Liverpool 08, the Capital of Culture programme, has generated a significant level of international interest. LARC will work with the Liverpool Culture Company, which is responsible for delivering Liverpool 08, to build on the achievements of a range of the initiatives that the Culture Company has launched. These include the cross-sector partnerships set up by Creative Communities, the volunteer programme, and the longitudinal research programme commissioned by Liverpool City Council, Impacts 08, which is jointly managed by the University of Liverpool and Liverpool John Moores University.

By working in partnership, the LARC organisations are better able to work collaboratively with key sectors such as health, higher education, housing, tourism and regeneration. LARC can also play a role in linking up the cultural sector by working with the networks of smaller arts organisations in Merseyside, and using its influence to work on behalf of the sector as a whole. The partnership also offers greater scope to bid for major new government initiatives, given the greater resources and organisational strength that results from working in a consortium.

Liverpool’s economy is growing with new developments such as Liverpool One, a major new retail and leisure centre, the Liverpool Arena and Convention Centre and the redevelopment of the

football stadia. There are, however, many remaining economic and social challenges, particularly in areas such as North Liverpool. In addition, the cultural sector needs to develop its ability to advocate for the public value of its work, to increase its research capacity in order to provide robust evidence of its achievements, to increase its ability to develop and retain new audiences and participants, and to diversify the range of people entering employment in cultural institutions.

1.3 : Vision For Liverpool Arts Regeneration Campaign (LARC)

The LARC partnership believes that the cultural sector needs to take ownership of its own future, based on a range and depth of partnerships that will enable it to grow and flourish in a changing environment. The sector must demonstrate its ability to provide leadership that is outside of political and governmental structures, and to prove that a thriving cultural life is vital to the continuing social and economic health of a city-region. If the cultural sector is strong, well networked and confident in expressing its public value, it will be in a better position to hold its own in a changing economic and political climate.

The LARC organisations consider that regeneration is achieved through releasing the creativity and aspirations of the people of Merseyside. They aim to enable people of all ages to fulfil their own potential and to play a full role in the social and economic renewal of Merseyside. Liverpool's thriving cultural life is its major asset, and LARC will work to ensure that this artistic vitality gains the highest possible profile both in the UK and internationally.

Values And Aims For The Thrive! Programme

- The LARC partnership will develop the capability and capacity of each of its organisations to:
- Be adaptable, flexible and respond to change
- Be efficient, particularly through mutual self-help, sharing information, resources and expertise to the greater good
- Shape and lead in the development of policy, both locally and nationally, rather than just responding to it
- Research and develop new work and ways of working, with the ability to handle and mitigate risk
- Build sustainable business models for the future; and
- Articulate the value of culture.

Three aims will be addressed through the Thrive programme:

- i) To develop the role of the cultural sector in civic leadership*
- ii) To create a more audience and people friendly city centre*
- iii) To research and develop new models of delivery in arts-led regeneration, with a focus on North Liverpool*

Aims two and three are seen as supporting the achievement of aim one. These secondary aims will develop two types of intervention in City-region planning: regeneration and community develop-

ment, bringing tangible benefits, including new resources, to the partners, their audiences and local communities.

1.4 : Development And Implementation

LARC has developed a programme of advocacy, research and strategic projects to address each of its high level aims. Several of these initiatives are ready to start immediately, but others will be further refined and developed over the period up to Autumn 08, prior to delivery from early 2009 onwards. Under each aim, the programme will include:

Aim 1:

To develop the role of the cultural sector in civic leadership

- An advocacy campaign to win support and improved understanding for the role of culture within regeneration, supported by high quality documentation and research that demonstrates the public value and impact of the cultural sector on Merseyside. The communications strategy for this aim will include a high level annual seminar with an international speaker, aimed at leading figures from the public, community, business and faith sectors. As part of this campaign, the LARC partnership will establish and increase dialogue with higher education institutions, the health sector and housing agencies, aiming to establish joint planning mechanisms and to secure funds to test out new ways of working together.

- A programme of research to support the advocacy campaign, including regular updates on key data on the cultural sector, an economic impact study and a series of initiatives to build research capacity

in the sector. The overall research programme will be supported through a research partnership with Impacts 08. In addition to focusing on social and economic value, the research and evaluation programme will also consider how new approaches to assessing artistic quality can be developed, including a system of peer review.

- An approach to continuous professional development across the cultural sector, from addressing issues such as the lack of diversity in the workforce, e.g. through a national pilot for the Creative Apprenticeships scheme, to courses for emerging leaders, to support for senior management. Within this programme, LARC will also review the potential for shared services, for example to improve HR management (human resource) within the cultural sector.

Aim 2:

To create a more audience and people friendly city centre

- The establishment of a new approach to providing a co-ordinated service for audience development on Merseyside, which was lost when TEAM closed in June 2007. LARC will work with Arts Council England North West to pilot a new approach during 2008/09, while ACE NW reviews the overall regional structure for 2009/10 onwards.

- Regular dialogue between the cultural sector and city centre management and visitor services, in partnership with the retail and hospitality sectors.

- A research programme that will prepare the ground for the delivery of a series of audience development projects, including a major emphasis on encouraging further engagement by new audiences

and participants who take part in the arts and culture for the first time during Liverpool 08; a shared campaign to counter the health and public order problems posed by excessive alcohol consumption; a family friendly programme; and a series of action research projects to address key issues identified in existing visitor perception research.

Aim 3:

To research and develop new models of delivery in arts-led regeneration, with a focus on North Liverpool

- A co-ordinated planning approach, establishing a new model for cultural organisations to work together in contributing to the regeneration of a specific geographic area. This will be supported by the engagement of a Learning and Engagement Co-ordinator who will work across the LARC partnership, and with other cultural organisations working in North Liverpool.
- Regular dialogue with key agencies operating in North Liverpool to ensure a clear understanding of their priorities and how the cultural sector can address these
- A research programme to draw together key findings from existing social and economic research, and to map current cultural activity in North Liverpool. At a later stage in the Thrive! programme, research will be commissioned to consider another area of focus for the collaborative approach piloted in North Liverpool, either looking at another geographic or another thematic area.
- The delivery of a series of capacity building initiatives with cultural and community practitioners working in the area, and the creation of a skills development programme for local people, through

cultural activity. There will also be a shared evaluation programme, aiming to provide useful evidence on the social impact of cultural engagement, and also to develop evaluation skills within the cultural sector.

- In developing this approach in North Liverpool, LARC will be mindful of the need to add value to existing activity rather than to jeopardise current provision and relationships.
- LARC will also address new opportunities for a collaborative approach to culturally led regeneration and learning initiatives, such as the new Find Your Talent scheme to offer every child 5 hours of culture each week, and will develop proposals for these as appropriate.

1.5 : Management And Delivery

Overall responsibility for the management of the programme will be led by the LARC Chief Executives group, with lead responsibility for delivery of each the three aims assigned to specific partners within LARC. A small central LARC team will co-ordinate the operational delivery of the programme, including the Programme Director, Learning and Engagement Co-ordinator and an administrator, supported by the Project Facilitator. In order to ensure long-term sustainability, each LARC partner will assign staff to work on specific projects, so that the ownership and benefits of the programme are directly felt by each organisation. The programme will also be supported by the various groups of LARC staff, including the Heads of Marketing and Heads of Education and Community groups. These groups and the Chief Executives meet regularly, with staff demonstrating a strong commitment through sustained attendance and active engagement in the discussions at each meeting.

The Chairs of the LARC organisations' boards also plan to meet on a regular basis, up to three times per annum

It will be vital to the success of the Thrive programme that each organisation within LARC takes responsibility both for the overall achievement of the Thrive objectives, and for the delivery of the specific projects that they have undertaken to lead on.

LARC intends to consolidate existing partnerships and to build new ones in order to deliver this programme of work. Current partners include Liverpool City Council, Liverpool Culture Company, the University of Liverpool, Liverpool John Moores University and Arts Council England North West, plus the networks of smaller arts organisations in Liverpool, the Arts & Culture Network, and the Small & Medium Arts Collective. New partnerships to be developed include Liverpool First (the Local Strategic Partnership), The Mersey Partnership, North West Development Agency, Culture North West, and other tourism, regeneration, higher education and health sector bodies.

An external evaluation of the programme will be commissioned, building in regular opportunities for reflection during the lifetime of the Thrive! programme, in order to ensure that the learning opportunities are maximised and that the programme can be kept under regular review.

1.6 : Financial Management

The financial management will be led by Royal Liverpool Philharmonic Society (RLPS), as the lead partner for the Thrive! programme, accountable to Arts Council England on behalf of the LARC partnership. RLPS will also be responsible for the employment of the core LARC team.

The overall budget for the Thrive! programme is estimated to be £1.81 million, through to December 2010. This includes support of £1.34 million from Arts Council England, with the balance of the income to be raised from other partners.

1.7 : Sustainability And Exit Strategy

The issue of sustainability has been carefully considered in the development of the business case. LARC is already an established partnership and it is vital that it should not become dependent on having a central staffing resource in order to function in the long-term. Hence, the programme has been designed to ensure that the staff of LARC organisations are fully engaged in project delivery, particularly once the Capital of Culture programme is complete, from 2009 onwards. However, the Thrive programme gives the option that should the core staff team demonstrate that a higher level of income generation or cost savings can be achieved through their work, then the LARC partnership could decide to continue the operation. This could be partly funded through contributions from LARC partners, and partly through achieving full cost recovery on management costs through external partnership funding.

Sustainability will be achieved in other terms through building the capacity of the cultural sector, and in particular of the LARC partners, to enable it to be more robust and better able to demonstrate the centrality of culture to the international reputation and social regeneration of the city region. This includes increased advocacy skills, research capacity, and evaluation skills, and an increased ability to access public sector funding in order to deliver against regeneration objectives.

2. Introduction

This document sets out the LARC business case for investment funding from Arts Council England's Thrive programme of £1.34 million.

European Capital of Culture in 2008 offers cultural organisations in the Liverpool City-region the opportunity to deliver programmes of internationally significant work, engaging visitors and audiences from local communities and from around the world.

Winning the Capital of Culture for Liverpool is recognised as a major achievement, but there still remains a need to strengthen understanding of the centrality of Liverpool's cultural sector to the City's national and international profile, at senior political level, with the private sector and within other areas, such as health and regeneration.

The cultural infrastructure of the City-region has a significant and unique opportunity to strengthen its capability and prepare, not only for life after 2008, but to respond to new artistic and organisational practices and in national policy and funding trends. The high profile of culture during 2008, and the attention this will bring for Liverpool, gives a strong context in which to demonstrate the power of creativity in shaping and securing both individual and community spirit and identity. Liverpool's new cultural strategy and the opportunity to embed this into the local area agreement demonstrate how this could work in practice. Also, by working in partnership, the LARC organisations will be able to pursue national opportunities that would be far harder to access as individual organisations, such as the Creative Apprenticeships scheme or the new cultural entitlement programme. At a local level, there are opportunities to look at how a shared approach to services such as ticketing or staff development can be of benefit.

In order to achieve all of this, the cultural sector needs to strengthen its ability to demonstrate what it can offer, and to create a stronger and more robust evidence base. There is a need to increase research capacity, to increase shared knowledge about audiences, and to produce more evidence of the physical, social and economic impact of culture in the City-region. This will help the cultural sector to plan strategically and to advocate more effectively for the public value of culture to those in positions of influence.

The LARC partnership will use the opportunity of the Thrive programme to find new ways of working together to address these opportunities and challenges; building a new model of how the cultural sector can collaborate to take its place in the regeneration of a city and its region.

2.1 : Larc- Development Of The Partnership

LARC (Liverpool Arts Regeneration Campaign) partners are made up of the Bluecoat, FACT, National Museums Liverpool, Liverpool Biennial, Liverpool Everyman and Playhouse, Royal Liverpool Philharmonic, Tate Liverpool and the Unity Theatre.

Some of these organisations met together in the 1990s to explore areas of mutual interest, feeling they could make a difference through collective action. Liverpool 2008 focussed minds in this partnership, where it has become clear the group is able to influence change. The group, also known as the "Big 8", adopted the name LARC when developing the "Thrive" programme. The full name has been adjusted to Liverpool Arts Regeneration Campaign (rather than Consortium) to give a more accurate

reflection of the group's purpose.

This shift in the name towards the concept of a "campaign" or a movement, came about from the discussions leading up to the creation of this business case. As the partners reflected on the importance of creativity, it became clear that what is needed is a movement that wins hearts and minds about the centrality of creativity to leading a happier and more fulfilled life. The LARC partners can play a role in catalysing this movement, but it will only work if we gain the support of the cultural sector as a whole, and of other key people, for example faith, business and community leaders.

The eight LARC partners provide a unique concentration of resources in a City-region, engaged in a significant transition. Working together can provide substantial benefits, including the ability to have greater influence on behalf of the cultural sector, a research capacity that a single institution could not deliver, greater impact with the resources available, and an ability to demonstrate public value on a much larger scale. Each partner brings different strengths, including experiences, resources and skill-sets which will contribute to the project.¹

LARC will, in addition to its own development, facilitate the wider arts and cultural sector through its joint actions, and the contribution of the partners in supporting artists and organisations active in their sector. This will be done through closer working relationships with other networks within the cultural sector, such as SMAC (Small and Medium

Sized Arts Collective), the Arts and Culture Network (ACN), VAI L (Visual Arts in Liverpool), and the Liverpool Attractions Group.² The LARC Programme Director meets regularly with SMAC and ACN. A close relationship with VAI L exists as the majority of its members are also members of LARC. One of the LARC Heads of Marketing is Chair of the Liverpool Attractions Group. Discussions are underway with ACN and SMAC to ensure that there is a clear understanding of how the networks can most effectively work together.

