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Liverpool Thrive

Review Of Liverpool Thrive Business Case

November 2009

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Executive Summary

Introduction

Liverpool Arts Regeneration Consortium (LARC) has achieved a fast pace of growth in the past two years, as a result of support from Arts Council England's Thrive programme. LARC has brought in over £6 million of additional public investment to Liverpool since 2007. However its success is not only about the funds that have been secured, but also lies in the new model of collaboration that has been developed by the eight major cultural institutions that form the LARC partnership.

Some of the current LARC members were meeting informally during the 1990s. Their partnership was consolidated by the need to work together to secure the success of Liverpool's year as European Capital of Culture in 2008. The ensuing dialogue created a dynamic relationship between the partners and Capital of Culture, initially focused on the plans and logistics for delivering the Liverpool 08 programme. The Thrive investment has enabled this collaboration between the organisations to move to a strategic level, and to sustain the joint dialogue and partnership working. Thrive has enabled the partners to think creatively and on a scale that previously had not been possible. Without the support from Thrive, it is possible that the level of creative energy and mutual support that developed during Liverpool 08 would not have been maintained, given the challenges involved in putting on such a major programme, and the current economic climate.

Review, Reflection and Forward Planning

In the past few months, the LARC Chief Executives have been reflecting on what has been achieved so far, what remains to be addressed and on what might be the future of LARC from mid 2011 onwards. As a result, they have identified a series of major themes to be addressed in order to help create a long-term plan for LARC and its role in the City Region.

In order to support this development process, and to embed the learning of Thrive more deeply, LARC wishes to extend the Thrive programme beyond its current projected finishing date of December 2010 to June 2011. This will allow it to retain the experienced team that was recruited to deliver Liverpool Thrive through a period of potential political change, and to embed and share the learning from Thrive more widely. Also LARC's other major programme, Find Your Talent¹, will finish in March 2011, so this will be a critical point for LARC's development.

The major themes that LARC is looking at for the future include:

Programming: How can LARC partners work with other cultural organisations, the City Council and other agencies to make the most of collaborative programming opportunities over the next few years?

Partnerships: LARC is now working at a more strategic level with agencies such as the City Council, Liverpool Vision and the Mersey Partnership, and with the health sector.

¹ LARC is leading one of ten national pathfinders for the government's Find Your Talent programme, in partnership with Liverpool, Knowsley and St Helen's Children's Services and Curious Minds (formerly known as Creative Partnerships Merseyside).

Major Achievements

However these partnerships need to move on to another level and to include other cultural organisations in order to ensure that culture is seen as a natural part of mainstream programmes in other sectors.

Synergies: How to make the most of the synergies that exist, at strategic and operational levels. LARC is currently reviewing the potential for shared operational services between organisations, and will look for further ways for organisations to work together at strategic level.

Leadership: Defining LARC’s leadership role within the Liverpool City Region and how this should relate to other cultural organisations and other agencies

After a series of discussions and action planning on these themes, LARC will produce a plan by late September 2010 for its long term future from 2011/12. One of the major operational issues to be addressed will be the level of central support required in order to maintain the forward momentum of the consortium, and how this can be resourced.

Trust and collaboration

A high level of trust has built up between the partners, and collaboration has widened beyond the Chief Executives to include other staff groups such as marketing, education, PR, HR and operations. Programme plans are shared on a regular basis, and shared projects give an opportunity for staff at different levels to work together. The establishment of these joint working mechanisms means that LARC has been able to attract significant funds to deliver programmes such as the Liverpool City Region Find Your Talent pathfinder, and a national pilot for the Creative Apprenticeships.

Vision and values

LARC reviewed its structure and operations in summer 2008, and as a result it has produced a clear statement of its vision and values, resulting in the publication of its position statement (see appendix 2). The Memorandum of Understanding between the partners was also revised at this point (see appendix 3).

Leadership

LARC is now seen as a significant focus for leadership in Liverpool. This is partly because of the level of resources it has brought in, but also because senior politicians and officers recognise that LARC provides a means for a fruitful dialogue with a significant part of the city’s cultural sector.

Embedding new ways of working

It is significant that as new Chief Executives have been appointed to LARC partners, the job descriptions have been amended to reflect

the need to engage with LARC. LARC partners' business plans have also included Thrive and other LARC activity. This is significant as it demonstrates that collaboration is now embedded within the organisations, which is a core principle of the Liverpool Thrive programme.

Examples of specific outputs achieved

- ▶ A series of seminars, for example with Sir Ken Robinson for cultural, business and political leaders, and with Tipping Point on climate change and the cultural sector.
- ▶ Two Long Night events involving over 30 visual arts venues in Liverpool, achieving over 15,000 attendances.
- ▶ Creation of the LARC website and position statement.
- ▶ LARC members appointed to the Liverpool First (local strategic partnership) Culture Task Group, TMP (The Mersey Partnership)'s Visitor Economy Committee, Liverpool City Centre Safety Group, University of Liverpool Arts Committee, Liverpool Business Tourism Network and others.
- ▶ The launch of a series of research initiatives to gain a more rounded understanding of the impact of the cultural sector on the city region, including work with Alan Brown on intrinsic impact (i.e. the personal and emotional responses of individuals to a performance, exhibition, museum display).
- ▶ Mapping of relationships between Liverpool cultural organisations and higher education institutions in the UK and internationally.
- ▶ Work with Culture Campus and Liverpool City of Learning to secure funding to set up an online portal covering CPD opportunities

within the Liverpool City Region higher education and cultural sectors.

- ▶ A programme of arts and health interventions supported with £60,000 from the Primary Care Trust.
- ▶ Delivery of an employers' capacity building programme in support of the Liverpool Creative Apprenticeships pilot, to be rolled out for a wider range of employers from January 2010.
- ▶ Delivery of a bespoke course from Common Purpose to support emerging leaders in the cultural sector.
- ▶ Delivery of an audience development programme to develop and promote a shared family friendly website for the Liverpool City Region, the creation of Open City, a new audiences development programme, and an audiences mapping project, Dataculture (delivered in partnership with Arts About Manchester).
- ▶ Mapping and community consultation programme in North Liverpool, resulting in the development of a series of capacity building initiatives to support more collaborative working between cultural and community organisations.
- ▶ An evaluation development programme with Francois Matarasso, to strengthen the capacity of cultural organisations to plan and evaluate participatory work.

