

A five year strategy for  
Museums & Galleries  
In England's Northwest



Celebrating our  
cultural heritage:  
investing in  
a future for all

## APPENDIX A: SUMMARY OF NORTH WEST REGIONAL STRATEGIES

This appendix summarises the key regional strategies that have been drawn upon in the preparation of the regional strategy for museums and galleries. These are:

- Regional Economic Strategy (2003)
- Rural Renaissance: The Regional Rural Recovery Action Plan (2002)
- Productivity Through Employability englandsnorthwest: The Framework For Regional Employment And Skills Action (2002)
- England's North West Connected: ICT Strategy (2002)
- England's North West: Science Strategy (2002)
- Investment For Health: A Plan For North West England 2003
- The Cultural Strategy for England's North West (2001)
- The Tourism Vision For England's Northwest (2003)
- Libraries For Life: A Regional Strategy for Libraries In The North West (2003)
- North West Regional Archive Council Strategy 2001-2004 (2002)
- Englandsnorthwest Creative Industries Strategy (2002)
- Making It Count (2003)

### Regional Economic Strategy (2003)

*Produced by:* Northwest Development Agency

The Regional Economic Strategy (RES) provides the economic development framework for England's Northwest. The Northwest faces several long-term challenges to increase competitiveness and productivity. While significant progress has been made on some issues, concerted effort and action is required to:

- Improve the transport and communications infrastructure and its usage.
- Address the skills deficit and weaknesses in the education and learning infrastructure.
- Improve the quality and delivery of business support services including: targeted support for manufacturing businesses; innovation, enterprise and entrepreneurship; e-commerce and use of new technology; and international trade. The provision of quality business sites and accommodation, and the promotion of best practice in industrial relations are also important.
- Secure significant increases in levels of public and private sector Research and Development (R & D).
- Enhance the image of England's Northwest in the UK and overseas, taking advantage of the region's outstanding and diverse strengths.

In addition, effort is required on other areas that impact indirectly on the economy but are important to quality of life. Examples include:

- Address the problems of poor health, housing and deprivation and encourage the involvement of disadvantaged individuals and communities.
- Tackle environmental quality enhancement and protection issues including land reclamation, waste management, protecting and improving the richness of the landscape and achieving significant improvements in air and water quality.

### *Opportunities*

The RES consultation process has confirmed that there are some key opportunities for the region to seize:

- Promote effective and integrated involvement with Europe including efficient and imaginative use of current Structural and non Structural Funds. Influence the outcome of negotiations on the position post 2006.
- Develop the role of the public sector in the regional economy, including supply chain opportunities and its contribution to urban and rural regeneration. Maximise the particular importance of health both as a major business sector and as a significant contributor to economic regeneration.

- Support the core cities of Manchester and Liverpool, along with other major centres, as drivers for economic growth.
- Promote the growing knowledge economy, including the existing and developing knowledge base in science.
- Encourage a more diverse rural economy, ensuring that rural issues are fully considered when developing programmes for the five strategic priorities.
- Develop opportunities for innovation in service delivery for workforce development and business support.
- Encourage the business opportunities emerging in the environmental economy.
- Review the future strategic delivery of tourism within England's Northwest to reinforce its economic potential. Pursue the opportunities for improving the image of the region presented by the legacy of the 2002 Commonwealth Games, Liverpool's Capital of Culture bid, and other significant events.

#### *Strategic Objectives:*

##### Business Development –

- Exploit the growth potential of business sectors.
- Improve the competitiveness and productivity of businesses.
- Develop and exploit the region's knowledge base.

##### Regeneration –

- Deliver urban renaissance
- Deliver rural renaissance.
- Secure economic inclusion.

##### Skills and Employment –

- Develop and maintain a healthy labour market.

##### Infrastructure –

- Develop the strategic transport, communications, and economic infrastructure.
- Ensure the availability of a balanced portfolio of employment sites.

##### Image –

- Develop and market the region's image.

### **Rural Renaissance: The Regional Rural Recovery Action Plan (2002)**

*Produced by: Northwest Development Agency*

To establish a Recovery Strategy and Action Plan for the North West following Foot and Mouth. It is developed from an economic analysis of the region's rural areas and is built around a vision that the Rural Economy of the North West is financially, socially and environmentally sustainable. It aims to galvanise resources to achieve this vision and underpin sub-regional recovery plans in Cumbria, Lancashire and Cheshire.

There are eight key Strategic Objectives plus one theme, which covers strategic actions such as inputting to the review of England's Rural Development Programme and Common Agricultural Policy between now and 2006.