Achievements To January 2008

LARC has already made some significant interventions, and is developing strongly as a coherent and recognised partnership. Interventions have included:

- **Constructive engagement with the crisis facing Liverpool 08** on the departure of the artistic director, resulting in the lead role now being played in the 08 programme by the cultural organisations in Liverpool.
- **A joint approach by LARC to Channel 4 and independent production companies**, working with Arts Council England
- **Completion of a Cultural Leadership programme**, strengthening working relationships between the Chief Executives of LARC, and supporting the development of a group of emerging leaders from LARC partners and other organisations. A bespoke

¹ A description of each of the partners is attached as Appendix 1.

² SMAC is a grouping of 43 organisations regularly funded either by the Liverpool Culture Company or Arts Council England. Arts and Culture Network (ACN) core membership of 270 organisations and artists is mainly smaller community-focused arts organisations. ACN is a sub network of the Liverpool Community Network, set up to "support and promote partnership working between Liverpool's voluntary, community and faith sectors and the member organisations of Liverpool First (Liverpool's Local Strategic Partnership)." Visual Arts in Liverpool includes key visual arts organisations. Liverpool Attractions Group includes National Museums Liverpool, Tate Liverpool and other day time attractions e.g. the Beatles Experience.

course was developed by Common Purpose for the emerging leaders, which the Cultural Leadership programme is now considering adopting in other cities.

- Developing a **national pilot for the Creative Apprenticeships**, which will place 10 apprentices across the LARC group, supported by a capacity building programme to prepare these organisations to host the apprenticeships. This has been a rewarding but at times challenging process, given the difficulty in securing funds to cover the first year of apprentices' salaries. This has now been achieved, and the scheme will have to demonstrate the business case for taking on apprentices to the cultural institutions.

- A **Memorandum of Understanding** developed in April 06 providing a framework for joint working amongst the LARC partners, and an agreed vision, values and associated objectives.³

- The appointment of a **full time Thrive Programme Director**, Belinda Kidd, to manage the preparation and delivery of the business plan.

- **Fortnightly meetings of LARC members** and key partners to discuss matters of mutual interest and including presentations from senior figures on Merseyside. Attendance at these meetings has been remarkably consistent, partly because of the need to maintain regular dialogue on the plans for Liverpool 08, although the focus is now shifting to planning for the future, given additional impetus by the Thrive business case planning process.

- Achieving agreement on a way forward to re-establish a **co-ordinated approach to audience development** for 2008 in the wake of the closure of

TEAM. The loss of TEAM was a critical moment for the partnership. With hindsight, some earlier interventions might have helped to stimulate the necessary organisational change and development at an earlier stage and helped to save the organisation. However there is now an opportunity to test a new model of working, based on a link with a regional service.⁴

- Active engagement with the **Liverpool Cultural Strategy** development process

- A proposal for a **review of the importance of creative industries in Merseyside**, to intervene in the setting of priorities for post Objective One transitional funding by TMP (The Mersey Partnership)

- **Working partnerships with the University of Liverpool and Liverpool John Moores University (LJMU)**, through Impacts 08, (the evaluation programme for Liverpool 08), and the new MA in Cultural Leadership at LJMU

- **Network development within the cultural sector** through monthly meetings with SMAC and ACN

- **Strengthening partnerships between LARC** organisations by initiating a new grouping of LARC Heads of Education and Community; re-establishing the existing Heads of Marketing group and extending the engagement of National Museums Liverpool within LARC

³ Appendix 2 - The Memorandum of Understanding.

⁴ TEAM closed in June 2007. (TEAM was the audience development agency for Merseyside).

3. *The Context For The Liverpool Thrive! Programme*

3.1 : Opportunities

There are many opportunities that can be addressed by LARC within Merseyside, regionally, nationally and internationally. Support from the Thrive programme will enable LARC to take a collaborative and planned approach to these opportunities, building a new and sustainable model of joint working amongst the cultural sector of a major city. Liverpool's aspiration to be an international gateway needs to fully involve its major cultural institutions as they are not only attractive, but also relatively stable.

3.1.1 : Leadership And Value

This will be effective through collaboration across the large-scale and smaller cultural organisations. The organisations within LARC have already demonstrated their ability to work together effectively, agreeing a common set of values and sharing these more broadly with the sector. As a result LARC can play a role linking up the cultural sector by working with the arts networks, as well as with individual organisations. Taking the lead in matters where the larger institutions can have influence and are able to speak on behalf of the majority of the sector will be an important outcome for Thrive. The organisations that make up LARC are, on the whole, large, have some stability and already have influence, because of their longevity and the level of resources at their disposal. These resources, used wisely, will be able to make a difference

3.1.2 : Liverpool 08 – European Capital Of Culture

The Thrive programme can play a significant role in securing the opportunities for longer-term development that Liverpool's status as European Capital of Culture for 2008 will bring, as well as taking on a major responsibility for the legacy in 2009, as posts in the Culture Company reduce. These include:

New Audiences: The scale of the Liverpool 08 programme and the work of the Creative Communities team mean that many new people will be taking part in the arts for the first time. It will be essential to make every effort to capitalise on this new engagement, retaining new attendees into the future.

Higher national and international profile: Liverpool will gain national and international attention throughout 2008. To sustain this momentum, after 2008, the cultural organisations need to work with the Liverpool Culture Company/City Council, and key partners such as ACENW, NWDA and TMP (The Mersey Partnership) and other tourism & business agencies, to ensure that a sophisticated understanding of how best to promote Liverpool's cultural offer is retained and developed.

Cross sector partnerships established by Creative Communities: Through Creative Communities, Liverpool 08 has established relationships with the health, environmental, heritage, and regeneration sectors. These relationships are being led by a number of jointly funded posts, e.g. the Arts and Health post is jointly funded by the Culture Company and the Primary Care Trust. This has helped to prepare the ground for improved partnerships between the cultural sector and other sectors. Thrive will capitalise on these initiatives.

Inevitably there will be challenges developing the Thrive programme at a time when all partners have a major workload delivering their Capital of Culture programme. However, the opportunities outweigh these challenges, and with careful planning and pacing of the Thrive programme to take account of these challenges, it will be possible to maximise the positive benefits from Capital of Culture in a way that would be far harder to achieve without the support of Thrive.

Research, data capture and evaluation: Liverpool City Council has commissioned a longitudinal evaluation of the impact of Capital of Culture from the University of Liverpool and Liverpool John Moores University through Impacts 08. In addition to developing a new model of evaluation that can be used internationally, the Impacts 08 team aim to develop the research and evaluation capacity of the cultural sector. This offers a major opportunity for the Thrive programme to benefit from close collaboration with the academic sector. The model of evaluation is developing a number of approaches some of which are based on models used in other sectors, e.g. health, in addition to standard data gathering.

3.1.3 : Improving Economic Climate At Sub Regional Level

Liverpool's economy is growing at a faster rate than the UK and North West averages, although it is starting from a lower base. Some indicators quoted in the Impacts 08 Baseline report (op cit) state that there is a growing rate of business start-up; that visitor expenditure is growing above the rate of inflation; and that the city is attracting a high percentage of new visitors. The Impacts 08 Baseline Report also draws on a University of Liverpool Management school study on forecast growth in

GVA (Gross Value Added) per capita, between 2001 and 2008. This projects a faster growth in Liverpool than North West and national averages. Whilst the impact of the forecast economic downturn may have a negative effect, Liverpool is in a much better position to weather such changes than it would have been in previous decades.

The improving economic climate is demonstrated through a series of new developments such as Liverpool One, a major new shopping centre in the city centre, and the newly completed Arena Convention Centre Liverpool, which will be a significant events venue and conference centre on the national circuit. These two developments alone will bring large numbers of people into the city centre, presenting new opportunities for the cultural sector.

There are a range of structures in the visitor and retail sector that LARC could work with, such as the Business Improvement District, and the Tourism Business Network, both of which currently have dynamic leadership and involve senior figures from the commercial sector. In addition the creation of the new Liverpool Vision, which brings together three regeneration agencies under one structure, offers new opportunities for partnership.

3.1.4 : Liverpool Cultural Strategy

Liverpool City Council commissioned a new cultural strategy in July 2007, from ABL Consulting, to assist the planning for post 2008. LARC has been involved in the consultation process for the strategy. The Chief Executive of Liverpool First, the Local Strategic Partnership, has been involved with the development of the Strategy, and it will be closely linked into the delivery of Liverpool's Local Area Agreement. Responsibility has recently been allocated

to a post within the Liverpool Culture Company/City Council to ensure that the cultural strategy is linked to the departmental plans across the City Council. LARC will be represented on the cultural task group of the Local Strategic Partnership which will manage the implementation and monitoring of the cultural strategy.

LARC has worked closely with ABL and the lead officer at the City Council as the cultural strategy has been developed, sharing the emerging Thrive! Business case with them in order to ensure that we can achieve a fruitful linkage between the strategy and LARC's plans.

Once the consultation draft of the strategy is issued, LARC will work with the City Council and the Culture Company to agree how LARC's interventions will contribute to the strategy implementation process. Since the consultation period for the cultural strategy will take place before September 08, there will be time to take this into account in shaping the detailed business case by September (see section 5 below).

3.1.5 : LARC Partnership Model: Opportunities For Inclusion In New Programmes

As LARC is a substantial partnership, it may be possible to bid to funding programmes usually only open to statutory bodies, such as regeneration funds. The increasing emphasis on the need for local authorities and other public bodies to devolve powers and work in partnership should help foster such opportunities. For example, the LARC partnership is currently working on a proposed bid to pilot the new cultural entitlement scheme, most likely in partnership with Liverpool Children's Services, and with Merseyside Creative Partnerships.

3.1.6 : Higher Education Sector

There are significant opportunities to work with the higher education sector, e.g. to establish shared projects such as a centre for cultural development; archive facilities; incubation schemes, on the lines of a science park model; to work jointly on capital projects to address mutual needs; research programmes; skills development and knowledge transfer schemes; collaboration on foundation degrees module delivery. Partnerships with Impacts 08, at the University of Liverpool and with the MA in Cultural Leadership at LJMU, have already been established. Discussions are underway with the University of Liverpool to bid for Research Council (Arts & Humanities, and Economic and Social) funding to support knowledge transfer activities linked to the Thrive programme. These could include seminars and a research capacity development training scheme.

3.2 : Issues To Be Addressed

The Thrive programme will address three high level aims (for the detail on vision and aims see section 4). The main issues are presented in this section under each aim. An introductory section highlights general issues relevant to each of the three aims. The issues were identified through workshops with Chief Executives and other staff from the LARC organisations. Discussions with key partners also informed the process.

In addition, a benchmarking survey was carried out with the LARC partners, with support from Impacts 08, looking at income breakdown, numbers of jobs, commissions of new work, exhibition days and performances, and audience & participant numbers. The data examined included the annual submissions to Arts Council England produced by the six ACE funded organisations (all except NML and Tate), and annual reviews and other data from National Museums Liverpool and Tate Liverpool. The organisations also provided information about research undertaken, board memberships of the senior management teams, and strategic partnerships. The results are referred to in the following section as appropriate.

3.2.1 : General

The argument in Liverpool's forthcoming cultural strategy⁵ is that culture and creativity are Liverpool's core assets, and Liverpool's cultural offer is central to its international status. These cultural achievements have been won against a background of severe social and economic deprivation and historic problems in political leadership affecting the cultural sector in many different ways. However, as noted in Section 3: Opportunities, the City-region is experiencing faster economic growth than other regions of the UK, and the nature of political leadership in the city has changed significantly over the past ten years. European Capital of Culture means there is a unique opportunity for the cultural sector to work together to gain recognition of its importance to the City-region, and to ensure its future strength and vitality.

The general issues informing the aims of the Thrive business case are:

a. Social and economic issues:

The Impacts 08 Baseline report⁶ sets out the overall economic and social context for Liverpool. Some key findings are:

Skill Levels

24.8% of Liverpool's working-age population has no qualifications. The UK average is 16.5%. Of that part of the sector that is economically active, 16% have no qualifications compared to 12% for the UK.

General deprivation levels

The Index of Multiple Deprivation (IMD) demonstrates that Liverpool is the most deprived district in the UK across all deprivation indicators. Poor health, high levels of income deprivation and unemployment affect almost all areas of the city.

b. Cultural Diversity:

Liverpool has a smaller black and minority ethnic (BME) population than most other major cities in the UK, at 8.2%⁷ of the total. The majority of the settled BME population live in 4 wards to the south of the City centre. New arrivals have recently increased the BME population in other areas of the city. There is considerable tension between the new arrivals, and both the indigenous white and BME communities. This poses a challenging context in which to address cultural diversity issues, and at the same time makes this an even more important area in which to engage.

c. Public subsidy:

Liverpool has benefited from a range of UK and European regeneration programmes but will shortly be losing its European Objective 1 status. This could result in some issues of sustainability. Creative industries has not been prioritised for transitional funding by The Mersey Partnership, (TMP manages

⁵ The cultural strategy was commissioned in July 2007 from ABL Consulting. Public consultation on the draft strategy will start in late Spring/early Summer 2008, with the final strategy to be produced c 3 months from the launch of the public consultation.

⁶ Impacts 08 – The Liverpool Model - European Capital of Culture Research Programme, Baseline Report 2006/07 University of Liverpool and Liverpool John Moores University (commissioned by Liverpool City Council), March 2007, available on line at www.impacts08.net

⁷ From the Annual Population Survey for the year April 2006 to March 2007

the sub regional EU programme), despite the priority given to this sector at North West regional level. Efforts to change this may be too late. It is still important to persuade the Merseyside local authorities, the key members in TMP, of the importance of the creative industries and the cultural sector to the City-region.