Liverpool Thrive Programme: Progress to October 2009

► Aim 1 – the role of the cultural sector in civic leadership.

A high level of advocacy work has been achieved including visits by government ministers, and regular meetings and briefings with senior politicians and senior officers from local government and other agencies. LARC has also participated in strategic planning processes, such as the Liverpool cultural strategy, and has run seminars, for example with Sir Ken Robinson for policy and decision makers.

The advocacy is supported by a significant research programme, including a pioneering project on the intrinsic impact of cultural engagement with US based researcher Alan Brown. The research programme is supported by a partnership with Impacts 08, the longitudinal evaluation programme for Liverpool 08 run by University of Liverpool and Liverpool John Moores University.

Health and higher education have been particular priorities within the partnership development, and a series of initiatives have resulted, such as a higher education and cultural sector conference. LARC partners are also working on a web portal with Liverpool City of Learning and University of Liverpool, to enable direct access to information on CPD opportunities across the Liverpool City Region higher education institutions and the cultural sector.

The leadership development initiatives have included a bespoke course for emerging

leaders across the cultural sector, a review of the use of volunteers, and building the capacity of cultural organisations to employ a more diverse workforce as part of LARC’s national pilot for Creative Apprenticeships. Organisational development includes the creation and support of both regular and time limited cross-LARC groups, and the commissioning of a review to explore the potential for sharing operational services.

► Aim 2 – a more audience and people friendly city centre.

The Thrive Programme Director worked with the LARC Marketing Group to secure additional resources which, together with Thrive funds, has enabled LARC to run a programme of audience development activity, contracting Arts About Manchester to deliver the programme. This was needed as Liverpool’s audience development agency, TEAM, closed down in June 2007, which caused a major gap in the run up to Liverpool 08. Projects have included work on family friendly programming and marketing, Open City (a new audiences campaign) and an audience mapping programme. This enabled LARC to test out a new way of working with Arts About Manchester which is now becoming the new regional audience development agency for the North West.

LARC is commissioning a series of projects to demonstrate the benefits that cultural interventions can bring in addressing city centre issues such as fear of crime. So far these have included two Long Night events,

which brought in several thousand people to enjoy late night openings at visual arts venues. Audience research demonstrated that 49% of attenders do not usually come into the city centre at night, and 84% attended visual arts venues they had not previously visited.

► **Aim 3 – new models of delivery in arts led regeneration, with a particular focus on North Liverpool.**

LARC used Thrive support to appoint a partnerships and development co-ordinator, in order to support more effective co-ordination between cultural organisations working in the area. He has carried out a mapping of current levels of cultural activity and partnership in North Liverpool, and consulted extensively with the community sector. As a result, LARC is now negotiating partnership action plans with each of the major community organisations in the area. The Aim 3 programme also includes a project to support the planning and evaluation of participatory work by cultural organisations, led by Francois Matarasso. An early success under Aim 3 was the creation of the LARC Education group, which was instrumental in securing the Find Your Talent pathfinder funds of £2.4 million by LARC.

Future Plans For The Remaining Period Of The Liverpool Thrive Programme

In addition to completing the delivery of the projects listed above, LARC will also commission some new projects:

An economic impact review to sit with the work on intrinsic impact and social impact. The long term aims of this review are to improve the methodology of economic impact work in the sector, and to increase understanding of the spending patterns and interactions between the audiences of different venues.

Cultural diversity: the promotion of increased debate and action to address diversity issues.

An enquiry into how arts led interventions can help to create a better city centre, linked to strengthening operational links between planners, city centre management and the cultural sector.

Improved access to information on cultural provision and ease of ticket booking:

LARC will work with its partners to ensure that audiences can more easily access information and book tickets for cultural events.

Encourage greater use of public transport to attend cultural events in order to reduce carbon footprint, and to reach wider audiences.

Deliver a programme of capacity building for community organisations to plan and fundraise for cultural activities.



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Review Of Liverpool Thrive Business Case

Introduction

The investment from the Arts Council England's Thrive! Programme has stimulated a fast pace of growth and development within the LARC partnership. LARC has brought in over £6 million of public investment to Liverpool for programmes to strengthen the cultural sector. This builds on the success of Liverpool's achievement as European Capital of Culture, boosting the profile and reputation of the city's cultural assets.

The success of the Liverpool Thrive! Programme is not only about the funds that have been secured, but about other more fundamental changes that have occurred between the partners. The funding awards have recognised the strength and commitment of the partnership and the potential of cultural engagement to address the social and economic challenges that face the Liverpool city-region. The changes in practice and relationships are set out below.

The partnership began as a loose collection of the large organisations in Liverpool starting with a group of four of them, growing to eight in the years running up to Liverpool 2008. There was concern amongst these organisations about the difficulties being experienced by the Liverpool Culture Company in planning for the Capital of Culture, and the need for greater engagement with the city's cultural sector in creating the programme for the year.

The ensuing dialogue created a dynamic relationship between the partners and Capital of Culture, initially focused on the plans and

logistics for delivering the Liverpool 08 programme. The Thrive investment has enabled this collaboration between the organisations to move to a strategic level, and to sustain the joint dialogue and partnership working. Thrive has enabled the partners to think creatively and on a scale that previously has not been possible. It is difficult to now capture the changes in nuances and relationships between staff within these organisations, stakeholders and other organisations including the rest of the arts sector. Suffice to say it is growing in strength and confidence, in new creative relationships and energy within the sector that may have been lost after an exhausting 2008 and the current economic climate. The Liverpool Thrive Evaluation process, led by ERS Ltd, includes contact with individual staff and LARC groups in order to document how this process of change is working.

The decision to appoint a director for the Liverpool Thrive programme with considerable experience in the arts, other support staff and the continued use of the Project Facilitator as a critical friend, has meant that there has been a high level of expertise to support the planning process on behalf of the partners, but always with their total engagement. A fundamental principle underlying the Liverpool Thrive programme is to ensure that all activity, where practical, is led by staff within the partnership and hopefully embedded in the organisations' practice. This has helped to keep the programme on track and to meet an ambitious agenda set out in the business case.

Review, Reflection and Forward Planning.

This report summarises the achievements of the Liverpool Thrive programme, since the business case was approved in March 2008, and outlines the approach to be undertaken for the remainder of the programme. It should be read in conjunction with the revised action plan (appendix 5) and the revised financial plan (appendix 6).

