

Making Culture Count

An Economic and Social Impact
Assessment of The Lowry

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1. Introduction and Core Findings

- 1.1 For over 20 years The Lowry has been at the forefront of the North West’s arts, culture, and tourism sector with a reach of undoubtedly national and international significance. Best known to audiences as a striking theatre and gallery sitting at the heart of MediaCity in Salford, it is the most visited cultural attraction in both Greater Manchester and the region, playing host to a diverse array of performances, productions and installations along with the largest public collection of works by the artist L.S. Lowry himself.
- 1.2 In 2025, The Lowry will celebrate its 25th birthday and maintains its commitment to the people of Salford and Greater Manchester. As a not-for-profit organisation and registered charity, all profits are reinvested back into vital projects, not just inside the Lowry building, but also across Salford and Greater Manchester more widely.
- 1.3 To help mark the occasion, The Lowry has asked Lichfields¹ to undertake an economic and social impact assessment of the organisation and the many community activities it supports. This report aims to capture the diverse array of programmes and activities that The Lowry undertakes, demonstrating the economic and social benefits delivered to local communities and across wider localities within the region, the rest of the UK and beyond.
- 1.4 Our findings highlight the sheer diversity of The Lowry’s contribution to the arts and culture sector as a whole, benefiting Salford’s communities and Greater Manchester’s economy. The report also places a valuation on the social contributions made by The Lowry by demonstrating increases in the wellbeing of participants across its various programmes.
- 1.5 As an integral and critical part of the research, we have also consulted with a wide range of stakeholders from Lowry staff and trustees, young people and community groups, to politicians and funding partners, all to ensure that as many views and stories as possible as to what The Lowry represents are captured.
- 1.6 We have also gained insight into the experiences, views and perceptions of over two thousand residents of Greater Manchester and beyond through empirical, independent market research conducted by Caledonia Market Research².

¹ <https://lichfields.uk/>

² <https://www.caledoniauk.com/>

What impact does the Lowry have?

It is the catalyst for large-scale urban regeneration and renewal

- 1.7 The Lowry has always strived to be more than an arts facility. It has played the anchor role for the enormously successful regeneration and growth of Salford Quays. It's power as a 'place-maker' is demonstrated by having acted as the leading catalyst for what is now established and nationally recognised as MediaCity, home to the BBC and one of the country's most dynamic hubs for culture, creativity, media and the arts. It has sparked the creation of a new place which people are proud of.

It has rejuvenated communities, improved lives and raised aspirations

- 1.8 Driven by its core mission, the Lowry has a deep, diverse and long-lasting impact on the lives of local Salfordians and wider communities.
- 1.9 With arts and culture acting as the focus, this is achieved through its educational, employability, volunteering, and community engagement programmes. Across Greater Manchester each year, the Lowry makes a direct and leading contribution to improving the lives of hundreds of young people, those who are disadvantaged by societal and personal circumstances and people who otherwise would be excluded from using art and creativity to express themselves and develop lifelong skills.
- 1.10 The success of the Lowry in achieving the extent of social and community impact is down to a number of complementary factors. These include the Lowry's:
- deep-seated commitment to local communities, especially young people;
 - passion for raising aspirations;
 - innovative approach to bringing different art forms together and making them accessible to all; and
 - extensive, genuine and meaningful collaboration with other institutions, the public sector, businesses and the wider creative sector.
- 1.11 Our empirical market research conducted by Caledonia Market Research highlighted that **94%** of visitors find The Lowry **inspiring**. Additionally, **87%** of visitors from Salford and Greater Manchester felt that The Lowry has a **positive impact on the local community**.
- 1.12 In 2022/23, The Lowry engaged with a total of around 22,000 unique participants across its educational, employability, volunteering, and community engagement programmes.

- 1.13 Over 3,200 sessions were held across all learning and engagement programmes, totalling over 6,000 hours of engagement.
- 1.14 Across all programmes, The Lowry is estimated to have delivered around £22.4 million in social value, representing a social return on investment of £15.45 for every £1 of public funding.

It has supported the economic prosperity of Salford and Greater Manchester

- 1.15 As an arts and creative hub, the Lowry has a disproportionately significant impact in terms of its economic contribution. It supports nearly **650 jobs** and generates around **£48 million** GVA annually.
- 1.16 The Lowry delivers incredible **value-for-money** with public funding representing only around 7% of its income over the past decade compared 40% for similar arts and cultural organisations. Moreover, its economic contribution represents a return on investment of £32.91 for each £1 of public funding in 2022/23.
- 1.17 The Lowry welcomed **860,000 visitors in 2022/23** and is the most visited cultural attraction in the North West together who spent around **£86.6 million** during their visit to Salford.