There are opportunities to secure regeneration funds which the cultural sector could address more effectively than is currently the case. Analysis of 2006/07 financial returns for the LARC partners demonstrates that only the Liverpool Biennial achieved regeneration funds of any significance.

d. Local Authorities and the wider Merseyside partnerships:

Local Area Agreements and other regional policies have not always engaged with the cultural sector, and there is a need to ensure that culture is better understood and represented. Key agencies to engage with include the North West Regional Development Agency, The Mersey Partnership and Culture North West.

e. Liverpool Culture Company:

This is the delivery organisation for the Liverpool 2008, as well as holding the strategic and funding responsibilities for the arts, normally held within the cultural development team of a local authority. Although a separate company, the organisation is effectively part of the local authority. At the time of writing, planning is underway to look at how the City Council structures for cultural development will change after 2008. It is unclear what posts will remain, where they will be located, and what levels of funding will be available to arts organisations or for commissioning of programmes, e.g. those led by the Creative Communities team within the Culture

Company. The timescale for decisions is not yet announced, which creates a climate of uncertainty for the cultural sector about the future post 2008.

This makes it essential for the LARC partnership to use the Thrive programme to work closely with the Culture Company, to secure the legacy of Liverpool 2008 and the security of the investment for the arts and cultural organisations within the city. Post 2008 plans include 2009 as Year of the Environment, and 2010 as the Year of Innovation, however as yet no budgets have been agreed for either. .

f. Higher Education:

There are important cultural departments within all three Higher Education Institutions (HEIs), such as the music department of the University of Liverpool, the School of Art and Design within LJMU, and the performing arts department at Liverpool Hope University. There should be significant opportunities to work in partnership with the Higher Education sector. There has been some development of working partnerships, such as the Culture Campus project, which works with all three HEIs, to create an environment in Liverpool which makes it attractive to graduates and potential students, or the RLPS partnership with Liverpool Hope University's Cornerstone arts centre facility. However to date, opportunities for dialogue on wider issues, such as a shared approach to addressing mutual capital needs, have not progressed, although some promising meetings have recently been held, e.g. with the Deans of Arts and Economic & Social research at the University of Liverpool.

3.2.2 : Issues Relating To Aim 1: Civic Leadership

Political leadership:

More needs to be done to develop a pro-active and fully rounded understanding of the value of cultural development to the City-region at both elected member and senior officer level.

Private sector:

Senior figures from the private sector recognise the importance of Liverpool's cultural assets, but are not as actively engaged in the cultural sector as in other cities such as Manchester or Newcastle and Gateshead

Research capacity:

In order to support advocacy and civic leadership, there is a need for an improved, shared understanding on the impact of the cultural sector. Only National Museums Liverpool has any dedicated research capacity within the LARC partnership. Although all partners undertake research, e.g. on audience numbers & profile, external consultancies on new organisational structures & policies, and project evaluations, there is no mechanism to share data or to collate findings to the benefit of the cultural sector. Impacts 08 is fulfilling some of this need, but it has a specific Capital of Culture remit, is due to end in March 2010 and does not have the capacity to meet all the needs of the LARC partnership.

Continuing Professional Development:

Liverpool and Merseyside provide a complex environment for cultural development, so there is a need for well-developed leadership and management skills in the cultural sector in order to play a full role in civic leadership. It is necessary to support leadership skills at the senior level and for emerging leaders, whilst also ensuring that the

workforce is being drawn from the widest possible pool of talent. The Cultural Leadership programme, run by the LARC partnership, achieved its immediate objectives. There is now a need to embed this and roll it out to the wider cultural sector.

The LARC partnership intends to address the issue of diversity in recruitment. This encompasses a concern with cultural diversity and finding other routes into the industry for people who are not graduates. An analysis of staff employed by six of the LARC organisations (excluding TATE and National Museums Liverpool) shows that in 2006/07, just over 6% of permanent staff and 3% of contractual (i.e. freelance or casual) staff are from BME backgrounds. There is no research on socio-economic backgrounds, but the experience of recruitment to entry level posts demonstrates that there is a large pool of young graduates competing for these posts, and willing to take on low level jobs in order to get a foot in the door.

3.2.3 : Issues Relating To Aim 2: Audience And People-friendly City Centre

The lack of a strategic approach to audience development: The closure of TEAM and the need to replace its strategic function is a major issue. Even prior to closure, there were concerns about the level of strategic work being undertaken by TEAM. The Liverpool Culture Company has not put a strong focus on audience development. This gap is highlighted in the Impacts 08 Baseline Report.

An approach is underway to secure audience development support at a strategic level for 2008, initiated by the LARC Programme Director, working with ACE NW, and the LARC Heads of Marketing group (see Section 5.2, Aim 2 below for further information).

The impact of drink driven regeneration:

For venues in Liverpool City Centre, particularly FACT, in the Ropewalks area, the impact of excessive alcohol consumption has a major adverse effect. Issues of security, street hygiene and safety have a negative day-to-day impact on venues, and are off-putting to potential audiences. The Playhouse theatre and the Bluecoat are also city centre based.

Perceptions of high levels of crime and poor safety in the City Centre: Crime in Liverpool city centre has apparently reduced in recent years, and is not any higher than comparable city centres. However, there is a strong perception that it is unsafe at night.

Lack of co-ordination and dialogue on visitor issues and city centre management: The cultural sector is not engaged in dialogue about public transport, car parking, and tourism promotion. The sector is not invited to join forums, such as the Tourism Business Network. Opportunities for joint promotion and particularly for cultural tourism are therefore not grasped. Events programming by the City is not co-ordinated, with different agencies and sections of the City Council putting on events, often with little or no consultation with the venues affected.

Public Transport and Car Parking: Public transport after 6.30 in the evening and transport links across Liverpool are poor. To get across the City it is usually necessary to come in to the City centre. One of the consequences of this policy is that it is hard for communities to mix. In addition Liverpool has among the lowest car ownership rates in the country, making people more dependent on public transport. Dialogue on public transport could be improved, and opportunities sought to promote better evening timetabling and the use of public transport for attending cultural activities.

Car parking facilities are inadequate, particularly in the Hope Street area, which discourages people from attending. Parking facilities at other venues in the region (e.g. the Lowry in Salford or Theatr Clywd in Mold) are better, which is likely to draw audiences away from Liverpool. There is a need to promote safe and monitored parking.

Integrated ticketing: A previous initiative by Liverpool City Council to establish a centralised ticketing function stalled, apparently due to an inappropriately top-down approach, which failed to secure support from the cultural institutions. Advances in technology now mean that a different approach could be developed with an integrated rather than centralised approach. Some basic improvements of linkage between venue sites could be achieved as a first step, with a more detailed study needed for future implementation.

3.2.4 : Issues Relating To Aim 3: To Research And Develop Models Of Delivery In Arts Led Regeneration, With A Focus On North Liverpool

The focus on North Liverpool is concentrated upon the four wards covered by the North Liverpool Economic Development Plan: Anfield, County, Everton, Kirkdale. However those wards adjoining these are often included in initiatives. LARC will be sensitive to these issues.

In this area there are:

High levels of deprivation: North Liverpool contains some of the most deprived wards in the UK, including one that has the highest levels of deprivation nationally on all indicators. Historically, cultural organisations have not focused strongly on

North Liverpool, although some of the LARC organisations are now working in the area. This lack of engagement has been due partly to a weak community infrastructure and fewer schools interested in the arts. North Liverpool has a lower ethnic minority population than other parts of the City. It is a highly factionalised community, split along religious and other lines.

The issue here is one of uncertainty within the physical and economic infrastructure, particularly where regeneration may be in private or private/public hands such as the docks or Anfield football ground.

Lack of co-ordination and fragility of existing structures: There is some successful cultural activity, particularly focused around the Rotunda Community College, but a lack of co-ordination and mutual awareness between cultural practitioners. The Rotunda has set up a North Liverpool Cultural Committee to address these issues, but the Committee is not formally linked into regeneration or neighbourhood management structures and suffers from the sectarian problems of the area.

Where cultural activity is being successfully delivered by community-led and smaller cultural organisations, it will be essential to ensure that this activity is not swamped or displaced by larger cultural organisations developing new initiatives in North Liverpool.

4. *Proposed Solutions*

The cultural sector must take ownership of its future, based on a range and depth of partnerships enabling it to grow in a changing environment. The sector must demonstrate its ability to provide leadership that is outside of political and governmental structures, and to prove that a thriving cultural life is vital to the continuing social and economic health of the City. If the cultural sector is strong, well networked and confident in expressing its public value, it will be in a better position to hold its own amongst political vicissitudes and change.

The LARC partnership will address this challenge by taking advantage of the opportunities outlined above and by working, in partnership, across the cultural sector and with relevant agencies and statutory bodies, in the City-region and beyond.

4.1 : Vision For Liverpool Arts Regeneration Campaign (LARC)

The eight LARC partners share a fundamental belief in the power of art and culture to change lives far beyond the confines of galleries, museums, theatres and concert halls. The LARC organisations consider that regeneration is achieved through releasing the creativity and aspirations of the people of Merseyside. They aim to enable people of all ages to fulfil their own potential and to play a full role in the social and economic renewal of Merseyside. Liverpool's thriving cultural life is its major asset, and LARC will work to ensure that this artistic vitality gains the highest possible profile both in the UK and internationally.

The overall vision for LARC is still developing, and will be further considered by the LARC partnership as part of the process of review and reflection that will be at the heart of the Thrive! process.

4.2 : Values And Aims Of The Thrive Programme

The LARC partnership will develop the capability and capacity of each of its organisations to:

- Be adaptable, flexible and respond to change
 - Be efficient, particularly through mutual self-help, sharing information, resource and expertise to the greater goodShape and lead in the development of policy, both locally and nationally, rather than just responding to it
 - Research and develop new work and ways of working, with the ability to handle and mitigate risk
 - Build sustainable business models for the future;
- and
- Articulate the value of culture.

Three aims will be addressed through the Thrive programme:

1. To develop the role of the cultural sector in civic leadership
2. To create a more audience and people friendly city centre
3. To research and develop new models of delivery in arts-led regeneration, with a focus on North Liverpool

Aims two and three are seen as supporting the achievement of aim one. These secondary aims will develop two types of intervention in City-region planning: regeneration and community

development, bringing tangible benefits, including new resources, to the partners, their audiences and local communities.

4.3 : Why This Approach?

Charles Leadbeater's Arts Organisations in the 21st century: Ten Challenges, Arts Council England 2005 says that:

"One of the central themes is that arts organisations must do more to help one another."

"Larger, more conservative, arts organisations need to explore more networked forms of organisations, learning from emerging 'next practices' among their peers internationally."

LARC is a relatively well established partnership that has developed over several years, and has been given additional focus by the Capital of Culture process. It is in a good position to embrace the challenges put by Leadbeater in finding new ways of working. The partners have already experienced the benefits of working together, and are keen to use the opportunity of the Thrive programme to achieve greater progress. The challenge that has been identified for the Liverpool City-region is to increase the role of the cultural sector in civic leadership. It is recognised by the partners that this can only be achieved through collaboration, both amongst themselves and across the cultural sector.

Leadbeater (op cit) points out that other sectors are ahead of the arts in partnership working, for example in the education and health sectors. This partnership approach is beginning to develop in the

arts, including consortia being supported through Thrive!

Outside the Thrive process, it is interesting that in Central London a group of organisations are meeting together including the Royal Opera House, ICA, National Portrait Gallery and others, and have found this a useful means of improving consultation and relationships with Westminster City Council and other key agencies. The Museums hub approach is another example of organisations clustering together to support mutual development needs.

The Creative Clusters project, which organises a series of annual conferences and research, looks at the benefit to creative industries development through the clustering of organisations and the benefits this has on social and economic development. Examples of this approach can be seen in Sheffield and Huddersfield, and the Create Kings Cross project is a more recently established model.

LARC will research and make contact with other consortia that are developing similar approaches, both in the UK and internationally. Some research is being done for LARC by a student on the LJMU course on cultural leadership on shared services, which will look at partnerships that have developed in Pittsburgh, USA and in Sweden, and will also consider the development of such approaches in the private sector. There are also models in Canada that could be explored, e.g. for shared box office services in Toronto, and a more general approach in Montreal.

4.4 : Goals

The LARC partners have set the following goals:

Aim 1 -

To develop the role of the cultural sector in civic leadership

- Establishing a better understanding and recognition of the centrality of the arts and culture to the regeneration of the City of Liverpool and its surrounding region, amongst key politicians and senior officers within local authorities, regeneration agencies, other public sector partners, and within the private sector
- Creating a solid evidence-base about the contribution of the cultural sector on Merseyside to the regeneration process looking at economic and social impact, assisting the City-region in planning for the arts
- Increasing research and evaluation capacity within the cultural sector
- Developing a shared approach to continuing professional development from entry level to senior management and board membership, across the cultural sector

Aim 2 -

To create a more audience and people friendly city centre

- Embedding cultural issues within the development and planning of a safer and more people-friendly City centre

- Establishing a strategic approach to audience development across Merseyside

Aim 3 -

To research and develop new models of delivery in arts-led regeneration, with a focus on North Liverpool

- Increasing resources from the health, education and other sectors for investment in the arts
- Widening the contribution to skills development, using engagement in culture to make a significant and measurable difference to people's aspirations and employment prospects
- Developing new models of best practice in the building of individual and community well-being and education through neighbourhood-focused joint action

4.5 : What Are The Advantages And Benefits For A Larc Partnership?

- This partnership approach enables the consortium to share expertise
- The combined weight of the large institutions opens doors that will benefit themselves and the smaller organisations, e.g. in securing dialogue at a senior level with the Primary Healthcare Trust or with a Residential Social Landlord (RSL), or a voice on the Local Strategic Partnership.
- By working together and developing strong trust and mutual knowledge of each other's work, individuals will be better placed to represent the cultural sector as a whole within the various forums

- An active partnership can share research and data to support the necessary advocacy role
- Mutual support can be offered through the regular fortnightly LARC meetings and through shared programmes, such as the cultural leadership coaching process for Chief Executives
- The development of a shared approach will improve effectiveness, it could save costs and could enable partners to access funds that would otherwise not be open to them, e.g. in education and community work, or in developing training opportunities

5. *Development And Implementation*

This version of the Liverpool Thrive business case gives the outline of the programme that it is intending to deliver over the period from April 2008 to December 2010. For some initiatives the way forward is already quite clear. With others, there remains a need to develop the planning in more detail, and to secure the necessary partnerships for delivery. By the end of September 2008, the business case will be further developed, with the intention that by that point the majority of projects will have been scoped and planned in detail, and that support in principle will have been gained from potential partners. A few projects will remain for further development, where the start date is being deliberately postponed until Spring 2009, in order to pace the workload. This is particularly important given the operational pressures on all the major cultural institutions to deliver the enhanced programme for Liverpool 08.