The LARC Executive Group² has reviewed the progress of Liverpool Thrive, and considered how LARC should make best use of the resource offered by Thrive for the remainder of the programme. Consideration of the future of LARC itself has been inherent to these discussions, as Thrive is supporting both the development of the consortium, and the delivery of a series of programmes to address specific objectives.

The process has included progress reviews by the LARC Executive Group in February 2009, and May 2009. These discussions informed the agenda for the LARC Chief Executives' management retreat in June 2009. From this process, some issues relating to the operation of Liverpool Thrive and LARC have arisen, which are described in 2.1 below. In addition, the Chief Executives have decided to embark on a process of discussion on a series of high level issues, described in 2.2 below. Following a process of debate and review, LARC will create a new business case for the period starting April 2011, in order to plan for the future of the consortium after the end of the Thrive programme in 2011. This plan will be completed by the end of September 2010.

² The LARC Executive group includes the Chief Executives of all the LARC partners, plus, in most cases, one or two of the most senior members of staff in each organisation who can effectively act as the deputy for the CEO).

Operational Issues To Be Addressed During The Remainder Of The Thrive Programme

Extension of the timescale for Liverpool Thrive.

LARC considers that it would be best to extend the Liverpool Thrive programme to June 2011³, in order to allow a longer period for reflection, embedding and sharing the learning. It will allow a longer period to deliver the final stages of projects that are planned to achieve significant change in the degree of collaborative working between the partners, and to ensure that the changes resulting from Thrive are more deeply embedded. It will also ensure that LARC has the support of the Thrive team through a period of likely political change, and when the LARC partners will be waiting for 2011 funding confirmation from the City Council, DCMS and Arts Council England. The extension to the timescale can be funded within the existing funds already committed by Arts Council England.

Organisational Development programmes.

The organisational change projects within Liverpool Thrive, such as the shared services review, were held back until 2009, given that all the partners were focusing heavily on the European Capital of Culture delivery in 2008. These projects will be given priority, in the coming year.

Extend the range of LARC partners' staff engaged in Thrive activity.

A wide range of LARC staff are now engaged in the Liverpool Thrive programme and other LARC shared initiatives, but opportunities will be sought to ensure that the collaborative approach is embedded even more widely

within each organization. For example, the Family Friendly scoping study will identify "champions" within each organization, who will not necessarily have already engaged in LARC programmes.

Increase the impact on other arts and cultural organisations in the Liverpool City Region.

It has always been the intention that LARC should play a leadership role, using the resources it has gained to benefit the cultural sector as a whole. This has already been addressed, but even more emphasis will be placed on this from now on. The audience development programme is naturally embracing a wider range of partners; projects such as the Family Friendly website and Data Culture (audience mapping) simply cannot work without the participation of other cultural venues. Other examples include Thrive Aim 3 work in North Liverpool, plus Creative Apprenticeships and the CPD portal, funded by HEFCE's JISC fund (see Section 3.2 – Aim 1 below for more information on these two projects).

Increase synergy between the LARC programmes.

LARC will work to ensure that it achieves the best possible synergy between its various programmes, for example ensuring that the Thrive and Find Your Talent advocacy programmes are synchronized, and that the Thrive family friendly project links up with work with children and their families through Find Your Talent.

³ The Liverpool Thrive programme was originally intended to end in December 2010

Planning For The Longterm - LARC Beyond Thrive

Political impact.

LARC will develop an advocacy initiative in order to achieve a wider political impact particularly in the run up to local and national elections and the Comprehensive Spending Review.

Financial sustainability.

When funds are being sought for new programmes, LARC will aim to ensure that these programmes cover a contribution to the staff costs of the Liverpool Thrive team and the management on-costs of the lead LARC partner, in order to achieve greater financial sustainability for the long term.

This planning process will start with a series of workshops to address the following themes. These were identified by the LARC Chief Executives on their management retreat in June 2009:

Future programming collaboration:

Developing shared programme ideas for 2011 (radical city/social justice); 2012 (Titanic); and 2013. The intention is to create focused initiatives involving LARC partners and others. The Culture Collective⁴, led by Phil Redmond, and Culture Liverpool⁵ will be invited to join these discussions as well as representatives of the smaller organisations' networks.

Partnerships: Achieving more equal and proactive partnerships with Liverpool City Council, Liverpool Vision, The Mersey Partnership and other agencies at both sub-regional and regional level. If LARC takes a leading role in creating these partnerships, also involving other cultural organisations, this will demonstrate clearly its role in providing leadership to the benefit of the cultural sector as a whole.

Achieving greater efficiencies and synergies through shared services:

Identifying the successes of current initiatives and building on the work of the review, currently being commissioned, to develop new areas of shared services.

⁴ The Culture Collective was set up by Bryan Gray and Phil Redmond (former Chair and Deputy Chair of Liverpool Culture Co) as an independent body to encourage overall cultural programming co-ordination across the City Region, post Liverpool 08.

⁵ Culture Liverpool is the cultural team established within the regeneration department of Liverpool City Council, to take on the funding, events and some of the other functions previously undertaken by Liverpool Culture Company (Liverpool Culture Co was the delivery body for Liverpool 08)

LARC Values

Leadership: Defining LARC’s leadership role within the cultural sector, including how it should engage with other cultural organisations in the City Region.

The consideration of these issues will inform LARC’s areas of focus for the future, and how it develops its long term business plan by September 2010, for the period from 2011/12 onwards. This process and timescale will provide an opportunity for partners to decide if they wish to support a core secretariat for LARC beyond the end of Thrive and to explore external funding possibilities, linked to new programmes of activity. It will also time for embedding more of the functions of the current Thrive team into the LARC partners.

In developing ideas and plans for the future, LARC will be informed by the values originally set out in the Thrive business case:

“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. “

Liverpool Arts Regeneration Consortium

Liverpool Thrive Review

The review is structured in two sections:

- ▶ An overview of the major achievements to date resulting from the Liverpool Thrive programme
- ▶ A narrative review of progress under each of the three aims of the programme, with an indication of future activity

More detail on achievements to date and future plans are given in the action plan in Appendix 3.

Major Achievements

Trust : A high degree of trust has now built up between the partners. This is demonstrated through the operational model, whereby each of the major projects such as Creative Apprenticeships and Find Your Talent is led by one of the LARC partners on behalf of the others. This is developing to a further stage, where partners are taking the lead on themes such as health, city centre safety and higher education.