“ I have been astounded by The Lowry's impact on Salford for a long time. Building a Guggenheim-style theatre and arts centre in the middle of a derelict dockland was a very brave decision by the Council, but The Lowry was a vital catalyst for the regeneration of the area. It has always felt like the heart of MediaCity, by being a place that is first and foremost for the people.

It has an astonishing level of engagement with our communities, inviting people in but also taking theatre and creativity out into all parts of the city, our streets, our schools, and community centres. They are the embodiment of Arts Council England's Strategy for the sector, in that they live and breathe making the arts accessible.

It's really helped Salford to accelerate towards our vision for the City and plays an instrumental role in supporting the work of the Culture and Place Partnership to develop our future strategy.

The Lowry is truly a force for good in Salford and has allowed us to really level up in terms of what we can achieve. I think without it, Salford wouldn't be taken as seriously as we are today ”.

Paul Dennett, Mayor of Salford, and Deputy Mayor of Greater Manchester

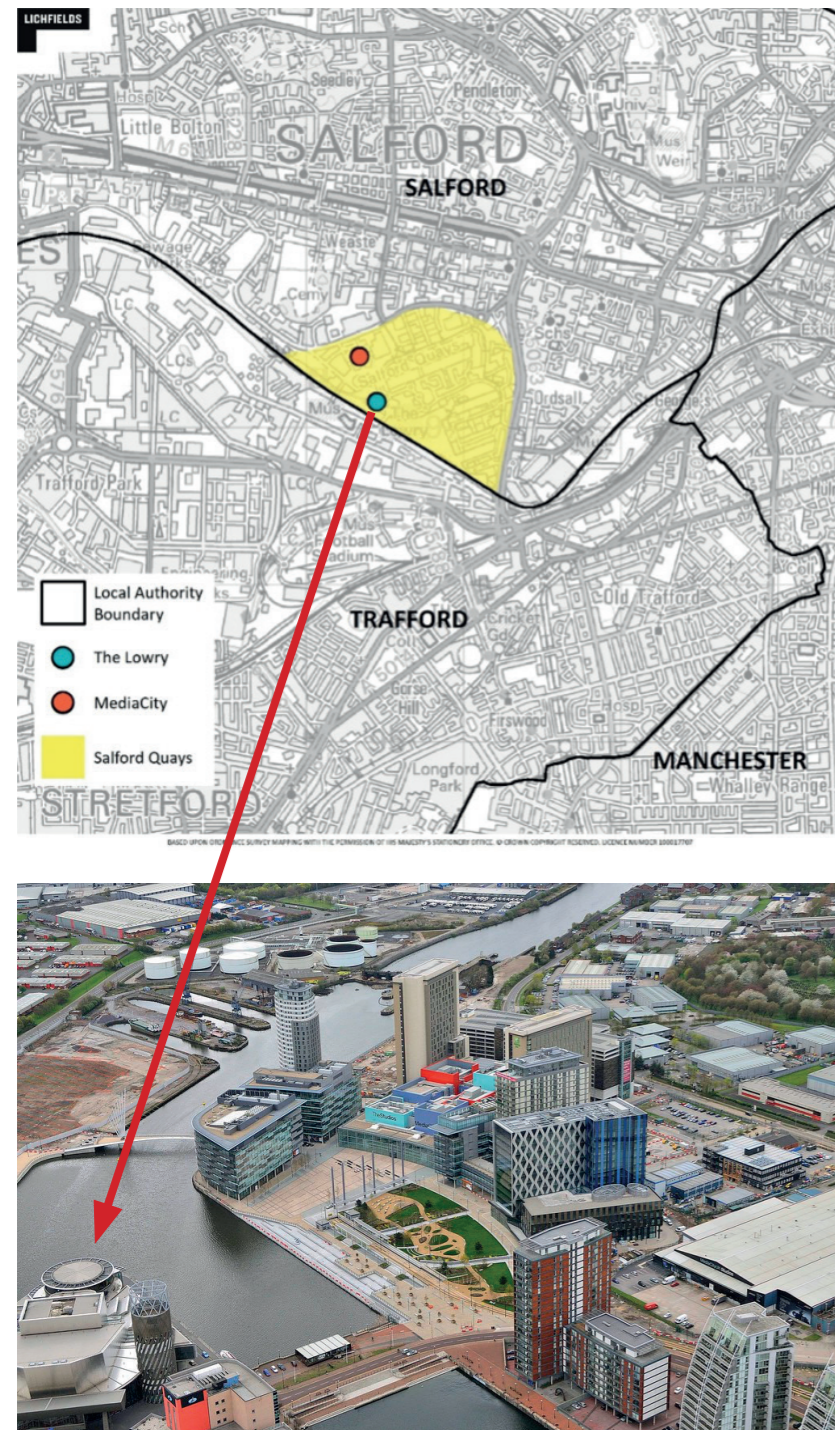


Figure 2.1 Location Map of The Lowry and Salford Quays

Source: Lichfields

2. The Lowry as a Catalyst for Regeneration

2.1 The Lowry has played the anchor role for the enormously successful regeneration and growth of Salford Quays. It acted as the leading catalyst for what is now established and nationally recognised as MediaCity, home to the BBC and one of the country’s most dynamic hubs for culture, creativity, media and the arts. Moreover, the Lowry provided the foundation for creating a new place for energised, happier and more skilled and confident communities.

“People start with the BBC, but the real anchor institution is The Lowry ”.
Paul Dennett - Mayor of Salford and Deputy Mayor of Greater Manchester.

“The Lowry provided the catalyst for all the development around it [and] provided the catalyst for the BBC coming and the birth of MediaCity ”.
Josie Cahill - Head of Partnerships and Engagement, BBC Salford.

“The Lowry is an anchor tenant for MediaCity and it being a place for good is really important. People feel like The Lowry is theirs ”.
Marie-Claire Daly, Lead of Culture at Greater Manchester Combined Authority.

The place-making power of arts & culture

2.2 Since the Government issued a Green Paper in 2004 entitled ‘Culture at the heart of regeneration’, arts, cultural and creative assets have been increasingly recognised as potent drivers of regeneration and place-making dynamics by:

- Breathing new life into urban localities through revitalising redundant industrial and long run-down areas which typically are surrounded by areas of deprivation and structural inequalities.