5.1 : The Overall Process

Organisationally, the approach will be to:

- Increase the understanding of the value of culture to the regeneration of the City-region, thus strengthening and building the range of partnerships open to the cultural sector;
- Increase the understanding of the key issues identified above through a programme of research and analysis
- Undertake a series of strategic projects to address these issues.

Under each of the three aims, the process will include:

Advocacy and partnership development: develop-

ment of relationships with existing and potential stakeholders and partners

Research: initially, analysis of available information and digests of findings from existing research, at later stages to include commissioning primary research

Strategic project delivery: the delivery of projects that test new ways of addressing the issues identified in Section 2 above

5.2 : Work Breakdown Structure

See the Action Plan at Appendix 3, giving details of the programme under each aim, with resources required, timescales and intended outputs.

In summary, the programme will include:

***Aim 1:* To Develop The Role Of The Cultural Sector In Civic Leadership**

Advocacy

- A campaign to win support and improved understanding for the role of culture within regeneration, supported by high quality documentation that demonstrates the public value and impact of the cultural sector on Merseyside.
- A communications strategy that includes PR events, the establishment of a LARC gateway website, and an annual seminar with a high profile international speaker, targeted at senior politicians and leading figures on Merseyside and the wider region. LARC's external and internal communications strategies will be supported by an effective use of IT.

FACT will be providing advice and support on this, and there could also be opportunities to learn from the AmbTion project, which RLPS is engaged with.

- Initiation of and participation in key strategy developments, and a pro-active approach to place people from the cultural sector on boards and forums of regional regeneration agencies
- Partnership development with key sectors, initially prioritising higher education and the health sector, through the establishment of joint planning mechanisms and securing funds to test out new ways of working together

Research

- A research partnership with University of Liverpool and Liverpool John Moores University (LJMU) through Impacts 08, and through partnership with the LJMU MA in Cultural Leadership
- Creation of a key facts and figures document about the cultural sector on an annual basis, initially working from existing data and expanding this over time as data gathering improves
- Improve data gathering capacity across the sector, aiming for greater consistency
- The development of a toolkit for measuring economic impact, rolling this out into an economic impact study for the cultural sector in Liverpool
- LARC will also consider how it can develop new approaches to assessing the quality and impact of its artistic programmes, looking at a mixture of peer group assessment, media coverage achieved and other indicators. Given the assertion that its cultural assets are key to Liverpool's international

reputation, it is important to establish a means of ensuring that the quality of the cultural offer can be substantiated both to the sector itself and to the outside world.

Strategic projects

- The programme for this aim will largely focus on continuing professional development (CPD) across different levels of the workforce, in the belief that the cultural sector can only play its full role in civic leadership with a highly skilled workforce that draws from the widest possible pool of talent. The policy for CPD is set out in Appendix 6.

Continuing Professional Development

- A shared approach to increase the diversity of the cultural sector workforce, through information sharing and an annual seminar. LARC will take a broad definition of diversity, to include disability and socio-economic status, as well as cultural background.
- A programme of Creative Apprenticeships as a national pilot, delivering 10 apprenticeships across the LARC partnership, with a joint capacity building and management programme to support the apprentices
- A review of the use of volunteers in Liverpool, in partnership with the Liverpool Culture Company, aiming to improve the learning experience for volunteers and to increase the effective use of volunteers by the cultural sector
- Delivery of a series of seminars to increase the critical understanding and skills of people in the cultural sector, e.g. on good practice in participatory work

- Regular networking meetings of the LARC partnership, bringing together staff at different levels, in each organisation, to share information and expertise and to provide mutual support. The meetings will be enhanced with a budget for outside speakers and occasional longer, seminar-type sessions

- An annual residential management retreat for Chief Executives, plus an annual away day, locally

- An annual course for emerging leaders, working in partnership with Common Purpose

- A mentoring scheme across the cultural sector, linking up senior staff with younger staff to provide support and advice

- A shared approach to meeting training needs, with the potential to commission bespoke in-house training courses where appropriate

Shared resources

- A review on how sharing staffing resources across key functions such as human resource management, could lead to better and more efficient practice.

Some initial research on shared services in the cultural sector and elsewhere is being undertaken by a student on the LJMU MA in Cultural Leadership. The researcher is the International Manager for Liverpool Institute for Performing Arts

- Establishment of a shared company to deliver key projects, where it is necessary to have a separate legal entity to manage and finance these, such as Creative Apprenticeships.

Aim 2 :

To Create A More Audience And People Friendly City Centre

Advocacy

- Lead in securing a strategic co-ordinating function for audience development on Merseyside, in both the short and long term. This is urgently needed, given the closure of TEAM in June 07 and the many opportunities for long-term audience development that arise through the delivery of the Liverpool 08 programme. It is assumed that the core costs of this function would be met by subscription from former TEAM members and ACE NW from funds for audience development, but that some of the areas of delivery would form part of the Thrive programme (e.g. the new audiences and family friendly strategic projects described below).

- Regular dialogue between the cultural sector, city centre management, and visitor services. In establishing this dialogue, it will be vital to collaborate with the retail, hotel and restaurant sectors, given the common interests that exist. To be achieved, either through securing cultural sector representation on key bodies, and/or through establishing a regular cultural sector city-centre management forum

Research

- A series of action-research projects addressing issues identified in the annual/biennial visitor perception surveys undertaken by Liverpool City Council and The Mersey Partnership (TMP)

- A review of current levels of audience research capacity within LARC partners to identify support

needs, and feed into the planning for audience development structures

Strategic projects

A series of joint projects will be undertaken to test out shared approaches to improving the experiences of audiences coming to Liverpool City Centre.

- A shared campaign to counter the alcohol driven night-out culture, including accessible & popular activities aimed at the appropriate demographic groups. To be piloted in Autumn 08, including a late/all night opening across several venues. Partners are likely to include the Primary Care Trust, which has prioritised prevention of alcohol abuse, the visitor sector, e.g. TMP and Merseyside Police
- A shared approach to family friendly programming and marketing, securing partnership within the retail and restaurant sectors
- New audiences and participants: a major priority will be to work with Liverpool Culture Company and other partners to secure the longer term engagement of people who attend the arts for the first time during 2008, encouraging them to return for other events. This is seen as a major part of securing the legacy for Liverpool 08
- Visitor-welcome projects, as part of the action research programme (see above). These are likely to include shared visitor-welcome training which would build on Liverpool Culture Company and TMP's existing visitor training, car parking guides and a joint public transport campaign with Mersey Travel
- A review of how integrated ticketing could be es-

tablished, in order to improve the ease of purchase for current and potential audiences and to encourage audiences to try a wider range of venues and art forms

Aim 3:

To Research And Develop New Models Of Delivery In Arts Led Regeneration, With A Focus On North Liverpool

Advocacy

- A co-ordinated planning approach, establishing a new model for cultural organisations to work together in helping to deliver the regeneration of a specific geographic area. This will be supported through the appointment of a Learning and Engagement Co-ordinator operating across the LARC partnership and other cultural organisations working regularly in North Liverpool. If this approach proves successful in North Liverpool, LARC will consider how this could be adopted in other local areas or across the city as a whole, or to address specific thematic issues
- Regular dialogue with agencies such as the housing trusts, health trusts, neighbourhood office/s, and with people leading initiatives such as LEGI (Local Enterprise Growth Initiative) and the North Liverpool Economic Development Plan

Research

- An initial mapping project will be undertaken as a student research project through the MA in Cultural Leadership at LJMU. The researcher involved is the manager of TenantSpin, a community television project, run by FACT, working in North Liverpool in partnership with Arena Housing

- Further work will be commissioned to collate existing social and economic research on North Liverpool, in order to create a summary snapshot document that can be used to support cultural planning and bid writing. As part of this project, the plans of current and potential partners will be mapped and summarised

- In the latter part of Year 2 of this plan, research will be commissioned on another area of the city, or on a thematic area, in order to support the roll out of this joint approach on a wider front. Within the earlier research periods, attention will also be given as to how links can be made between North Liverpool and work in other areas. The Big Table project, initiated by Liverpool Biennial, is a model for how this can work, linking partners in North Liverpool (the Rotunda), East Liverpool (Metal) and in Speke & Garston.

- LARC will also commission research and development as needed to address new opportunities for a collaborative approach to culturally led regeneration and learning initiatives, such as the new Find Your Talent scheme to offer every child 5 hours of culture each week. Consultancy will be allocated to develop proposals for these as appropriate.

Strategic projects

The theme of the project activity will be on capacity building within the cultural and community sector in the North Liverpool area. This will include:

- A programme of skills development for local residents, using cultural activity. Research and development for this will take place in Year 1, with

the aim of securing significant external funds for delivery in Years 2 and 3, e.g. from Liverpool First, the Local Strategic Partnership for Liverpool.

- Creative skills training for professionals and community organisations working in the area, e.g. for youth workers

- Seminars for arts practitioners working in the area with invited speakers. To be delivered in partnership with the North Liverpool Cultural Committee, established by the Rotunda Community College.

- A joint evaluation and training programme: three or four projects per annum will be evaluated by one evaluation team, whose brief will include training for the organisations involved in evaluation skills. This will both increase the quality of evidence available on social impact, and will also build the evaluation skills in the sector.

5.3 : Project Organisation Description

In order to secure the long-term sustainability and impact of the Liverpool Thrive programme, each LARC partner will take on responsibility for specific projects within the programme, assigning staff time for this purpose. The intention will be not only to secure sustainability, but also to build skills and capacity within the LARC partners.

In addition, three of the partners have taken on the role of Aims Champions, with a responsibility for

leading the delivery of one of the three high level aims:

Aim 1 –
Civic Leadership
National Museums Liverpool

Aim 2 –
Audience & people Friendly City Centre
FACT

Aim 3 –
New models of culture led regeneration
Liverpool Everyman & Playhouse

The purpose of the Aim's Champion is to:

- Oversee the delivery of the Thrive- Liverpool programme through the aim and associated objectives they have agreed to champion;
- Take a role in agreeing and planning for projects, assess progress through the project milestones and ensure the programme and associated projects are on track.
- Ensure the LARC values are adhered to in all projects
- Consult with and report to the LARC Group and the Steering Group on achievements

The delivery of the programme will also be supported by various groups of staff within the LARC partnership. Some of these already exist and are meeting regularly, and others will be convened as needed, e.g. on HR management (for more information on these groups please see Section 5.7 below).

It is intended that the majority of projects will be assigned to a named member of staff within the LARC partners, who will work with the LARC Programme Director and Learning & Engagement Co-ordinator in delivering the project.

A model has already been established for this way of working, whereby the Bluecoat has led the delivery of LARC's Cultural Leadership programme, and Tate Liverpool is leading the Creative Apprenticeships project.

5.4 : Alternative Approaches And Why This Approach Is Best

The approach developed in this business case has evolved from a series of discussion and workshops with the members of LARC and key partner organisations. A wide range of project ideas came out of this process, which have been refined down to the current programme by applying the following criteria:

- how strongly this project would fulfil the aims of the Liverpool Thrive programme
- how this project would enable the LARC partners to test out new ways of working collaboratively, and deliver more effective services
- whether this project would benefit from being delivered through a consortium rather than led by a single organisation
- how well the project fits with the priorities of key partners

- how the project could help to secure the legacy of Liverpool 08 and the benefits of the European Capital of Culture

The decision to develop this partnership approach has arisen from the particular context of Liverpool and the wider Merseyside region over the past five years. The success of the Capital of Culture bid, and the issues that have arisen in the process leading up to the delivery of the year, have strengthened the partnership between the LARC organisations. The Thrive programme presents an ideal opportunity for the partnership to work together to address what it has identified as some of the strategic planning deficits facing the cultural sector in the city region.

It is hard to conceive of a different approach to the delivery of this programme in this business case, given the situation in Merseyside at present. However alternative approaches could be:

- **For cultural organisations to work on their own:** Organisations could, arguably, decide to address some of the issues in the plan by commissioning their own research etc. However it would be much harder to secure buy-in from the cultural sector as a whole, and more difficult to establish dialogue at a senior level with strategic agencies.
- **For the programme to be delivered by Liverpool Culture Company and/or Liverpool City Council:** Some of the projects in this programme could be delivered by the cultural services team of a city council. However, as argued in the introduction to Section 4 above, it is healthy for the cultural sector to take the lead on these issues and to provide its own external leadership. At the current time, it would be hard for the Liverpool Culture Company or City Council to deliver this range of projects, given

the need to focus on the delivery of the Capital of Culture programme

- **To “do nothing”:** The LARC partnership came together some years before the Thrive programme opportunity came about. It had already identified many of the issues listed in this plan (Section 3), and had begun to make some moves to address these, e.g. through the Cultural Leadership programme. However without Thrive support and the work of the Programme Director, it would be much harder to achieve the coherent approach described here. The pressures of Capital of Culture delivery will leave little time for long term strategic planning during the coming year. This would not only be potentially damaging to the cultural sector, it would also limit the contribution that the cultural sector can make to the regeneration of Liverpool. It would also mean that there would be a danger of the LARC partnership becoming weaker at the end of 2008, rather than being able to use 2008 as the launch pad for another phase of the partnership.