Leadership : LARC is now seen as a significant focus for leadership within the cultural sector in Liverpool. This is partly because it has succeeded in instigating some high profile strategic programmes bringing in new financial resources, and because of its close involvement in Liverpool 08. Senior politicians and senior managers from the main development agencies are increasingly recognising that LARC provides a means for a fruitful and intelligent dialogue with a significant part of the city’s cultural sector. This is demonstrated through the strong interest in using the regular LARC CEO meetings for consultation and dialogue by other agencies.

Collaboration : The spirit of collaboration is firmly grounded not only at Chief Executive level, but also through the well established LARC marketing and education/participation groups who meet regularly. These groups have developed major programmes of shared activity which have secured additional resources - i.e. Find Your Talent and the Audience Development project. (see Appendix 1 for details).

New shared interest groups have also been established e.g. HR and PR. There is now a formal sharing of forward plans by programming staff and Chief Executives.

Programming staff have also been brought closer together through working on the collaborative “Long Night” project (see section Progress Review and Future Plans – Aim 2).

Values

The values established as part of the LARC vision have been reinforced by the partnership. In Summer 2008 LARC undertook a review of its structure to find out whether a shared company should be set up. It was decided that LARC should not set up a separate company but should remain as an informal consortium. However this resulted in a more fundamental debate about the partnership - its vision, values and aims. It reinforced the wish to collaborate and led to a deeper understanding of how one partner can work on behalf of the partnership to deliver programmes that benefit not only the cultural institutions, but the audiences and participants involved across the city-region. The engagement of all CEOs in this process was a clear signal of the importance accorded to it. Chairs of the LARC organisations have also been more involved and now meet bi-annually instead of the annual meeting described in the Liverpool Thrive business case.

The review meant a revisiting of the vision set out in the business case. The new vision is a LARC one, for the role of culture in the social

and economic regeneration of the city-region and the importance of the engagement in the arts and creative activity. This led to the publication of the LARC position statement launched at the Ken Robinson seminar referred to below (see Appendix 4).

Embedding new ways of working

New CEOs have been appointed since the Liverpool Thrive programme began. It is significant that work with and on behalf of the LARC partnership has been included in their job descriptions, notably FACT and RLP, as well as amendments to job descriptions of other CEOs and senior staff. There have also been changes in business plans to include Thrive and LARC activity. This is important as one of the operating principles enshrined in the partnership is that initiatives and programmes should be carried out by the partners, wherever possible, to ensure programme sustainability.

The significance of LARC’s relationship to other networks and cultural institutions in the city was reinforced in this process. The wider engagement of the arts sector in LARC programmes has been endorsed by the partners.

Following the structure review, the Memorandum of Understanding between the LARC partners has been reviewed and updated, and is now being signed by the CEOs and Chairs.

These are all important changes to the operating practice of the individual LARC partners. Desire to collaborate in areas such as HR, IT and programming are signs that these organisational challenges are being driven by needs identified by the LARC partners and not by external bodies.

Progress Review And Future Plans

The achievements relating to the three aims of the Thrive programme are set out below.

Aim 1 : To develop the role of the cultural sector in civic leadership

Advocacy

LARC is now seen as a significant group by senior politicians and managers in local authorities and development agencies. This is shown through their readiness to attend a fortnightly LARC Chief Executive’s meeting, and through feedback from one to one meetings. Attendance at CEO meetings has included, for example, senior politicians and staff from Liverpool City Council; the Chief Constable of Merseyside Police; The Mersey Partnership; and Merseyside Primary Care Trust.

A LARC position statement has been agreed and published, summarising the shared vision, main objectives, programmes and operating model.

The **LARC website** is now in place (www.larc.uk.com) and will be developed to support both external and internal communication.

The first of the **high level advocacy seminars** was held, with Sir Ken Robinson. It was in two parts, one targeted at leaders in other sectors; political, business, etc, and the other at the cultural sector across Merseyside.

An advocacy event is being planned to be held with business sector leaders with the purpose of encouraging a closer partnership with the cultural sector in the wake of Liverpool 08.

Influencing strategy and delivery: LARC was closely involved in the development of the Liverpool cultural strategy, giving a detailed collective response at both first and second draft stages. Two LARC members are on the Culture Task Group established by Liverpool First, the local strategic partnership, overseeing implementation of the strategy. LARC members have also been appointed to the Tourism Business Forum, to the University of Liverpool Arts Committee, to the company set up to manage Liverpool’s presence at the Shanghai Expo 2010, to TMP’s Visitor Economy committee, and the City Centre Safety Group. A seminar led by LARC was held with Liverpool Children’s Services to share information and demonstrate how cultural projects can deliver on local authority priorities.

Higher Education was identified as a strategic priority in the Thrive business case. This has been developed through support for the board of Culture Campus, an initiative set up in 2005 to promote collaboration between the cultural sector and higher education. After a period of difficulty in its first phase of development which finished in March 2008, Culture Campus has now emerged with the potential to act as the strategic link between the various Liverpool higher education institutions, and with the cultural sector. Liverpool Biennial and Tate Liverpool are the lead LARC partners. Thrive has contributed the time of the Programme

Director to this process, e.g. writing the presentation for a key meeting with the Vice Chancellors.

Thrive also commissioned Impacts 08 to do an initial mapping of relationships between cultural organisations and higher education institutions in Liverpool. This has now been updated, providing a much fuller analysis of these relationships. The report was launched at Culture Campus's conference on 25 June 2009, attended by the Vice Chancellors of all three Liverpool higher education institutions and one hundred and thirty delegates from the higher education and cultural sectors. In preparation for the conference, LARC also used Thrive funds to support a workshop with people from each LARC partner who take lead responsibility for higher education. This was led by Kate Oakley, who, with Sara Selwood, has completed a study for ACE and the Leadership Foundation for Higher Education on collaboration between cultural organisations and HEIs. The purpose of the workshop was to identify new ideas for future collaborations.

LARC has also linked up with Culture Campus and City of Learning to secure funding of £227,000 to develop an on-line portal which will list all the CPD offer from Liverpool HEIs and cultural organisations. This is based on a model developed by City of Learning already in use for other sectors. It uses a new programme, XCR1 that pulls data directly from participating organisations' websites. The aim is to launch the portal in Autumn 2010. The partnership with LARC as an existing employers' consortium was a key factor in

securing this funding.