- Transforming these locations into substantially more attractive places to live, work, visit and do business. In doing so, their communities become more economically and socially prosperous bringing jobs, investment, skills and a sense of social cohesion.
- Stimulating and making feasible other forms of development including: complementary creative institutions and businesses; visitor attractions and events; restaurants, cafes hotels and retail; and new community hubs.

- Fostering a sense of pride and 'place-ownership' amongst local communities.

2.3 The Lowry is not alone in being an arts and cultural organisations with an iconic physical presence which has been the trigger for large-scale urban renewal and associated place-making powers. Whilst enthusiasts might highlight impressive international examples ranging from the Guggenheim in Bilbao to South Bank in London, the regenerative muscle of arts and cultural institutions has been experienced equally in vastly different types of urban localities. These include:

- **Tate, Liverpool** – a core catalyst in the regeneration of the now famous Albert Dock in the heart of Liverpool.
- **Hepworth art museum, Wakefield** – When it opened in 2011, it was the only cultural centre or visitor attraction in the area in a town with high levels of deprivation. By 2019, it was attracting some 200,000 visitors annually and was central to encouraging Tileyard (a major provider of music and creative studios) to develop a creative hub in the town.
- **Turner Contemporary, Margate** - Stimulating an extraordinary reversal of decline and desolation in the heart of one of the country's most deprived traditional seaside towns.
- **National Centre for Circus Arts, Hoxton** – a world class training facility for the creative arts: *'we arrived here nearly 30 years ago to a derelict building surrounded by un-redeveloped bomb sites [and are now] surrounded by bars, restaurants, clubs, cafes and shops as well as galleries and huge numbers of creative companies in a vibrant area of the city'*¹.
- **SS Great Britain museum ship, Bristol** – the surrounding area was redeveloped and re-energised as a consequence of museum-ship in the Great Western Dockyard in 2005 – cafes, restaurants, housing, hotels, shops and other art installations supporting business and tourism growth in the area alongside a vibrant arts and culture scene.
- **HomePlace, Bellaghy – Northern Ireland** – an arts and literacy centre dedicated to Nobel prize-winning poet Seamus Heaney – today there are 40,000 visitors to a village of fewer than 2,000 residents bringing previously unseen injections of visitor expenditure and investment.