5.5 : Key Partners And Their Contributions

The key partners will be:

Liverpool City Council

Liverpool's cultural strategy, currently under development and due for final completion in June 08, will form the framework for the partnership with Liverpool City Council. LARC has been actively engaged with the development process for the cultural strategy, with a place on the steering group. It is intended that LARC will also be represented on the task group that will be charged with the implementation of the strategy. The support of the City

Council will be essential to many aspects of the Thrive programme, in terms of signposting the way to securing other key partnerships, e.g. with TMP or Liverpool plc (the new regeneration company to be formed by merging existing programmes including Business Liverpool and Liverpool Regeneration). In addition, LARC will be seeking financial support from the city council for some projects, such as the volunteer review. A core objective of the Thrive programme is to strengthen the support of Liverpool City Council for the cultural sector at the most senior level. This is vital at the current time, since given the financial challenges facing the city council, there is considerable uncertainty over the levels of financial support that will be available to the cultural sector from 2009/10 onwards.

Liverpool Culture Company

At the time of writing, the future of the Culture Company post 2008 is still under review. It is not yet clear if the company will continue to have semi-autonomous status, or if its functions will be taken back into the City Council's Culture Media and Sports department. In any scenario, it will be essential for LARC to work closely with the Culture Company in order to secure some of the key achievements, such as the partnership with the health sector, the involvement of new audiences and participants, a more artistically driven approach to events programming, and the volunteer programme

Liverpool First

Liverpool First is the Local Strategic Partnership for Liverpool, and has been actively involved in the development of the cultural strategy. It will be a key partner in embedding cultural programmes into the regeneration process, e.g. through partnership funding for cultural projects that address core LSP

objectives such as Safer and Stronger Communities. One example could be the priority given by Liverpool First to combating alcohol abuse, where there is a strong compatibility with the proposed work programme for Aim 2 of the Thrive programme.

Arts Council England

LARC will work closely with ACE, through the North West and national offices, both to address the general objectives of the Thrive programme, and to work in partnership on issues such as audience development and cultural diversity.

Other Cultural Organisations, and arts networks : Small and Medium Arts Collective (SMAC) and Arts and Culture Network (ACN)

(More details on SMAC and ACN are given in Footnote 2, Section 2.2.1)

It is a fundamental part of the leadership role of LARC that the Thrive programme should benefit the wider cultural sector in the city region, and not solely the LARC members. It is an undoubted benefit that LARC will be able to work with the two networks that include many of the smaller to medium sized arts organisations in Liverpool, SMAC and ACN.

Regular meetings are held to share information and ensure that the three networks are working effectively together, e.g. in giving consistent input to the cultural strategy development. In addition, LARC will aim to involve and benefit other cultural organisations that are not part of these networks, e.g. those in the wider Merseyside region.

SMAC has expressed specific interest in involvement in the Creative Apprenticeships and Family Friendly projects, and in the programme of work in North Liverpool.

North Liverpool Cultural Committee and Rotunda Community College

North Liverpool Cultural Committee is an informal structure set up by the Rotunda Community College. The Rotunda is a key focus for cultural development in North Liverpool. It was set up by local people to support community learning, and works in partnership with several of the LARC partners, including the Liverpool Biennial and the Everyman & Playhouse theatres. The Cultural Committee includes about twenty organisations involved in cultural activity in North Liverpool, and will be a useful means of engaging with the local area. The Rotunda currently has an arts development officer who is developing arts activities both at the Rotunda and with other partners in North Liverpool. However this post is time limited, ending in July 2008. LARC is working closely with the Rotunda, and its key partner on the arts development programme, Plus Housing, to secure future funding to continue the arts development programme beyond July 2008.

Higher Education Sector:

The HE institutions in Liverpool will be key partners:

- **University of Liverpool** through Impacts 08, a partnership which has already been initiated and will provide research leadership and support to the Thrive programme. Joint bids will be submitted to the AHRC and ESRC to enhance the partnership to provide more substantial training and support for the development of research capacity in the cultural sector, and to support the planned series of seminars.

- **Liverpool John Moores University**, initially through the MA in Cultural Leadership. 2 students on this course are already doing research projects for

LARC, on shared services and on North Liverpool. LJMU is also a partner in Impacts 08.

In addition, LARC is linking up with the current review of the Culture Campus project, which is a company with representation from the three universities (Liverpool, LJMU and Hope University) and the cultural sector, to identify a way forward beyond the end of its European funding in March 2008. This could be through an alliance with the City of Learning project, which links all three universities on a generic level. This could open the door to securing a wider set of partnerships, going beyond the research area, e.g. looking at shared capital needs, archive facilities, etc.

Other partners

Other key partnerships that will be developed through the Thrive programme include:

The Mersey Partnership (TMP): lead partners in this agency include the Merseyside local authorities. TMP is responsible for visitor and tourism development, inward investment and for sub regional delivery of the European funding transitional programme, post Objective 1.

North West Development Agency: NWDA is the regional development agency for the North West. It is intended that NWDA will be a key partner in initiatives such as the economic impact study, and potentially across a number of the Thrive programme projects.

Culture North West: CNW will be a key partner in several aspects, helping to provide a link to NWDA, and through CNW's research programme, the North West Cultural Observatory, which will be a key partner for LARC research plans.

5.7 : Who Is To Manage The Project

5.7.1 : Overall management by the LARC partnership:

Two layers of management have been established to ensure that the LARC partnership is in a position to manage effectively and to take informed decisions on the future of the Thrive – Liverpool programme.

- The LARC Group: - This involves all members. The group has overall responsibility for the success of the Thrive Liverpool programme. It will own and oversee the implementation of the programme and evaluation plan. It will take all policy decisions and ensure the business case to Arts Council England is robust and achievable.

- The LARC Thrive Steering Group: - Membership includes the Thrive lead manager, and two other LARC members, the ACE Lead Officer (Maureen Jordan, Director – Liverpool), the Project Facilitator and Programme Director. This group will identify issues and plan next steps for the programme. These will be taken to the LARC Group for approval. It will also be the steering group that oversees the work of the LARC Programme Director.

The Thrive lead manager is Mick Elliott of the Royal Liverpool Philharmonic

The following members are presently leading on specific projects:
Creative Leadership and LARC Thrive Steering Group - Alastair Upton, Bluecoat Arts Centre
Creative Apprenticeships and LARC Thrive Steering Group – Andrea Nixon, Tate Liverpool

The delivery of the programme will also be sup-

ported by various groups of staff within the LARC partnership. Some of these already exist and are meeting regularly, and others will be convened as needed to advise on specific issues. Where appropriate, staff from key partners will also be invited to join these groups (e.g. arts groups based in North Liverpool will be invited to attend the Education and Community group from time to time). The groups include Heads of Marketing, Press Officers, and Heads of Education and Community. It is also likely that a programmers group will be established, and a group of staff with responsibility for HR management to advise on the various staff development projects within the Thrive plan.

5.7.2 : Operational management and delivery

The delivery of the Liverpool Thrive programme will be managed by Belinda Kidd, the Programme Director. She will be supported by a full time Learning and Engagement Co-ordinator, and by a part time Administrator (for summary job descriptions, please see Appendix 7). The main focus of the Learning and Engagement Co-ordinator's work will be on developing a new model of partnership working in culturally led regeneration, with a focus on North Liverpool. S/he will also be required to deputise for the Programme Director, and to provide support on specific projects under Aims 1 and 2 that are relevant to the learning and engagement brief.

The LARC partnership and the staff team will be supported by the role of the Project Facilitator, Sue Harrison, acting as a "critical friend" and advisor throughout the life of the programme. Regular dialogue will also be maintained with the ACE Lead Officer, Maureen Jordan, Director – Liverpool.

6. *Estimated Costs*

A financial plan is included as Appendix 5.

Expenditure

The costings for the various projects have been reviewed with relevant staff members within LARC organisations or with key partners.

The number of staff has been kept to a minimum, in the expectation that LARC members will be actively involved in the delivery of the programme, rather than depending entirely on core LARC staff. Salary levels are however set to attract staff with the required level of experience.

VAT: the level of irrecoverable VAT is set at the level which the RLPS currently experience, as they will be undertaking the financial management and accounting for the Thrive programme. It is assumed that 90% of all programme, overhead and administration costs will be subject to VAT.

Income

Income levels from LARC partners or from external agencies are set to increase gradually over the lifetime of the plan. It is assumed that there will be little external income during year 1 (2008/09) given the lead in times required to prepare bids to external agencies.

The key area for external income is assumed to be public sector partners such as Liverpool First, TMP (The Mersey Partnership), NWDA (North West Development Agency) and the academic research councils (AHRC and ESRC).

There will also be funds that will be generated through the work of the Thrive programme, but will not necessarily pass through the accounts for the programme, e.g. AHRC funding for an enhanced research partnership would largely be spent by the University of Liverpool, but would result in a significant service to the cultural sector. An indication of this type of income is given at the foot of the income schedules.

7. *Estimated Benefits*

Please see the action plan in Appendix 3 for a more detailed analysis of outcomes/benefits resulting from individual projects. The Milestones Plan in Section 11 below describes how the high level benefits will be tracked.

The key benefits that the LARC partnership intends to result from the Thrive programme will be:

- A greater recognition and understanding of the importance of culture as a key part Liverpool and the city-region's international profile on the part of leading figures in local authorities, regeneration agencies, other key public sector agencies and the private sector.
- More opportunities for skills development and sharing of good practice for the cultural sector in Liverpool resulting in higher levels of skill, a greater sense of mutual support and stronger networks amongst cultural practitioners.
- An increase in the diversity of people entering employment in the cultural sector
- An increase in shared working between the LARC partners, and with other partners in the cultural sector and beyond, resulting in more effective delivery of services in terms of both cost and efficiency
- The establishment of an effective shared audience development function for Merseyside, linked in to or provided by regional structures as appropriate
- The establishment of a regular means of communication between the cultural sector and core city centre management functions resulting in a more people friendly city centre environment for audiences and participants engaging with cultural activities
- Increased resources from public sector agencies to enable cultural organisations to maximise their contribution to the regeneration of the city-region.

8. *How Costs And Benefits Will Be Tracked*

8.1 : Costs

Financial management will be undertaken by the RLPS finance team, on behalf of LARC. Monthly income and expenditure reports will be produced, using the new project accounting software that is currently being piloted by RLPS, through the Sage 200 accounting system. The Programme Director will be responsible for ensuring that all budgets are adhered to, working with the lead officer for each project. Lead officers will be either one of the LARC full time staff, or a staff member from a LARC partner. A formal agreement will be drawn up when LARC partners agree to take on specific projects, committing them to ensure that the budgets are managed responsibly and to comply with RLPS financial regulations.

A monthly overall budget report will be produced for the LARC Thrive steering group, backed up with detailed project schedules.

8.2 : Tracking/evaluation Of Benefits

An external evaluator will be contracted to work with the Thrive team to develop an evaluation programme to track the achievement of the outcomes and benefits. The Project Facilitator will take a lead role in working with the evaluation team.

The evaluation process will provide an opportunity to build in opportunities for reflection and review into the process for implementing the Thrive! Programme. Programme reviews will be timetabled into the schedule for the various LARC groups, and progress will be regularly considered by the Thrive steering group. In addition, the Chief Executives group will use their annual retreat and away day to reflect on the learning outcomes of the Thrive programme, and how this is influencing their practice within their organisations and within the partnership. LARC will also consider the possibility

of a LARC conference towards the end of the Thrive! programme, in order to reflect on what has been learnt, and how this can be shared.

It is envisaged that the evaluation methodology will include:

- One to one interviews and email surveys with the CEOs of LARC members
- Dialogue with the Chairs of LARC boards, via email or group meeting
- Group discussions and email surveys with other LARC staff (e.g. Heads of Marketing group)
- Selective one to one interviews with key partners (e.g. Liverpool City Council, Liverpool First, University of Liverpool)
- Review of financial performance against budget
- Review of internal evaluation reports on individual projects and phone or email discussions with project lead officers
- Group and/or email/phone discussions with lead artists
- Group discussions with a selected range of beneficiaries (e.g. youth workers benefiting from creative skills training as part of Aim 3)

The external evaluation contract will be put out to tender as soon as ACE support for the Liverpool Thrive business case is confirmed, in order to ensure that the evaluation process starts at the earliest possible date. It will be part of the brief to ensure that Liverpool Thrive's evaluation process is linked into the overall Thrive process led by Price Waterhouse Cooper, and takes account of the methodology used by PWC.

9. *Sustainability: Exit Strategy*

The issue of sustainability has been carefully considered in the development of the business case. LARC is already an established partnership and it is vital that it should not become dependent on having a central staffing resource in order to function in the long-term. Hence, the programme has been designed to ensure that the staff of LARC organisations are fully engaged in project delivery, particularly once the Capital of Culture programme is complete, from 2009 onwards. However, the Thrive programme gives the option that should the core staff team demonstrate that a higher level of income generation or cost savings can be achieved through their work, then the LARC partnership could decide to continue the operation. This could be partly funded through contributions from LARC partners, and partly through achieving full cost recovery on management costs through external partnership funding.

Sustainability will be achieved in other terms through building the capacity of the cultural sector, and in particular of the LARC partners, in certain functions that should enable it to be more robust and better able to demonstrate the centrality of culture to the international reputation and social regeneration of the city region.

The core functions include:

- Advocacy skills
- Research capacity
- Evaluation skills
- Ability to access significant public sector funding in order to deliver against regeneration objectives

10. Risk Assessment

RISK	PROBABILITY	IMPACT	MITIGATION
Difficulty in achieving senior level support from City Council and other key agencies	Medium	High	Carefully planned campaign to secure support from key individuals likely to be sympathetic High profile of European Capital of Culture makes 2008 the ideal year to start this campaign
External partners are not willing to commit resources to the level anticipated	Medium	Medium	Resources required are estimated at realistic levels based on previous experience of securing support from public sector. Range of agencies who can be approached within the sub region and at regional level Projects can be re-budgeted if needed.
LARC members are unable to commit the necessary time to the programme	High during 2008, reducing to Medium thereafter	High	Commitment to partnership working already established and tested within the LARC partnership Thrive programme phased to allow for time pressures during 2008. Support of experienced Programme Director and planned recruitment of second full time staff member
Change of CEOs within LARC, and reduced commitment to the partnership from incoming CEOs	Medium	High	CEO management retreats programme embedded in Thrive programme to give opportunity for new CEOs to develop understanding of LARC. One change of CEO already successfully managed in terms of maintaining organisational commitment to LARC.
Lack of support at board level from LARC partners	Medium	High	LARC Chairs meeting to take place on an annual basis All LARC boards have considered and signed up to the Memorandum of Understanding.