The health sector was also identified as a strategic priority. FACT has the organisational lead on this relationship. Recent developments with the Primary Care Trust include the commissioning of a number of pilot projects from LARC partners, to demonstrate how cultural projects deliver against key PCT priorities, particularly at neighbourhood level. The PCT has agreed to invest £60,000 in this programme. Thrive supported an initial mapping of arts and health activity. Thrive staff will work with the PCT to ensure that the pilot projects are documented and evaluated so that the strategic benefit can be realised. Discussions continue about further partnership, particularly in regard to how LARC partners can work with smaller organisations on the arts and health agenda.

Research

Through the Thrive programme, LARC is commissioning a significant body of research. This will both help to support LARC's advocacy work, and build the research capacity of cultural organisations in the long term, so that they are able to articulate the value of their work.

It includes three major research studies involving groups of organisations working closely together to achieve the results, including LARC partners and other cultural organisations. The three studies will look at social, intrinsic and economic impact to provide a rounded picture of the value of culture. All the impact work involves an element of training and organisational development to

help build research capacity for the longer term. In addition, LARC has commissioned several mapping exercises. These include mapping of work with children & young people at risk; arts and health; arts and higher education; and a general summary of the LARC partners' key statistics (jobs, audiences, income generated etc). The Family Friendly and Shared Services consultancies will contain a mapping element. This complements the work undertaken through Find Your Talent, which is mapping work by the LARC partners with children and young people.

A research partnership has been established with Impacts 08, jointly managed by the University of Liverpool and Liverpool John Moores University. Impacts 08 is a longitudinal research programme evaluating the Capital of Culture and its impact on Liverpool. Impacts 08 staff have worked with Thrive to analyse ACE returns/annual reports of each LARC partner to draw up a facts and figures document covering total audiences, jobs etc. This will be developed into a key messages information sheet. Impacts 08 have also carried out initial mapping and advised on setting up the Liverpool Thrive evaluation process and the evaluation development programme (see Aim 3 below).

Plans for an **intrinsic impact survey** have been developed with the LARC marketing group. This was launched in early October 09, with a visit by Alan Brown and a colleague from the US, working with UK associates Baker Richards. The aim is to develop a more effective dialogue on the emotional, intellectual

and social effect of engaging in the arts, thus addressing the commitment in the Thrive business case to develop new approaches to assessing the quality and impact of artistic programmes. This project will start in October 2009 and complete in Autumn 2010.

Initial discussions have been held to plan an **economic impact survey**. The first part of the work will be commissioned in November 2009, to include a review of existing economic impact studies and other relevant research in Liverpool, and a summary of headline economic impact information drawn from this material. The second stage will then address gaps and inconsistencies in the economic impact data on the cultural sector. In addition to providing a summary of the economic impact achieved by cultural organisations, a second objective will be to produce a toolkit and training which will enable participating organisations to measure their own economic impact in future, using an accepted methodology. The economic impact study will be complete by late 2010.

LARC's research programme also includes an audience mapping project, which is funded separately through the audience development programme (see Appendix 1), and an evaluation development project on participatory work (see Aim 3 below).

Leadership and CPD Programme Delivery

Thrive has supported **the Creative Apprenticeships pilot**. This is an important programme nationally to increase diversity in the cultural sector workforce. It creates

opportunities for non-graduates to have a paid training experience, for a full year, in each of the LARC partners.

LARC is in the vanguard nationally. Thrive funds are supporting a capacity building programme to help employers understand what is involved in employing younger and less qualified staff, and in managing accredited programmes. Phase 2 will start in January 2010, involving a wider range of employers and led by Liverpool Community College, with continuing support from Thrive. This demonstrates how LARC is able to initiate a programme, and then pass on the benefit to the wider sector. Phase 2 has attracted further support of £85,000 from the LSC via North West Vision, to support a Liverpool project manager.

The seminar with Sir Ken Robinson began the process of delivering opportunities for the cultural sector to come together for common debate. This was followed up in February 2009 by a seminar on addressing climate change in the cultural sector, in partnership with Tipping Point. The seminar resulted in the initiation of an email group to share equipment and materials that are no longer required; the establishment of an operational managers group to provide mutual support in addressing climate change issues; and a proposal to work with Merseytravel to develop a joint campaign to encourage more use of public transport to attend cultural venues.

The LARC Chief Executives undertook a management retreat in June 2009. The retreat focused partly on planning for the future, resulting in the decision that LARC should work

towards creating a business plan for the future of the consortium once the Thrive and Find Your Talent programmes finish in mid 2011. The key themes that were identified for further collaboration were collaborative programming; partnership; achieving efficiencies and synergies through sharing services; and leadership (more detail is given in Section 2.2 above).

LARC ran a bespoke course in Summer 2009 for emerging leaders in the cultural sector in partnership with Common Purpose. This built on the success of the course run by LARC in 2007 with Cultural Leadership Programme support. The 2009 course is part funded by Thrive (£22,000), with match funding of £22,000 from the Learning and Skills Council's Skill Work programme. Twenty two participants attended, including sixteen from LARC organisations and six who were either from smaller organisations or freelance practitioners. The CLP have since adopted this model for use in other parts of the country. The graduates of these programmes will be invited to advise and help on new projects across LARC such as cultural diversity.

A new approach is being piloted to review the use of volunteers across LARC. A working group of volunteer managers from each LARC partner are carrying out the research and scoping the project for themselves, with support from a freelance project manager. The group will report in November 2009. The purpose of this approach is to embed the learning within the organisations, rather than employing an external consultant.

Shared services and shared delivery

As described above, a significant amount of work has been put into **creating a series** of LARC groups, which provide the forum for initiating and managing shared programmes of activity. These groups provide a practical interface with other sectors, e.g. tourism, health, children’s services. The groups also provide opportunities to pool information and provide mutual support for the staff involved.

A consultancy was commissioned to **review LARC’s structure**, including consideration of whether LARC should set up a shared company. This was undertaken by Susanne Burns and Iona Horsburgh. The conclusion was that LARC partners were overwhelmingly in favour of retaining the current unincorporated structure, whereby each partner takes a lead for specific projects on behalf of the consortium. This was felt to a more sustainable model than a separate company, keeping the responsibility for leadership and delivery firmly within the organisations.