- SO1: Broadening the Economic Base of Rural Areas
- SO2: Renewing and Strengthening Tourism Products
- SO3: Assisting the Restructuring of Agriculture
- SO4: Enhancing the Competitiveness and Capability of Primary Agriculture
- SO5: Rural Skills Development
- SO6: Development and Promotion of Countryside Products
- SO7: Sustaining the Rural Inheritance
- SO8: Delivering Social and Community Regeneration

## **Productivity Through Employability englandsnorthwest: The Framework For Regional Employment And Skills Action (2002)**

*Produced by:*

Northwest Development Agency with Government Office for the North West, TUC, CBI, Learning and Skills Council and Local Government Association. Additionally in the North West: Institute of Directors, Chambers of Commerce, Small Business Service, Higher Education, Association of Colleges and Connexions.

*Purpose of document:*

The FRESA (replacing the Regional Skills Action Plan) provides a single plan based on coherent, valid and accessible labour market and skills information and intelligence. It will give focus to what needs to happen in the region to maintain and grow a healthy market. This forms the human capital dimension of the Regional Economic Strategy Review.

*Main themes:*

- Customer Focus to ensure a coherent service is provided to key stakeholders (individuals and employees).
- Healthy labour market to development agreement about what constitutes a healthy labour market.
- Information/intelligence to provide for the collection and use of labour market information and intelligence.
- Immediate response to provide strategic support for dealing with emergencies such as large scale redundancies and with employment opportunities such as inward investment.
- Skills to identify and develop the skills needed for the regional economy.

## **England's North West Connected: ICT Strategy (2002)**

*Produced by:*

Northwest Development Agency and Regional Assembly

*Purpose of document:*

To present a framework for action, which will allow the region to prioritise, challenge and champion collectively the activities of users, content providers and access developers to equip the region to respond to the ICT challenge.

*Main themes:*

- **Users** – commission an annual survey of use and demand.
- Undertake a major regional awareness-raising campaign of the benefits and potentials of increased ICT use.
- Initiatives to accelerate implementation of e-procurement in the public sector and among employers, including the region's priority clusters.
- Promoting ICT literacy and uptake by region's managers.
- **Access** – preparation of a development plan for the transition to forward-looking networking technologies.
- Rollout an extensive network of community access centers and electronic village halls.
- Promotion of alternative access devices, with easy to use interfaces and appropriate content.
- Target setting and activities to raise skills levels, both basic and higher level. This work should dovetail with actions as indicated in the Framework for Regional Employment and Skills Action.

- **Content** – promoting and celebrating the region’s strengths in coherent production. Developing services to encourage SMEs to use and produce content.
- Commissioning an annual “North West content production” award – broadened to include all groups of content providers, ie communities, business, public sector and education sector. Provide training to enable individuals and communities to produce content.

## **England’s North West: Science Strategy (2002)**

*Produced by:*

Northwest Development Agency and the North West Science Council.

*Purpose of document:*

The North West will be renowned as an area of world-class scientific achievement, creating a magnet for talent and science investment, a powerful driver for innovation and enterprise, and an effective force for delivering benefits to health, the environment and society.

*Main themes:*

A key objective is a long term strategy which will help create jobs and position the North West as a centre of excellence in scientific research and development.

The Regional Strategy identifies seven established industrial clusters and seven clusters for action. Priorities for early action have been chosen based on where the North West has or can secure competitive advantage, and on where science can have greatest impact.

The priorities for the first wave are:

- Biotechnology (including pharmaceuticals and medical technology)
- Environmental technologies
- Chemicals
- Aerospace
- Nuclear energy

The public understanding of science and encouraging more young people to take up careers in science are key supporting themes.

## **Investment For Health: A Plan For North West England 2003**

The Investment for Health Plan is an attempt to establish a common approach and priorities between partners for improving health and reducing inequalities. The objectives and priorities will be delivered through the incorporation of a health dimension into the main regional strategies, and the policies and programmes of a range of regional and local partnerships.

The initial emphasis of the work has been on securing joint ownership of priorities by Government Office for the North West (GONW), the North West Regional Assembly (NWRA), the Northwest Development Agency (NWDA), and the three Strategic Health Authorities (SHAs) in the North West. The process has been facilitated by the Department of Health’s Public Health Team at GONW.

There are four priorities for action to improve the health of the region’s population and reduce inequalities in health:

- Tackling the wider determinants of health
- Developing the corporate citizen role of the NHS, and its contribution as a major organisation to wider regeneration and sustainability objectives
- Mainstreaming action to reduce inequalities within the NHS to improve prevention, and the accessibility, quality and outcomes of services

- Strengthening primary care, particularly in deprived and underserved areas and groups.