RISK	PROBABILITY	IMPACT	MITIGATION
Lack of support at operational staffing levels within LARC partners	Medium	High	Involvement of LARC staff has been cultivated through setting up groups of departmental heads (marketing, education etc) Strong leadership from CEOs to date provides framework to secure commitment.
Projects do not achieve the objectives set	Medium	High	Management structure developed to support successful delivery of projects. Project plans will identify key milestones that have to be met, where failure to meet these would trigger a reconsideration of how/if the project should be delivered. Evaluation processes will examine reasons for any shortfall in meeting objectives in order to learn how the issues involved can be addressed in future Thrive steering group will keep performance under review and develop actions to deal with the situation if a consistent pattern of difficulty emerges.
Staff turnover within the core LARC team	Low	Medium	Developing high levels of ownership by LARC partners will help to mitigate any negative impact of staff leaving during the life of the Thrive programme.

11. *Milestone Plan*

NUMBER	MILESTONE	DATE	EVIDENCE	HOW MEASURED
1	Increase in influence of people from cultural sector within key regional/ sub regional agencies.	Jun-09 Dec-10	Cultural leaders become members of major regeneration groups locally and nationally. Overall target of 6 appointments achieved	Check with individuals that appointment has been confirmed and that they are regularly participating in meetings & feel able to influence policy. As above
2	Culture is seen as an important element within overall planning processes for the city-region	Mar-09 May-10	Planning documents refer to culture as an important element (e.g. Local Strategic Partnership) Leaders from other sectors in the city-region speak more frequently about the importance of culture to regeneration	Review of Local Area Agreement and other planning documents, e.g. TMP Review by cultural leaders of evidence from meetings, conferences and articles
3	Cultural sector is better placed to make a strong case for public sector investment in culture	Apr-10	Core regular investment from Liverpool City Council remains stable (i.e. at current level with inflation), and LARC partners are gaining increasing levels of public support from sources other than local authorities, ACE & DCMS	Review of City Council grant decisions for 09/10, and of LARC partners financial results for 09/10

NUMBER	MILESTONE	DATE	EVIDENCE	HOW MEASURED
4	Senior and emerging leaders in the cultural sector are more highly skilled	Apr-10	Successful completion of 2 rounds of senior and emerging leaders training through Thrive	Evaluations of the training programmes
5	A more diverse range of people are entering employment in the cultural sector	Oct-09	4 out of the 10 Creative Apprenticeships achieve employment in the cultural sector at the end of their first year apprenticeships	Confirmation with employers and apprentices
6	Cultural sector on Merseyside is able to plan collaboratively for audience development	Jul-09	Successful completion of 08/09 audience development project, and establishment of new regional arrangements	Evaluation of 08/09 project, and feedback from Heads of Marketing on new arrangements for 09/10 onwards
7	Cultural sector is able to influence city centre management functions so these work more effectively for the needs of the cultural venues and their audiences	Oct-09	Regular dialogue established on issues such as public transport, car parking, street signage & cleaning, and city centre events management.	Review of meetings that have taken place and outcomes from those meetings.
8	The LARC model of a collaborative approach to arts led regeneration proves to be sustainable and brings concrete benefits to the partners	Sep-10	LARC partnership is functioning effectively, and either funds have been secured to continue the shared support team, or the work has been mainstreamed into the programmes of the partner organisations	Through evidence presented in interim evaluation report produced by external evaluator

Appendices

LARC: Thrive Business Case

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1. Description Of LARC Partners

The Bluecoat is both Liverpool's oldest building and the UK's oldest art centre, focusing on contemporary visual art, live art, music, dance and literature. After reopening in Spring 2008, following a £10 million refurbishment, the Bluecoat will build on its reputation for being the first to bring local, national and international artists to the public. With galleries, performance space, artists' studios, creative industry offices, creative retail outlets and a café, Bluecoat will be the place for everyone to make, perform, exhibit, buy, sell, discuss and consume art. Participation is at the heart of the organisation, and its pioneering outreach programme, Connect, working with local communities and artists to create work across art forms, is continuing to develop, alongside other opportunities for people to engage with the programme.

FACT: Foundation for Art and Creative Technology is part of an international network of media art centres and commissions, exhibits, promotes and supports artists work and innovation in the fields of film, video, new media and creative technology. The building opened in 2003 as the first purpose built art project in Liverpool for more than 60 years and houses galleries, three state of the art cinema screens, a flexible screening space, new media lounge and Media lab for courses. FACT commissions and exhibits artists' work and provides technical services and support to galleries, artists and other exhibitors. It also works closely with communities and young people in brokering collaborations with artists with whom they create work of artistic and social significance.

Liverpool Biennial is a contemporary visual arts agency, established in 1998, whose mission is to engage art with people and place. Its hallmark is to bring the international and the local into contact

with each other through commissioning artworks. It has no building base; instead it treats the city as a gallery, delivering temporary and permanent public art commissions, and working continuously with communities in a Learning and Inclusion context. For a ten-week festival every two years, several hundred of the world's most exciting visual artists show their work in over 40 locations across the city, ranging from Tate Liverpool to unexpected temporary locations. The Biennial promotes and co-ordinates the activity of its partners, and also organises temporary exhibitions. The 2006 festival received 400,000 visitors and the 2004 festival won the silver award in the category Best Tourism Experience in Visit Britain's Enjoy England Awards for Excellence.

Liverpool Everyman and Playhouse constitutes the major producing theatre organisation on Merseyside. Following difficulties in the nineties, the two theatres were brought together under a new charitable trust in 1999, and have recently experienced a creative renaissance, with highly successful expansion of the production programme, artistic development, education and outreach resulting in major growth in profile, attendances and community involvement.

National Museums Liverpool (NML) is the only national museum based outside London and therefore has a unique profile and responsibilities. With roots extending back to the foundation of Liverpool Museum in 1851, NML was established in 1986 as National Museums & Galleries on Merseyside (re-named April 2003). NML comprises three museums, three art galleries, the National Conservation Centre and plans for two new major museums, which together play a major role in the cultural, educational and economic life of Liverpool, North West England and the UK as a whole. What distinguishes

NML amongst museums in the UK is the diversity of its outstanding and internationally important collections numbering more than one million objects and works of art. Our mission is to promote the public enjoyment and understanding of art, history and science. This is achieved through exhibitions, an inclusive programme of learning and community work, consultancy, archaeological excavation and fieldwork, scientific and historical research, building and collection care.

The Royal Liverpool Philharmonic has a long and proud tradition in the music world. It is one of the oldest concert-giving organisations in the world, and the second oldest in Britain. The mission of the Royal Liverpool Philharmonic is to promote the love of music, and encourage participation, achievement and excellence in music-making. The Society is the driving force behind 'The Phil Family' that includes the Royal Liverpool Philharmonic Orchestra and Choir, Liverpool Philharmonic Gospel, Youth and Community Choirs, Liverpool Philharmonic Youth Orchestra, the CD label RLPOLive, and an extensive education and participation programme. The Society also runs Philharmonic Hall that provides a programme of world-class contemporary, jazz and world music alongside rock, pop, comedy and classic films.

Tate Liverpool is the largest gallery for modern and contemporary art outside London. Established in 1988, in order to broaden access to the National Collection of Modern Art, Tate Liverpool welcomed its 10 millionth visitor to the Gallery in April 2006, an achievement that highlights its key role in the regeneration of the City. Tate Liverpool is synonymous with international cultural excellence, innovation and success with an international reach. The Gallery will play a central role in the delivery of Liverpool

as Capital of Culture in 2008. Pioneering innovative strategies of interpreting modern and contemporary art have a strong history at Tate Liverpool and our Education programme continues to be much admired world wide.

Unity Theatre is one of the best-loved theatres in Liverpool and recently won the Best Performing Venue award at the Mersey Partnership Tourism Awards. Unity has a reputation for staging innovative, high quality work in a friendly and enthusiastic atmosphere. Many people will go to performances at Unity that they have never heard of because they trust its judgement. In this way the theatre has built up a committed and loyal audience. It has an excellent track record in encouraging new writing and supporting new companies at a time when many theatres are relying upon the classics to guarantee audiences.

2. Memorandum Of Understanding

This **MOU** is an agreement by the partners who are signatories to this document and who make up the Liverpool Arts Regeneration Consortium (**LARC**):

Royal Liverpool Philharmonic
TATE Liverpool
Liverpool Biennial
Liverpool Everyman and Playhouse
National Museums Liverpool
FACT
Bluecoat Arts Centre
Unity Theatre

Purpose

The purpose of the MOU is to reinforce the partnership between the LARC organisations and to agree to work to our values and ambitions in the delivery of Arts Council England's GTA-OD Thrive! project. LARC bid for this project and received an offer of £1.34 million over a three-year period to achieve the ambitions and objectives set out in this document.

LARC Values

These values set out the manner in which we wish to conduct our business:

We are committed to inclusiveness, excellence, collaboration, creativity and effectiveness

We are ambitious and brave; we take risks, have fun and are trusting of each other

We will be honest, open, clear and inspirational

LARC Vision:

We wish to achieve an enhanced civic leadership contribution; win new resources for the arts; create a sustainable legacy from 2008 and achieve gains

and improved delivery through co-operation, collaboration and joint delivery.

In developing the capability and capacity of the consortium and its members we will be better equipped to adapt and respond to change; achieve more through self-help and be more effective in sharing information, resource and expertise.

We will shape and lead policy development, research and new ways of working and managing risk in the arts; build sustainable business models and champion the value of culture.

Our key aims are to:

- Develop the leadership contribution of the sector
- Increase and improve audiences and the visitor experience in Liverpool City Centre
- Research and develop models of delivery in arts-led regeneration, with a particular focus on North Liverpool

In carrying out the Thrive! project we expect to:

- Improve understanding of the centrality of the arts to sustained regeneration.
- Provide leadership for the sector in the city-region
Be a partner of first choice for agencies responsible for the planning and development of the city-region.
- Develop new strategies for building joint research, knowledge and information and market intelligence.
- Gain new investment for the arts.
- Increase and diversify audiences for the arts

- Identify and implement new ways of working collaboratively with the sector as a whole to the benefit of our own institutions Create models of best practice for building and improving individual and community well-being through joint action;
- Influence long-term planning for an audience and participant friendly urban environment in Liverpool city centre

Managing the partnership:

Introduction

We have established two layers of management to ensure we are effective and our partnership is in a position to take informed decisions on the future of the Thrive! – Liverpool programme

1. The LARC Group: - This involves all members. The group has overall responsibility for the success of the Thrive! Liverpool programme. It will own and oversee the implementation of the Programme and Evaluation Plan. It will take all policy decisions and ensure the business case to Arts Council England is robust and achievable.

2. The LARC Steering Group: - Membership includes the Thrive! lead manager, and two other LARC members, the ACE Lead Officer, the Programme Facilitator and Programme Director. This group will identify issues and plan next steps for the programme. These will be taken to the LARC Group for approval. It will also be the steering group that oversees the work of the LARC Programme Director.

The Thrive! lead manager is Mick Elliott of the Royal Liverpool Philharmonic

The following members are presently leading on associated projects:

Creative Leadership and LARC Steering Group - Alastair Upton, Bluecoat Arts Centre

Creative Apprenticeships and LARC Steering Group – Andrea Nixon, Tate Liverpool

Others involved in the programme include:

Programme Facilitator – Sue Harrison

Programme Director – Belinda Kidd

Lead officer for ACE – Maureen Jordan, ACNW

In managing our relationship in the LARC partnership we will:

- Ensure the principles and processes of the programme are embraced at all levels within our organisation, including our board
- Make every effort to attend appropriate LARC meetings.
- Sign off projects as a LARC partner, although we recognise that not all partners will be involved in all projects.
- Respect the project lead partner in matters relating to that project.
- Agree to other staff from LARC organisations being engaged in projects
- Be open and honest if we are unhappy with decisions or activity

Associate Partners

These partners are supporters of this MOU with whom LARC works closely and who support the values and planned outcomes of Thrive! Liverpool. We will consult them as appropriate on projects we initiate.

Partner signatories:

Royal Liverpool Philharmonic Society Ltd

Chair	Chief Executive	Date
-------	-----------------	------

TATE Gallery

Chair	Director	Date
-------	----------	------

Liverpool Biennial Contemporary Arts Ltd

Chair	Director	Date
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Liverpool Everyman and Playhouse (Liverpool and Merseyside Theatres Trust Ltd)

Chair	Chief Executive	Date
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National Museums Liverpool

Chair	Chief Executive	Date
-------	-----------------	------

FACT (Foundation for Creative Arts and Technology)

Chair	Director	Date
-------	----------	------

Bluecoat Arts Centre

Chair	Executive Director	Date
-------	--------------------	------

Unity Theatre Ltd

Chair	Director	Date
-------	----------	------

Associate Partners
Liverpool Culture Company
Liverpool City Council

3. *Action Plan Summary For Delivery Of Liverpool-thrive! Programme*

4.