LARC has started a review of the potential for **shared services**, which is being led by RLK Partnerships, who have recently undertaken a similar review for the Third Sector In Merseyside. The initial mapping and consultation will be complete by the end of October 2009, following which a plan for further action will be agreed.

Aim 2: To help create a more audience and people friendly city centre.

Audience Development

The establishment of a shared audience development function has been successfully achieved as described in Appendix 1. The main Thrive projects that staff are addressing include Open City (a new audiences programme) and a review of audience development capacity across the LARC partners. The Thrive Programme Director was on the steering group for the development of Arts About Manchester into a regional agency. LARC is working with AAM to ensure the key elements of the LARC audience development programme are taken on by the new regional agency from November 09 onwards.

Tourism sector

Dialogue with the tourism sector has improved, but as both The Mersey Partnership (TMP) and Liverpool City Council have been reviewing their future structure for tourism services, progress has been delayed. LARC representatives have been involved in the consultation on the TMP tourism review. TMP have now agreed that culture is one of their top priorities, and have also changed their approach to acknowledge Liverpool as the “attack brand” for the city region. Two LARC members will be on the new Visitor Economy Committee that TMP has created.

City Centre – image and safety

The approach to city centre safety is being developed through enhanced dialogue with the police and securing a place on the City

Centre forum that focuses on safety issues and through the development of **shared projects** to bring more people into the city centre at night.

This first of these projects was the *Long Night*, held during the Biennial, led by LARC partners, engaging twenty one other visual arts organisations. It attracted 6,723 gallery visits. According to the visitor survey, 49% of people who attended do not usually come into the city centre at night and 84% attended venues that were new to them.

The *Long Night* was cost effective, with a central budget of £12,500 (compared to £50,000 plus for similar events elsewhere). Thrive contributed the cost of central co-ordination, the evaluation and a contribution to marketing. Programming and part of the marketing costs were carried by participating venues. Merseytravel contributed in-kind marketing and bus transport between venues. A full evaluation report has been produced (available on the LARC website <http://www.larc.uk.com/news/galleries-transform-night-time-liverpool>). The model was picked up and developed by Liverpool City Council for the closing event of Liverpool 08.

A second Long Night was delivered on 24th September 2009, led by FACT as part of its digital media festival, *Abandon Normal Devices (AND)*. Visitor numbers were higher than in 2008, (8378 attendances), and a wider range of venues participated. An analysis of visitor, venues and volunteer feedback is underway.

The priority now will be to secure a wider range of external partners to ensure the future of the Long Nights after the third and final Thrive supported Long Night in Autumn 2010.

Destination Liverpool – The Golden Mile

The Director of Regeneration for Liverpool City Council has initiated a series of discussions on what is needed to achieve more effective management and promotion of the city centre – a (metaphorical) Golden Mile that includes all the major cultural venues. In response to this, LARC proposes to undertake an enquiry into what will make Liverpool a better city, involving artists, other professionals such as planners, and the agencies involved in the management and regeneration of the city. The deep issues that the enquiry will address include how safe people feel in the city, how much ownership of the city centre they have and how we can make this a healthier city.

The initial plan is that the enquiry should take the form of artist led interventions, addressing “hotspots” where the LARC venues have identified specific issues to do with the way the city centre is used or managed. The enquiry will seek partnership with agencies such as Liverpool Vision, Merseytravel, Liverpool City Council, Grosvenor Estates, the Primary Care Trust, and The Mersey Partnership. It is intended to document and evaluate the programme, resulting in a publication and/or conference at the end. A research and development exercise has been commissioned to scope the project and explore potential

sources of external funding. It will also consider how the project can link to other major initiatives such as the Cultural Olympiad.

Cultural Passport – a public transport and cultural venues joint campaign

The proposal for this campaign resulted from the Thrive seminar in February 2009 on climate change and the cultural sector, run by Tipping Point. The purpose is to encourage greater use of public transport in attending cultural venues in Liverpool. This could have a number of commercial, audience development and environmental benefits. Merseytravel have already indicated interest in the idea, in principle. Merseytravel are not only responsible for public transport in the city region, but also now own LiveSmart, the company which runs the 08 card (there are about 100,000 people on the 08 card email list). The campaign would involve a cultural passport (based on models such as passports to leisure and tourism passport schemes) to encourage visitors to attend a range of venues. The intention is that it would be targeted at Liverpool City region residents, but it could also serve a visitor market.

To secure the partnership with Merseytravel on the right terms for the cultural sector, it is proposed to use Thrive funding to ensure that the partnership is developed on an equal basis, with LARC able to position itself as a major player.

An integrated approach to ticket sales

Building on its audience development work, LARC will consider how ticket purchasing can

be made as simple as possible for existing and new audiences. An initial presentation on a new approach to shared on-line ticketing, through a listings portal, has been given by Arts About Manchester to the LARC marketing group. This is being developed for Greater Manchester with the potential to develop it for Liverpool. Scoping this project will start in Spring 2010, once AAM has moved into its role as the new regional audience development agency. Thrive funds have been reserved to support the feasibility costs. Additional funds would be required for implementation.

Aim 3: To research and develop new models of delivery in arts led regeneration, with a focus on North Liverpool.

The achievement of a more co-ordinated planning approach was identified as central to the achievement of this priority. Hence, it was decided to create a post to hold this responsibility, so a **Thrive Partnerships and Development Co-ordinator** has been appointed. Adeyinka Olushonde took up his post in September 08.

A mapping and consultation exercise

on cultural activity in North Liverpool has been completed by Adeyinka, and distributed to LARC and partners in North Liverpool. A diagrammatic map of cultural activity in North Liverpool has been commissioned from a designer, and is being developed into an interactive version to be placed on the LARC website to support future dialogue.

A major success to date under this aim has been to **secure the Find Your Talent pathfinder**, as described above. This is such a demanding programme that it absorbed the full capacity of the LARC Education and Participation group during the financial year 2008/09. Now that the *Find Your Talent* staff team are in post, the group is able to focus on the Thrive North Liverpool project again. *Find Your Talent* will include a focus on North Liverpool, working alongside the Thrive programme.

The **action plan for Thrive’s North Liverpool programme** has now been developed. It is informed by a series of consultative capacity building seminars for community organisations and cultural organisations based or working in North Liverpool. These took place in May and June 09, delivered in partnership with Curious Minds (formerly known as Creative Partnerships Merseyside).