The priorities for integrating action on these four areas are:

- Developing the health dimension of regional strategies
- Area-based policies
- Programmes for priority groups
- Delivery in the settings of everyday life.

The following are the processes and infrastructure needed to deliver Investment for Health:

- Regional Partnership Development
- Information and Intelligence
- Communications
- Performance Management and Review
- Leadership, Advocacy, and Capacity Building
- Scrutiny and Accountability

For each of the priorities identified, the schedules identify an objective, the link between the priority and health, key activities, major actions, the lead agency, supporting partners, timescales, and milestones and outputs.

### *Culture/Arts*

Objective: To develop the contribution of the arts and culture to health development, with a particular focus on priority areas and groups.

Health Link: Health, in its widest sense, is a key outcome of arts and cultural activity. The arts have a central role to play in raising aspiration, confidence, a sense of community and cohesion, and individual and community well-being. As such they are a powerful force in the development of improved public health.

The arts have a key role to play in

- developing environments conducive to health and to healing, creating better treatment environments for people (and patients) and better working conditions for health sector staff
- communicating health messages in new ways which can increase acceptability and understanding, particularly around sensitive issues, or where language can present barriers
- community development, using arts activities to develop social cohesion and community confidence, and to identify community assets and communicate community concerns
- personal development which supports the development of positive mental health, and engages the whole person
- training and development of health professionals
- specific therapeutic interventions with patients (art therapy)

Sport contributes significantly to health, and its development is important to health improvement: this strand of work is outlined in the section on Physical Activity / Exercise / Sport.

The importance of culture, and in particular the arts, in health and regeneration, was emphasized at a landmark national conference held at the Lowry in Salford in February 2003, when Ministers for Culture, Media and Sport, Public Health, and from the Office of the Deputy Prime Minister shared a platform to endorse the focus on engaging arts and cultural initiatives in the drive to tackle inequalities and regenerate disadvantaged communities.

### **The Cultural Strategy for England's North West (2001)**

*Produced by:* Culture Northwest

Culture Northwest is a partnership of all the region's agencies, covering arts, heritage, museums, libraries, archives, media, sport, tourism, creative industries and has representation of all local authorities through the North West Regional Assembly. The strategy seeks to develop and improve the cultural opportunities and add significantly to the well being of the northwest.

*Key aims:*

- Raise the profile of culture and creativity in and of the North West.
- Promote better working across cultural policy-makers and deliverers.
- Develop strong partnerships with other region-wide agencies and particularly Northwest Development Agency (NWDA), the North West Regional Assembly (NWRA) and Government Office North West (GONW)
- Secure a greater share of resources for culture
- Stimulate cultural development.

*Strategic Objectives:*

- **Advocacy** - Make the case for the role of culture and creativity within all aspects of regional policy - their role in the quality of life and their capacity to add value to other commercial and industrial sectors. Secure widespread recognition of the difference that culture makes to the economic and social well being of the region, and acceptance of the need for and value of increased investment.
- **Image** - Make culture central to our self-image and the external marketing of the region as a place to live, learn, work, visit and do business with.
- **Cultural economy** - Develop a sustainable as well as innovative cultural and creative economy and ensuring that we retain and attract talented people to the region through an integrated and focused approach.
- **Social economy** - Develop the role of culture in sustainable, healthy communities that work, in education and in employment.
- **Environment** - Promote our heritage and landscape as central to the culture of the region - pride in our diversity, history and sense of place – and its role in developing excellent design and planning in the public realm.

The North West has a range of major cultural opportunities. The region's heritage (in both urban and rural settings) offer considerable potential for development linked to wider issues. Culture is an integral part of the way in which we make and understand our rural and urban landscapes. Linked to tourism, regeneration and image, proposed initiatives will build on existing strengths and transform specific areas, adding new high-profile facilities and activities.

### **The Tourism Vision For England's Northwest (2003)**

*Produced by: North West Development Agency*

The Strategy for Tourism in England's Northwest will promote the North West region by focussing on "attack" brands such as the Lake District, Manchester, Liverpool and Chester. Working with partners in five Destination Management Organisations (DMOs), the Strategy aims to:

- Persuade British people to spend more of their leisure time in England's Northwest
- Persuade more overseas people to visit the region
- Make the region an increasingly important business tourism destination in Europe.

The vision for tourism in England's Northwest is that within ten years, it becomes the best tourism destination in Britain, with a tourism industry that is second to none.