Examples Of Minutes Of Larc Fortnightly Meeting Of Chief Executives, And Of The Thrive! Steering Group

*Minutes Of The Meeting Of The Major Arts Organisations
In Liverpool On Thursday 13th December
In The Box At Fact.*

*Minutes Of The Meeting Of The Major Arts Organisations
In Liverpool Thursday 31st January 2008, Tate Liverpool.*

*Minutes Of The Meeting Of The Major Arts Organisations
In Liverpool Thursday 14th February 2008, Fact.*

LARC- Thrive Steering Group Meeting 10.10.07

LARC - Thrive Steering Group Meeting 05.12.07

LARC - Thrive Steering Group Meeting 22.01.07

5. *Financial summary*

6. *Continuing Professional Development (Cpd) Through The Liverpool Thrive! Programme*

Summary

LARC will address the following areas of CPD across the City-region during the Thrive! programme:

- Volunteer development
- Capacity building with community partners
- Creative Apprenticeships
- Capacity building with arts education and community practitioners
- Mentoring between arts professionals at all levels
- Leadership development
- Seminars that bring a national and international perspective, raising the knowledge and ambitions of those working within the cultural framework of the City-region
- Partners in delivery will include HEIs, the Learning and Skills Council, the Sector Skills Council, the Culture Company and ACE NW, trusts and foundations.

Continuing Professional Development (CPD) through The Liverpool Thrive! Programme

Introduction

Continuing professional development (CPD) is a theme crossing the three LARC Aims in the Thrive! programme. This paper sets out the areas where

LARC will deliver CPD for its staff, the wider cultural organisations in the City-region and for those people who are interested in a career in the cultural sector

Vision Statement

LARC believes that there is a great deal of talent in the City-region, that is not being used or does not have the opportunity or wherewithal to engage with the cultural sector. In carrying out this CPD programme, across the three aims of Thrive! the LARC partners hope to reach and nurture this talent.

The partners are also aware that their own organisations and other cultural institutions, with whom they work, need to develop skills and knowledge that will allow them to innovate and change as the internal and external environment alters.

LARC will lead on a coordinated approach to the delivery of a broad CPD programme, over the three-year period of the Thrive! programme and beyond, that will significantly impact on the diversity of the work force in the cultural sector and increase the level of skills, knowledge and leadership of people working in cultural organisations.

LARC partners anticipate that the outcomes of this programme will increase and diversify the skill base in the region; increase employability and student retention and contributing to the economic regeneration of Liverpool and Merseyside.

Note:

The CPD programme is about the managerial, leadership and technical skills needed in the City-region and not the artistic skills, which are delivered elsewhere. LARC organisations are interested

in this area of training, but the LARC partners will not directly engage with this through the Thrive! programme.

The Scope Of Cpd Activities Within The Thrive! Programme

The following CPD initiatives will be undertaken throughout the Thrive! programme in order to meet LARC's vision and aims and to meet the needs of the partners:

1. Volunteer development
2. Capacity building with community partners
3. Creative Apprenticeships
4. Post graduate student placements
5. Capacity building with arts education and community practitioners
6. Mentoring between arts professionals at all levels
7. Leadership development
8. Seminars bringing a national and international perspective, raising the knowledge and ambitions of those working within the cultural framework of the City-region

1. Volunteering Schemes

Some cultural institutions run volunteering schemes, and Liverpool 08 is also using volunteers. There is scope for a co-ordinated approach, so that volunteers have more opportunity to develop skills in a number of areas, offering their services throughout the year to a range of organisations and events. Issues of accreditation will also be considered, although this will need resources. Partnership with a suitable organisation or College will be established to lead the delivery of the programme.

2. Capacity building with community partners

This work is particularly focussed on delivering Aim 3. For work to be more sustainable, in the future, in local communities, the capacity of the people involved in identifying, commissioning and raising funds for projects, is crucial. Training will therefore concentrate on the "how" of workshops and longer projects, rather than on the delivery of the artistic projects. This will be sensitive work and generally carried out with small local groups. LARC members may also occasionally provide advice on specific areas of a community organisation's operations, where there is in house expertise that may be useful to the smaller organisation.

3. Creative Apprenticeships (entry level)

The scheme will look primarily at the diversification of the workforce and increasing the skills and abilities of young people in the City-region, initially from North Liverpool. The development of this type of apprenticeship is a good example of organisations already working in partnership to create a groundbreaking scheme that opens up entry to work in the cultural sector. The scheme is advanced in the planning stages and is seeking funding to pay the apprentices. Funding from the Paul Hamlyn Foundation has been significant in moving the scheme forward. It is seen as a national model by Creative Cultural Skills.

4. Postgraduate Student Placements

LARC is benefiting from research projects with students on the new MA in Cultural Leadership at JMU. Research briefs were submitted to the students who are now beginning their projects for LARC. Other collaborations with the MA in Cultural Leadership may be possible in the future. LARC will also investigate the possibility of staff from cultural organisations taking specific modules within a

modular postgraduate degree programme, to address specific skill needs and gain credits towards a future qualification if they wish to take it further.

5. Capacity building with arts education and community practitioners

This work will support Aim 3 particularly, where greater skills are needed to help deliver high quality and sustainable projects in communities across the City-region. Training will be identified with practitioners and experts identified to give deliver training or mentoring. Whilst Aim 3 identifies North Liverpool, research will be carried out to identify the appropriateness of LARC jointly working in other areas of Liverpool. Good practice at delivery level, by arts and community practitioners, will be essential.

6. Mentoring between arts professionals at all levels

The need for mentoring and coaching runs through almost all levels of CPD. Staff willing to act mentors will be offered training and support. Mentoring will be offered across LARC partners as well as with small and medium sized arts organisations. Common Purpose will offer a mentoring service to CP graduates, although this is focused almost solely on creating the introduction. This kind of model could be explored further.

7. Leadership development

There are two elements to this CPD strand; Leadership development for CEOs and a programme for emerging leaders across LARC, SMAC and ACN. These were delivered through funding from the cultural leadership programme and the Common Purpose course for emerging leaders. Both were evaluated by the partners and the intention is to continue to provide opportunities for CEOs to be involved in a leadership retreat and occasional

away days throughout the each year of the Thrive! programme. LARC hopes to continue the Common Purpose course to create a larger cohort of emerging leaders. The first group has already identified cultural diversity as an issue they wish to concentrate on and will be organising their own seminar in 08/09. Other leadership initiatives will be developed through the Thrive! programme to support specialist areas of work such as in education and community participatory work.

8. Seminars

The LARC business plan includes a series of seminars to address particular areas of knowledge and skills development. Some of these seminars will be exclusive to LARC partners and others open to all cultural organisations in the City-region. An example is the proposed Bluecoat seminar in July 2008 for education and community practitioners, which will include project participants. For long-term sustainability, LARC will discuss possibilities with the HE sector and others relevant partners, for example bidding for support to the Arts & Humanities and Economic and Social Research Councils. The first bid is currently being submitted in partnership with Impacts 08 for a series of seminars on audience development.

9. Impact Assessment

Individual evaluations will be undertaken for each of the major CPD projects, and costs will be built into the budgets as required. The evaluation of the smaller projects will be covered through the overall evaluation of the Thrive!! programme.

7.

New Delivery And Management Structures

1. Introduction

LARC is already established as an effective and functioning partnership, and has begun to deliver joint projects in advance of the Thrive! programme, e.g. in cultural leadership and in joint approaches to broadcasters.

The scale of the Thrive! programme presents an opportunity to strengthen the partnership further. The delivery of the programme will require new structures and resources to achieve a successful outcome. Through the Thrive! programme, LARC is testing out a new approach to external leadership by the cultural sector within a city-region, and it is aware of its responsibility to test out what structures will work best to achieve this – and of the need to achieve long-term sustainability. At all times, it will be necessary to strike a balance between the need to vest ownership and delivery of the Thrive! programme within the LARC partners, and to ensure that enough support is given to ensure effective delivery.

In order to deliver the Thrive! programme, and other LARC shared projects, there are three areas of organisational structure that are being developed:

- A series of LARC groups, led by the LARC Chief Executives group, including special interest groups such as marketing, education, and press.
- A central LARC team, including the Programme Director, a Learning and Engagement Co-ordinator and a part-time Administrator, supported by the Project Facilitator
- An independent company, which will most likely be set up as a social enterprise, in order to receive funds and manage joint projects such as Creative Apprenticeships

2. The Larc Groups

Various groups have been established to sustain the LARC partnership. They will all contribute to the management of the Thrive! programme, but apart from the Thrive! Steering group and the Aims' Champions, each of these groups will also provide a co-ordinating function that will have a wider remit. Whilst this structure may seem extensive, it is necessary to ensure that LARC staff are fully engaged within the Thrive! programme. The current groups are all well attended and LARC staff are showing considerable interest and commitment, as they value the mutual support and information sharing that these groups provide.

a. The LARC Group: made up of the Chief Executives of the eight organisations. This group meets fortnightly and is often joined by the Culture Company and Impacts 08. This is the decision-making body responsible for the delivery of the business case. The group has been meeting fortnightly for the past two years, with Chief Executives showing a strong commitment to regular attendance. The servicing of this group is currently undertaken by the LARC staff team, and was previously provided by RLPS.

b. The LARC Steering Group: meets monthly and includes the Thrive! accounting officer to ACE plus two other members of LARC, ACE, the Programme Director and the Project Facilitator. This group considers and advises on the detail of the programme and steers decisions to the LARC Group. This group is serviced by the LARC Programme Director. The meeting venue and chairing of the meetings are rotated between the LARC partners.

c. The Aims Champions: responsible for overseeing delivery of one of the aims and for keeping the LARC Group briefed on where the programme for their aim has got to. The Aims Champions do not meet as a separate group but attend the steering

group as needed.

d. The Heads of Marketing Group: responsible for the management and delivery of Aim 2, and of the proposed audience development project. This group has recently been re-established with some initial support from the Programme Director, and is now self servicing. Meeting venues, minute taking and the chairing of the meetings are rotated, with meetings currently taking place fortnightly.

e. The Heads of Education and Outreach Group: responsible for the management and delivery of Aim 3. An initial meeting of this group was instrumental in planning the programme for Aim 3. The group has now been reconvened at the initiative of National Museums Liverpool and will operate on a similar basis to the Heads of Marketing group.

f. The Press and PR Officers Group: responsible for the communications strategy and the planning and some of the implementation of Aim 1. This group is currently convened from time to time by the Culture Company but now wants to establish its own independent existence.

g. The Chairs' Group: there will be briefings for Chairs of each organisation by their Thrive! Officer and an annual meeting of the Chairs to hear first-hand about the progress of the Thrive! programme.

h. Other Groupings of staff: will meet for short periods to discuss particular initiatives where their expertise and input will be invaluable, e.g. to look at how HR management support could be provided across the partnership

3. The Central LARC Team

The intention is to provide a small core team that will provide essential leadership and co-ordination, but will not develop into a separate entity from the LARC partnership or entirely take over the delivery of the Thrive! programme.

The key tasks and responsibilities for each post are as follows:

Programme Director

- To take responsibility for the development, implementation and evaluation of the Thrive! programme plan
- To manage the core Thrive! team
- To represent the LARC consortium as required with key partners and stakeholders
- To develop and maintain strong partnerships with Liverpool City Council, Liverpool First and other major stakeholders
- To develop new partnerships and identify new opportunities for LARC

Learning and Engagement Co-ordinator

- To explore and test a new model of culturally led regeneration, delivered through a partnership of cultural organisations
- To co-ordinate the work of cultural organisations working in North Liverpool
- To liaise with community organisations in order to

build trust and respect amongst those working in the area

- To lead and undertake research
- To develop and maintain strong partnerships with key stakeholders in the local area, e.g. LEGI, the RSL's and the Rotunda Community College
- To work with the Programme Director to identify and secure new funding resources
- To manage a programme of capacity building and evaluation projects

Administrator

- To provide administrative support to the Programme Director and Learning & Engagement Co-ordinator
- To manage the LARC office
- To service the LARC Chief Executives meetings

4. An Independent Company

There is no intention to set LARC up as an independent institution with a separate existence from the LARC partners, or to create a separate LARC brand. However it will be necessary to create a shared company that can raise and receive funds to run major projects, such as Creative Apprenticeships.

A feasibility study on the new company will be undertaken as one of the first tasks of the Thrive! programme. This will explore the most appropriate legal structure for the company, VAT and other tax

issues, and how the company should be structured to involve the LARC partners in the most appropriate and practical way. The study will also need to consider the resource requirements to run the company, so that the appropriate costs can be built into project budgets.

It is intended that the company will operate on a full cost recovery basis, so that the cost of accountancy, audit and company secretarial functions are built into the projects to be delivered by the company.

5. Impact Assessment

The impact of the various elements of the new delivery structures will be evaluated overall through the Liverpool Thrive!! evaluation process.

In addition, the individual elements will be reviewed as follows:

The LARC groups:

The fundamental test will be whether the groups become self-sustaining and are well attended. The terms of reference for each group will include an annual review to consider how well the group is functioning, and what improvements could be made.

The LARC core team:

The performance of the LARC core team will be assessed in accordance with the RLPS performance review system.

The independent company:

The key test for the independent company will be whether it can be financially self-sustaining, and whether it is perceived as a viable partner by key stakeholders.

8. Audience Development

1. Introduction

Successful audience development agencies have demonstrated the value that can be achieved through a collaborative approach. There are good examples in the West Midlands, Yorkshire and elsewhere of the benefits that can be gained by the cultural sector working together on audience development issues, with the support of an agency.

Audience development is a significant focus within the planned Liverpool Thrive!! programme, partly because of the strong possibilities for joint working, and also because there is a need to make up some of the shortfall in audience development activity in Merseyside. This has resulted from the closure of TEAM in June 2007, but had already been identified as an issue prior to TEAM's closure.

This appendix summarises the audience development activities within the Liverpool Thrive! programme, and describes the proposal to establish interim arrangements for audience development support in Merseyside, while ACE NW carries out a review into how longer term regional structures for audience development should be addressed.