The **main elements of the Aim 3 programme** for the remainder of the Thrive programme will include:

Partnership working: The creation of joint action plans between community organisations in North Liverpool and cultural organisations. The purpose is to build capacity for cultural delivery led by community organisations themselves, and to increase access by local people to the cultural offer of Liverpool. The plans will cover artistic, social and organisational development, including actions to be delivered immediately, and longer term aspirations. It is intended to develop these

action plans with about ten organisations, including the community councils and other major community organisations active in the area. A LARC partner will take lead responsibility for supporting the establishment and delivery of these action plans in each of the four wards that form the focus of LARC’s Thrive programme in North Liverpool. A major focus will be to include non LARC cultural organisations in the partnerships, e.g. Merseyside Dance Initiative (MDI).

Capacity building: This will include the evaluation development project, now underway, led by Francois Matarasso, an internationally renowned evaluation specialist and consultant. Gerri Moriarty, an experienced community arts practitioner and consultant, is also advising on this programme. The programme will provide external evaluation support to about six projects, plus a series of seminars for the wider cultural sector. It aims to produce a report demonstrating the social impact achieved by these organisations and at the same time building capacity amongst the participating organisations. There will be support to increase **fundraising capacity**, linked to the more fundamental need, in some cases, to **develop the ability to plan and create cultural projects**. This will be based on the evaluation development model above, providing both one to one support for a limited number of organisations and seminars so that a wider group can benefit as well. Other ideas in development include a bespoke course for **emerging cultural leaders in the community** (informed by the Common

Purpose model described above), and the development of youth work skills for cultural practitioners. Both of these ideas will only go ahead if full external funding can be secured, possibly through Step Clever, a local enterprise programme focused on North Liverpool.

Development of neighbourhood consultation and arts development functions:

North Liverpool already has an informal cultural forum, the North Liverpool Culture Committee, set up by the Rotunda, an organisation that has played a significant role in the area. Support is being given to link the NLCC more closely into the neighbourhood management function to increase its strategic impact and access to resources. The Thrive team has proposed the appointment of an arts development manager for the City and North neighbourhood area. This is being championed by the City and North Neighbourhood manager, who will work to secure resources from partners such as housing agencies (residential social landlords) and the primary care trust, as well as committing some funds from NMS.

Information sharing: Colleagues in North Liverpool will be given associate access to the private section of the LARC website, and encouraged to share documents and other information. The functionality will be developed to give support to this use, e.g. through the interactive map of activity in the area (see above). The Partnerships & Development co-ordinator will ensure that information flows, and support local initiatives such as newsletters and email networks.



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Evaluation and Sharing the Learning

Evaluation

LARC has commissioned an external evaluation from ERS Ltd of the Liverpool Thrive programme. The approach includes surveys through questionnaire and one to one discussions with stakeholders and the staff of the LARC partners. ERS will also review external evaluations of Thrive linked projects (e.g. Creative Apprenticeships), and advise and assist with the evaluation of Thrive projects which do not have external evaluation built into their budgets (e.g. Long Night).

Opportunities for review and reflection are built into the agendas of the LARC Executive group, with quarterly updates on each LARC programme, including Thrive.

The main challenges for the evaluation are to measure the impact of the external advocacy work and the organisational change achieved through Thrive. ERS are addressing this through a Strategic Added Value survey, contacting both external stakeholders (e.g. senior officers at the City Council, regeneration agencies etc) and LARC partners' staff. The process will include focus group discussions with LARC groups, and one to one interviews with project staff. ERS are also advising on evaluation of Thrive events (e.g. seminars) and analysing the results.

The intention is to assess the strategic impact that LARC has achieved as a result of the Thrive programme, looking at the progress made against the intended high level outcomes. It will also look at how Thrive has impacted on the work of the LARC organisations.

In addition, the outputs achieved by Thrive are being collected in order to support the evaluation process (see Appendix 4). These include beneficiaries of training initiatives, participants in LARC networking groups, additional funding generated, and so on.

Sharing and Dissemination from the Thrive Programme.

The LARC website is the major tool to facilitate communication and discussion.

It has two sections:

▶ **A public section** targeted at peers in the cultural sector, current and potential partners from other sectors, and researchers.

▶ **A private section** which both LARC partners' staff and external associates can access. Staff will be encouraged to use this section to access information about LARC, and to share ideas and information. As described under Aim 3, it will include an interactive map documenting work in North Liverpool.

▶ **A proposal for a conference at the close of the Liverpool Thrive programme.**

LARC is developing plans to hold a conference in the final phase of Liverpool Thrive. This would promote the results of the programme, including the major research projects led by Francois Matarasso and Alan Brown. This could be organised in partnership with Arts Council England, so that the Thrive projects across the country could have the opportunity to share the results and learning they have achieved.

In addition, there will be a series of publications circulated to relevant stakeholders/partners and LARC partners – for example the recent mapping report on links with the higher education sector.

DHA Communications are retained through the Thrive programme to provide PR support. This includes both PR around particular events (e.g. the climate change seminar), and a capacity building role. For example, this has included workshops with LARC PR managers, to help them develop their skills in promoting the educational and community work of the LARC partners.



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Outcomes

Outcomes

The proposed high level outcomes have been reviewed in the light of experience to date. Many of the outcomes are quite challenging to measure. However the external evaluation of Liverpool Thrive by ERS Ltd has been put in place to help assess how successful we have been achieving these.

Each project under the Thrive action plan (see appendix 5) is linked to one or more of the high level outcomes listed here, so that the cumulative impact of the programme can be tracked.