The Strategy sets out the steps needed to achieve this vision and to "create the best tourism offer in Britain". It will deliver improvements in the performance of the tourism sector around five principal objectives:

- Enhance the region's communication with consumers through the use of a strong and clearly defined approach to marketing, that identifies potential visitors and provides them with appealing and effective messages about the region's tourism product
- Improve the primary product that brings people to England's Northwest, including accommodation, attractions, restaurants, towns and cities, resorts, national parks, and beaches
- Improve the secondary product and the way in which the region is organised to make visitors welcome, including tourism infrastructure
- Boost the performance of tourism businesses to increase their market share and make them more productive, and profitable. Also to raise their quality, and the value they provide to attract more people, who will stay longer, and spend more.
- Maximise the potential of the people who work in the tourism sector, through better skills, improved and extended career paths, enhancement of employment conditions, and through support for entrepreneurship.

The strategy sets out six themes that will underpin work to develop the sector: sustainability, quality, customer focus, business excellence, improved skills; and support for business clusters. It promotes sub-regional partnership working - vital for a locally based sector covering such a wide range of businesses.

The Strategy will be delivered through nine programme areas - six relating to product development and marketing, and three relating to the capabilities of the tourism sector itself:

1. The 'Star Brand' Approach - A market facing approach to the development of the region and its tourism destinations, using 'attack' and 'slipstream' branding.
2. Winning Themes - A thematic approach to marketing.
3. Signature Projects - Projects that will have a major impact on the region's tourism performance.
4. Regional Gems - Tourism assets that achieve iconic status by virtue of their excellence, thereby contributing to the appeal of the region as a destination.
5. Excellent Events - A range of co-ordinated and sustainable events of national and international significance across the region.
6. A Region for Business - To make the Northwest the premier English region for business tourism outside London.
7. Celebrating and Growing Excellence - Excellence in skills, quality, innovation, business practice and performance, to establish benchmarks for the sector to attain.
8. Making It Easy - To provide easy access to the region's tourism products.
9. Intelligence Led - A high-quality evidence base for all decisions about tourism investment and from which to measure performance

Winning Themes are thematic marketing campaigns focusing on the features that make the North West unique and special. "Cultural Beacon" and "Powerhouse" are the themes most relevant to the region's museums and cultural attractions:

*Cultural Beacon* - The quality and diversity of the cultural offer in England's Northwest is outstanding, and it includes icons that are world famous. There has been great investment in the cultural offer resulting in the creation of world-class cultural destinations such as The Quays (The Lowry and the Imperial War Museum, North). The aim will be to continue to develop the cultural offer, and strengthen the links between culture and tourism. This theme will be used to highlight and develop the North West as a region of public art, as well as the multicultural strength of the region



*Powerhouse* - This marketing campaign will invest in the legacy of the industrial revolution, one of the region's defining characteristics. England's Northwest was the industrial powerhouse of the world. It left a legacy of architecture, engineering and art that is the world equivalent of Renaissance art & architecture in Florence. It is the defining characteristic of many towns and cities, and gives them a unique sense of place. This heritage is currently undervalued, both locally and by the public as a whole. Slowly but surely, taste is changing and investment in urban centres has shown how exciting the nation's Victorian heritage can be.

Rather than seeking to develop new attractions, the NWDA's priority will be to enhance the region's existing assets that have potential to add to the region's destination appeal and become world-class visitor attractions. Any new attractions will have to clearly demonstrate sustainability and should, in most cases, fit with the structure of the region's attack brands and development brands.

### **Libraries For Life: A Regional Strategy for Libraries In The North West (2003)**

*Produced by:* Libraries North West

The strategy was launched in Liverpool after extensive consultation with libraries and stakeholders across the North West. It represents a common agenda to enable joint working between libraries of all types.

Libraries North West aims to:

- Promote access to information and knowledge which underpins business development and generates ideas
- Enhance lives and enable people and communities to fulfil their potential
- Develop and improve library and information services in the region, encourage investment and build capacity
- Deliver accessible, inclusive and relevant services to all our users and work co-operatively to reach new audiences.

Main themes of the strategy:

- **Knowledge management and research** - aiming to connect libraries to the information and knowledge needs of the whole region, making libraries indispensable to the information society and knowledge economy of the North West.
- **Resource discovery** - aiming to enhance access to resources in all libraries across the region for the benefit of communities as a whole.
- **Access and inclusion** - aiming to develop and enhance openness to all, regardless of age, gender, ethnicity or status.
- **Learning and skills** - aiming to guarantee a leading role for libraries in creating a learning society in the North West, promoting the path to a more participative and democratic society.
- **Advocacy** - underpinning the whole strategy, and aiming to convince key stakeholders of the importance of libraries in the region, their ability to enhance and change lives, and their contribution to the broader regional agenda.
- **Leadership and workforce development** - aiming to develop the vision and leadership skills of library staff, and to encourage talented and committed staff to work, and stay working, in libraries.