2. Audience development through the Liverpool Thrive! programme

Audience development is an important priority within the Liverpool Thrive! business case, particularly in relation to Aim 2, which focuses on helping to create a more audience and people friendly city centre. Audience development issues will also be addressed through some of the work on civic leadership, for example through the seminar programme

where LARC is bidding with University of Liverpool for AHRC funding for a series of audience development seminars. There will also be audience development benefits that flow from the programme of work under Aim 3, exploring new models of cultural regeneration, with a focus on North Liverpool. Although audience development is not a specific focus under Aim 3, the work already underway by some LARC partners in North Liverpool, RLPS and Everyman & Playhouse, is already resulting in some growth in audiences from this part of Liverpool, as a result of specific linkages that both organisations are making between their outreach programmes and attendance at the venues. This will be further developed as the Thrive! programme strengthens partnerships with the community sector within North Liverpool.

The principal audience development priorities that will be addressed through Liverpool Thrive! include:

Review of current audience research capacity: an initial piece of work will be done to scope the current state of audience research amongst the LARC partners, and to share good practice across the partnership

New audiences retention: The main priority will be to establish a shared scheme across the cultural sector to encourage new attenders and participants, e.g. in community projects or free events, to move on to longer-term attendance at the programmes of cultural organisations. The new attenders might be drawn in through a variety of routes, e.g. as participants in programmes run by Creative Communities, or through free events run during Liverpool 08. This emphasis on retaining new audiences created through the Capital of Culture programme would be an important part of the Liverpool 08 legacy.

Family friendly: The organisations will work together to develop complementary family friendly programming, seeking partnerships to support this work, e.g. with the retail sector where there could be linkages in terms of families coming into town at the weekend for a combination of cultural and shopping activities. These new programming initiatives will be supported by the family friendly website development that is already underway and contracted to Arts About Manchester by the LARC partners.

Visitor perception action research: It is proposed to develop a series of action research projects to address key issues raised within the visitor surveys carried out by TMP and Liverpool City Council. These projects will aim to deal with key barriers that discourage people from coming into the city centre and which affect engagement in cultural activities. These include safety fears on public transport, car parking problems and issues with litter etc. It is intended that some of these projects will particularly focus on issues that affect older people.

Providing positive alternatives to the alcohol driven night time economy: A joint programme of activity will be developed to counteract some of the problems resulting from the over-emphasis on drink driven entertainment in the city centre, targeted at the appropriate demographic, i.e. young people aged c. 18 to 30.

3. Audience Development support on Merseyside in 2008/09

In order to support the objectives of the Liverpool Thrive! programme, it is necessary to establish a working relationship with an audience development agency. Merseyside does not currently have

the benefit of an audience development agency, as TEAM closed in June 2007. The LARC Programme Director has been working with the LARC Heads of Marketing group to address this issue. After discussions with ACE NW, an approach is now being made to secure support from Grants for the Arts to cover the cost of putting an interim arrangement in place to ensure that the audience development opportunities inherent in the Liverpool 08 programme are maximised.

The main aim of the proposal to Grants for the Arts is to provide strategic support to cultural organisations in Merseyside in making the most of the audience development opportunities resulting from the impact of the Capital of Culture programme. In particular, it aims to ensure that new attenders and participants who engage in the arts for the first time during 2008 are encouraged to continue and extend their participation.

The objectives will be:

- To provide a strategic overview of audience development issues during the 2008 Capital of Culture year, through to March 2009
- To manage specific audience development projects
- To help in facilitating the development of consistent good practice in data gathering across the cultural sector, in partnership with Impacts 08, Liverpool Culture Company and cultural organisations
- To provide access to a central information resource on audience development
- To identify development opportunities for new and innovative audience development projects

The delivery of this programme will be achieved by offering a contract to Arts About Manchester (AAM). It is proposed that AAM will take on two additional members of staff to deliver a programme of work, that will include both the general strategic overview described above, and a series of projects including a family friendly marketing campaign, the data: culture audience mapping project and the new audiences development scheme that forms part of the Thrive! programme.

The costs of the project will be covered by the requested GfA grant, contributions from LARC members and any other organisations that wish to join the scheme, and a contribution from the Liverpool Culture Company towards the Family Friendly marketing scheme. The application to ACE NW will be submitted in mid March, and ACE NW have indicated that the decision making process will be fast tracked. The contract will be led by Unity Theatre, with support for desk space being given by FACT.

4. Future Plans

ACE NW is planning to review audience development support in the region during 2008, with the intention that new arrangements will be in place for 2009/2010. The proposed approach for Merseyside for 2008/09 will provide a pilot to see how a contract with a central agency for the region could work for the Merseyside sub-region. It is a key part of the brief for this pilot that the senior post-holder should identify how new resources for audience development can be identified. It is the intention that the audience development post-holders and Arts About Manchester will work closely with the LARC Programme Director to ensure that the maximum strategic benefit is achieved from a fruitful linkage with the Liverpool Thrive! programme.

5. Impact assessment

The impact of the audience development project for 2008 will be evaluated by the Heads of Marketing group, in discussion with key external partners including Arts Council England North West, Impacts 08 and the Liverpool Culture Company.

Plans to evaluate the impact of the other audience development projects will be developed as part of the initial detailed scoping for each project, with support from the external evaluator appointed for the Thrive!! programme.

9. *Research Plan*

Introduction

The Liverpool Thrive! programme contains a significant body of research. This is essential in order to underpin the advocacy role of the LARC partnership, and also to ensure that other aspects of the programme are properly planned and based on solid evidence. There are varying levels of research capacity across the LARC partners, although all partners undertake some degree of research. Historically, there has been little sharing of research, partly due to the lack of any strong leadership on research from an audience development agency.

Partnerships

The situation is now improved due to the establishment of Impacts 08, a longitudinal research programme on the impacts of Liverpool 08, commissioned by Liverpool City Council from Liverpool University and Liverpool John Moores University. LARC has already established a partnership with Impacts 08, which will be the major partnership underpinning the research programme. Impacts 08 will not necessarily undertake research for LARC but will provide advice and brokerage to bring in additional researchers from across the two universities and beyond. In addition, LARC will seek partnership with the Culture Observatory at Culture North West, and will be open to other academic partnerships if they can add value to the research programme. For example, LARC is working with the MA in Cultural Leadership at LJMU, as a result of which two students are undertaking research projects that will be of benefit to the Liverpool Thrive! programme (one on cultural mapping in North Liverpool, and the other on shared services,

looking at both national and international examples).

LARC will also work with Arts About Manchester on audience development research. It is intended that AAM will be contracted by the LARC partnership to provide audience development co-ordination, which will run alongside the first year of the Liverpool Thrive! programme. Arrangements for future years will be confirmed during 2008, as part of an ACE NW regional review of audience development services.

The existing research capacity of the LARC partnership will also be a significant asset, particularly the research staff at National Museums Liverpool.

Research Objectives

- To provide evidence of the social and economic impact of the cultural sector within Liverpool and the city-region
- To increase the cultural sector's knowledge of its audiences and participants
- To support the effective planning of strategic projects for the Thrive! programme
- To establish greater sharing of data and research findings amongst LARC partners and the wider cultural sector
- To build the research capacity of the cultural sector

Research Programme

The research programme has been developed as a result of a series of workshops with LARC staff, discussions with Impacts 08 and other partners. A survey of research undertaken since April 2006 was undertaken as part of a benchmarking exercise at the start of the Thrive! planning process, which also informed the development of the research programme.

The programme includes the following projects (more information is given in the Action Plan, Appendix 3):

Aim 1:

To develop the leadership capacity of the cultural sector

Research capacity development: this will be addressed through the partnership with Impacts 08. Advice and support will be available, and some training sessions. This capacity building may be enhanced if a joint LARC/University of Liverpool bid to the AHRC is successful in securing funds for additional support.

To produce an annual facts and figures document, which will be developed each year to give a fuller set of data. The initial version will include information such as income generated and income breakdown, numbers of jobs, audience and participant numbers and activity levels (e.g. number of performances, exhibition days, etc).

Economic impact study: LARC will work with Impacts 08 and the Liverpool Culture Company during 2008 to review the learning points from the economic impact measurement for Liverpool 08. Impacts

08 are planning to secure funding to develop a toolkit to enable organisations to measure their own economic impact, which will be piloted and tested during 2008/09. This toolkit would then be used to undertake economic impact measurement for the financial year 2009/2010, resulting in a report to be published in Autumn 2010.

Volunteer development: a joint review will be commissioned with Liverpool Culture Company to look at the use of volunteers across the cultural sector, in order to consider how the learning experience for volunteers can be improved, and how the sector can best use the resource that volunteers offer

Shared services: a consultancy will be commissioned in 2009 to look at the potential for shared services across the cultural sector, initially focusing on the LARC partners. Some initial research on shared services elsewhere is being undertaken by an MA student at LJMU in Spring 2008.

Aim 2:

To increase and improve audiences and the visitor experience in Liverpool City Centre

A series of action research projects to address key issues raised in visitor perception research produced by TMP and Liverpool City Council

A review of current levels of LARC audience research and capacity

New audiences retention: research to ascertain the level of new attenders and participants attracted to 2008 events, and to identify how they can be converted into longer-term attenders, including follow up research

Research and development to scope a campaign to provide positive alternatives to the drink driven night out culture in Liverpool city centre

Scoping research to plan a programme of co-ordinated family friendly activities

Review the potential for improving ease of ticket buying for cultural venues, including consideration of an integrated ticketing scheme

Aim 3:

To research and develop models of delivery in the arts led regeneration with a particular focus on North Liverpool

Mapping of cultural activity in North Liverpool

Collation of existing social and economic research on North Liverpool in order to produce a summary snapshot document of key facts and figures to support project planning and bid writing

Mapping of current and potential partners for cultural activity in North Liverpool

Similar mapping exercises to be undertaken in the latter part of 2009 to explore future areas for potential collaboration – either a geographic area or potentially a thematic approach

Evaluation programme across 3 -4 organisations each year, including training in evaluation skills for the staff involved

Assessing Impact

A methodology for assessing the impact of the research programme will be developed with the external evaluation team. This is likely to include a review with key partners to assess their view of the usefulness and quality of the research, as well as internal reviews with LARC partners.

10. *Communications*

This appendix sets out LARC's approach to both internal and external communications. The purpose of the communications strategy, embedded in each aim of the Business Case, is to influence and reach more people. The most significant message is about the excellence and public value of the cultural institutions in Liverpool, alongside their ability to contribute significantly to the social, economic and environmental regeneration of the City-region.

1. Main messages

LARC, whilst made up of eight partners, aims to face outwards to the wider cultural constituency of Merseyside and to use its position as a campaign grouping to influence opinion about the importance of culture to our lives and to the regeneration of the city-region.

LARC seeks to create a new model of how cultural institutions can work together to have greater impact through collective action. It wants to learn from others and then create its own paradigm.

LARC, through its actions, wants to have greater impact nationally and internationally and sees their collaboration as an effective vehicle for creating greater awareness of themselves, the City of Liverpool and the Merseyside region.

The group wants to reach new audiences to offer them unique access to the arts and to provide visitors to the region with an exciting and challenging experience of its culture.

2. Internal Communications

All staff involved in the eight organisations that make up LARC, should be aware and in many case involved, in some aspect of the partnership.

There is a formal structure which exists for sharing information, planning and decision making, which is set out in Appendix 8, New Delivery Structures. Whilst this is a long list of groups, it is an important way of embedding Thrive! into the organisations, to ensure staff are not threatened by the programme and feel able to make a positive contribution.

In addition to the information that will be shared through the meeting structures, a series of briefings and updates will be provided about the Thrive! programme. It is not possible for staff in the partner organisations to understand the whole of the Thrive! programme so updates for staff newsletters will be produced from time to time. One has already been circulated informing staff of the values and aims of the Thrive! programme. There will also be a web site which staff can access, where key documents will be available.

3. External Communications

The purpose of the external communications is to inform and educate regionally, nationally and internationally.

The means of communications are identified under each Aim below. The communications strategy will be initiated with a press release in April 2008, and a more detailed information sheet which will be distributed to key partners within the region and peers in the cultural and academic sectors across the UK. A LARC website will be a core central re-

source for communication and will be developed in two phases, with the intention for the first phase to be launched in May/June 2008. A budget has been allocated to pay for PR agency support and for the occasional events and receptions, e.g. for delegates at relevant national and international conferences taking place in Liverpool.

Audiences for LARC communications

Aim 1:

Regional stakeholders and potential stakeholders

Local Politicians and senior figures in Merseyside and the North West

Other NGOs and organisations where culture may be a component of their work in the future

Higher Education Institutions

National and international stakeholders and partners

Cultural organisations across Merseyside and the North West

Participants in LARC seminars

Candidates for Creative Apprenticeships

Volunteers in the cultural sector

Regional, national and international press

Means of communication will be: one to one briefings; presentations at events, trade fairs, seminars and workshops; seminars on cultural issues by international senior figures; practice

based seminars; articles in journals and the press; briefing papers; web based materials.

Aim 2:

Audiences and potential new audiences visiting Liverpool's cultural events

Visitors to the City of Liverpool

City centre managers

Means of communication will be: marketing materials; information resources (paper and electronic versions); face to face and telephone interviews; interaction with the educational and outreach teams of the cultural institutions; volunteers; press and web sites

Aim 3:

Cultural organisations and independent artists in North Liverpool and other wards around the city

Youth and community workers

Regeneration agencies, health and housing trusts and the Youth Justice Board.

Means of communication will be: workshops, printed and electronic materials, face to face meetings and briefings.

4. Assessing Impact

There are already systems in place set up by the City Council and Culture Company which LARC has access to including a press clipping service.

Other monitoring of visitors and audiences is being carried out by the Culture Company, The Mersey Partnership and Impacts 08.

Where there are gaps in data, LARC will carry out its own benchmarking and research in partnership with Impacts 08

The impact of the communications strategy will be monitored within the evaluation programme and against the outputs and outcomes set out in the business case as well as using the data identified above.

LARC will also consider setting up a system of peer review so that a group of external experts, not from Liverpool, will give feedback on the reputation and profile of the Liverpool cultural offer.

This peer review feedback would be considered alongside other data including:

- The extent and value of media coverage
- The proportion of visitors attracted from outside the usual drive time
- The level of pricing that can be achieved for key high profile events

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