Text in italics reflects changes since the original Liverpool Thrive business case

	Outcomes	Evidence	How Measured
Aim 1	Civil Leadership		
1.1	Increase in influence of people from cultural sector within key regional/ sub regional agencies	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
1.2	Culture is seen as an important element within overall planning processes for the city-region	Planning documents refer to culture as an important element (e.g. Local Strategic Partnership)	Review of Local Area Agreement and other planning documents, e.g. TMP
		Leaders from other sectors in the city-region <i>demonstrate greater understanding</i> of the importance of culture to regeneration	<i>Results from ERS Strategic Added Value survey</i>
1.3	Cultural sector <i>has a stronger understanding of its own impact and is better placed to secure investment from other sectors</i>	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 <i>Completion of Thrive research programme with participation from cultural organisations</i> <i>Delivery of series of seminars to give opportunity for debate</i> <i>Achievement of new partnerships</i>	Review of City Council grant decisions for 09/10, and of LARC partners financial results for 09/10 <i>Evaluation of research projects (intrinsic, social and economic impact)</i> <i>Seminar evaluations</i> <i>Review of partnership projects, including HE and Health</i>

	Outcomes	Evidence	How Measured
Aim 1 Leadership Development			
1.4	Senior and emerging leaders in the cultural sector are more highly skilled in terms of understanding the benefits of collaboration both within and outside the cultural sector	<p>Successful completion of 2 rounds of senior and emerging leaders training through Thrive</p> <p>CEO management retreats run twice</p> <p>Continuing active participation in LARC groups by CEOs, Chairs, Heads of Department etc</p>	<p>Evaluations of the training programmes</p> <p>Feedback on the retreats</p> <p>Review of meeting notes and from individual and group feedback gathered as part of ERS Thrive evaluation project</p>
1.5	Cultural organisations are better equipped to employ people who are younger, have fewer educational qualifications, come from less affluent socio economic backgrounds etc	<p>4 out of the 10 Creative Apprenticeships achieve employment in the cultural sector at the end of their first year apprenticeships</p> <p>Successful completion of Thrive funded capacity building programme for Phases 1 and 2 of Creative Apprenticeships</p> <p>Volunteers Review considers diversity issues and develops related action plans</p> <p>Shift in approach towards cultural diversity issues amongst the partners</p>	<p>Confirmation with employers and apprentices</p> <p>Evaluation of the programme</p> <p>Review of reports and feedback from working group members</p> <p>Completion of cultural diversity project: review of meeting notes and feedback from individuals involved</p>
Aim 1 Organisational Development			
1.6	Increased willingness to take a joint approach to enhance organisational effectiveness and reduce costs	<p>Changes in LARC partners as a result of participation in shared services review and resulting action plan.</p> <p>Impact on participating organisations of their participation in joint projects such as Long Night, Mentoring programme etc</p>	<p>Review of progress of shared services project and levels of participation</p> <p>Evaluation of each project</p>
1.7	Philosophy and practice of collective working across LARC embedded for the future	<p>Creation of business plan for the period April 2011 onwards</p> <p>Necessary support arrangements in place from June 11 (either through use of LARC partners' staff time, or by securing resources for central team)</p>	<p>Participation in business planning process</p> <p>Willingness to support continuation of joint working mechanisms either by contributing financially to the cost of a central team or by releasing staff time to provide the support</p>

	Outcomes	Evidence	How Measured
Aim 2 Help to create a more audience and people friendly city centre			
2.1	Cultural sector on Merseyside is able to plan collaboratively for audience development	<p>Successful completion of 08/09 audience development project, and participation in establishment of new regional arrangements</p> <p>Audience development is <i>more securely placed within individual organizational structures</i></p> <p><i>Proactive participation in cross LARC projects (Open City, Family Friendly)</i></p>	<p>Evaluation of 08/09 project, and feedback from Heads of Marketing on new arrangements for 09/10 onwards</p> <p><i>Repeat of 2008 review with Heads of Marketing</i></p> <p><i>Review of levels of participation</i></p>
Aim 2 City Centre			
2.2	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	<p>Regular dialogue established on issues such as public transport, car parking, street signage & cleaning, and city centre events management</p> <p>Creation of a body of evidence for the value of cultural interventions (Long Night, Golden Opportunity programmes)</p>	<p>Review of meetings that have taken place and outcomes from those meetings</p> <p><i>Review of evaluation reports and how these have been used</i></p>
Aim 3 Collaboration on arts led regeneration in North Liverpool			
3.1	<i>Stronger partnership working between LARC partners and other cultural organisations in working with the community sector</i>	<p><i>Establishment of partnership action plans in the 4 wards that Thrive is focusing on in North Liverpool.</i></p> <p><i>Information sharing/communications systems in place including on line</i></p> <p><i>Increased range of partnerships with community organizations.</i></p>	<p><i>Review what has been achieved through the action plans</i></p> <p>Feedback gathered by ERS from community organisations</p> <p><i>Use of communication systems by target groups</i></p> <p><i>Update table from N Liverpool 2008 mapping report</i></p>
3.2	<i>Community organisations have enhanced understanding of value of cultural programming and increased ability to deliver themselves</i>	<p><i>Delivery of capacity building programme</i></p> <p><i>Partnership action plans support independent programming and engagement with cultural offer by community partners</i></p>	<i>Review and evaluation of capacity building programme</i>
3.3	<i>LARC partners and other participating cultural organisations have increased skills in planning and evaluating cultural interventions</i>	<i>Delivery of evaluation development programme</i>	<i>Review and evaluation of the programme</i>



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Revised Financial Plan

Revised Financial Plan

The financial plan has been revised, and is shown at Appendix 6.

A cash flow has been produced for the period October 2009 to June 2011, showing when payments from Arts Council England will be required. It is assumed that 5% will be held back by ACE against final accounts for the project. It is hoped that the full 10% hold back originally envisaged will not be required by ACE, in order to reduce the negative cash flow impact on the RLP.

Expenditure has been revised in the light of changes in project plans, and full notes are given against each line to explain significant changes.

The Liverpool Thrive programme has had a significant impact in enabling LARC to secure funds from other sources. To date, these funds total just under £3.2 million, including £2.4 million awarded for the Liverpool City Region Find Your Talent pathfinder, led by LARC. LARC would not have been in a position to bid for this support, without the process supported by Thrive to create a LARC Heads of Education group who were willing to work together in planning and delivering this programme. Other funds have been secured for joint projects as a direct result of the Thrive process, for example £103,000 for an audience development project led by the Heads of Marketing group. Partnership with LARC was also instrumental in enabling City of Learning to secure £227,000 to create a CPD web portal to bring together cultural sector and higher education CPD offerings

in the City Region, funded by the Higher Education Funding Council's JISC fund for new technology.

However these funds are not paid direct via RLP, as originally anticipated in the Liverpool Thrive business case. Therefore the major change in the financial plan is that projections for income to be paid via the RLP have been significantly reduced.

Liverpool Thrive

Review Of Liverpool Thrive Business Case

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