## **North West Regional Archive Council Strategy 2001-2004 (2002)**

*Produced by:* North West Archive Council

The Strategy lays out a flexible working development framework for the region's archives through the identification of key strategic themes, aims, objectives and actions. The overall aim is to improve provision and enhance the experience of archive users through out the North West in the coming years.

*Main themes:*

Aims of the Strategy:

- To develop and enhance the use of North West Archives.
- To raise the profile of archive services throughout the region and beyond.
- To increase the level of resources available to regional archive services.
- To encourage co-operation between archives, museums and libraries.
- To improve levels of access, cataloguing, preservation and conservation of holdings.
- To encourage a greater level of consultation and partnership with users.
- To address national and regional policies in relation to the North West's archives.
- To propose key aims, objectives and actions that will help achieve the above.

The North West Regional Archive Council will work to establish a flexible strategic framework which will further the co-operative development of the North West's archives, for the benefit of all.

- **Advocacy, Partnerships and Regional Development** - To enable the North West Regional Archive Council to work with national and regional partners in order to improve the provision for archives in the North West.
- **Collection Development** - To improve collaboration between repositories in the formulation of collection development policies, in order to achieve the optimum disposition and development of archives within the region.
- **Access and Availability** - To improve and widen physical and remote access to North West archives for the benefit of all users.
- **Preservation and Conservation** - To improve the standards of preservation and conservation at North West archives by identifying collections at risk and securing resources necessary to counter poor conditions.
- **ICT and Innovation** - To develop new projects, approaches and modes of delivery through the imaginative use of ICT.
- **Education and Social Inclusion** - To provide opportunity for all through the development of regional initiatives which will target those not traditionally reached by archive services.
- **Records management** - To promote and improve provision for records management in the North West.
- **Electronic records training and development** - To develop a co-operative approach to staff training and development in association with regional partners and to create a culture of learning within the North West archive community.
- **Publicity, promotions and events** - To raise the profile of North West archives by arranging a programme of events and disseminating publicity materials to a wider audience.

## **Englandsnorthwest Creative Industries Strategy (2002)**

This Strategy presents a development framework for the region as a whole in order to define appropriate points of intervention for NWDA in partnership with the sector and its support bodies and investors. This a dynamic and rapidly developing industry and the Strategy therefore concentrates on identifying how best all the interests can work together in an effective network that can continue to respond to opportunity and ideas generated by the sector.

The Vision is to accelerate the growth and development of a strong and vibrant creative industries sector as an integral part of promoting england'snorthwest as a dynamic region of creative excellence.

The objectives are to:

- Identify and encourage innovative and dynamic businesses which have the capacity to grow and to contribute to the region's competitiveness, generate employment and contribute to wider policy agendas such as social inclusion
- Increase local and global markets for the region's creative industries
- Add value to other businesses and sectors

The Strategy sets out a strategic framework that builds on the skills and expertise of the developing network. While this network is diffuse and its individual elements are at different stages of development, this strategy provides an over-arching structure that will operate at a strategic level for the region and on behalf of all the creative industries. The key task is to identify and prioritise growth potential and ensure that it is maximised; this will be achieved in partnership with the network and with developing clusters.

### *Adding Value*

Museums and Heritage are key areas in the region's Cultural Strategy and are critical to the support of a wide range of developments in the creative industries. In addition, they are critical to the tourism offer of the region and need to be considered as part of the overall development of the strategy.

## **The North West's Historic Environment: Making It Count (2003)**

*Produced by: English Heritage on behalf of the North West Historic Environment Forum*

The North West's historic environment contributes to the region's economy, tourism, quality of life, health, learning and to sustainable development. The North West Historic Environment Forum has been adopted by the Cultural Consortium England's northwest as its formal adviser on matters relating to the historic environment. This report acknowledges that this significant asset can be engaged more effectively in the delivery of wider regional objectives. The report identifies key issues and opportunities and presents a series of actions to enable the North West's historic environment to assist more effectively in the delivery of regional aims.

The report is structured according to a number of key regional issues. Through comprehensive consultation and discussion with key regional organizations, six key themes emerge:

- Image of the Region
- Learning and Skills
- Quality of Life
- Urban Renaissance
- Rural Renaissance
- Tourism

The opportunities, recommendations and actions identified in the report will be taken forward in consultation with regional partners. The process of *Making It Count* will be reviewed in 2005.