¹ Contribution of the arts and culture industry to the UK economy, Arts Council April 2019.



The Lowry – Salford Quays / MediaCity



Tate Liverpool – Albert Docks



National Centre for Circus Arts, Hoxton creative and cultural hub – Hackney



The Hepworth Art Museum, Wakefield



Turner Contemporary - Margate



SS Great Britain museum ship – Great Western Dockyard, Bristol



Seamus Heaney HomePlace, Bellaghy – Northern Ireland

The Lowry story

- 2.4 The regeneration opportunity for the Lowry has its origins in the period following the closure of the world-famous Manchester Ship Canal in 1982. This had the impact of leaving the Salford Quays area largely redundant and unoccupied until the turn of the millennium. During 1988 when Salford City Council was drawing up a regeneration plan for the derelict area of Salford Docks, it was recognised that, alongside typical residential and leisure development opportunities, supporting the growth of culture and creativity was considered a vital part in building successful places and communities. Consequently, the Council's plans included the creation of a new performing arts centre and gallery to help raise the tourism and investment potential of the area.
- 2.5 The Lowry was officially opened on the 12th October 2000 by Her Majesty the Queen, and named in honour of the local artist L.S. Lowry. Opened as a Millennium-funded project for the arts, over 25 years the organisation has grown into the flagship arts and culture venue for the North of England.
- 2.6 With the 1,730-seat Lyric Theatre (the largest in the UK outside of London) and 466 seat Quays Theatre at its core, The Lowry is also home to a range of galleries and flexible learning and performance spaces. The facility welcomed almost 860,000 people in 2022/23, with a diverse programme of performance, visual and cross-art collaborations from all over the world. A total of 432 different productions and 1,325 individual performances were hosted by The Lowry in its theatres, studios and in open-air locations in 2023 alone.
- 2.7 Since opening, The Lowry has spearheaded a cultural and urban revolution, with the Imperial War Museum built in 2002 and construction starting on MediaCity from 2007.
- 2.8 Appendix 1 includes an overview of examples of the Lowry's feature exhibitions.
- 2.9 Industry leaders such as ITV Studios and The BBC moved their northern headquarters to the area in the early 2010s, which cemented the Quays' reputation as a national leader in media, culture, and creativity. There is no doubt that the Lowry was the primary magnet that attracted the BBC and other major creative and cultural institutions and businesses to Salford Quays.

- 2.10 More recent occupants attracted to the area include: Quayside (a major waterside mix of bars, niche retail, restaurants and leisure attractions); Dock 10 studios; and the University of Salford. Metrolink provides a fast and reliable commuter route to the area for those living in Manchester. Today, MediaCity stands as Salford's main creative, digital and tech hub and was identified as one of 47 creative clusters identified by the UK's 2018 Sector Deal for the Creative Industries.
- 2.11 The Quays' offer has continued to develop, with more hospitality business looking to move into the area. In 2023, the new Kargo food market (featuring over 20 local street food businesses) opened its doors alongside a flagship new Taproom and bar from Seven Brothers brewery and Five Sisters gin distillery, further cementing the Quays as an all-round culture, retail and hospitality destination.



“ When you speak to people of Salford there is a strong sense of pride about the places they live, the neighbours they have, the streets they are on, the heritage that came from here.

We often talk about Salford being a city of firsts, of artists, creators, and makers. Organisations like Lowry keep that heritage alive and build pride in our cultural sector.

There is a really brilliant artist development programme here that runs across visual arts and theatre, and on top of that are the learning and engagement programmes that work with our young people and schools. So much of what The Lowry brings to Salford is not inside that building, it reaches out to people wherever they are.

It helps the city to be a place where art and culture is created and nurtured, not just put on display.

We want to tell the story of Salford across not just across Greater Manchester, but nationally and internationally because there are amazing things happening here. The Lowry plays a really important role in telling this story, and they always do it in a way that is really sensitive and responsive to local people and places ”.

Darren Grice, Director of Culture, Salford Culture and Place Partnership of Greater Manchester

2.12 **Over the last 20 years since the Lowry opened, the population of Salford Quays has more than doubled**, from less than 3,000 in 2001 to around 6,000 in 2021². In the ten years to 2021 alone, the population increased by 2,400 (54%). Other key socio-economic indicators that demonstrate the scale of regeneration stimulated by the Lowry include:

- **A focus for young people:** The area also has a growing reputation as being an attractive place to live being of particular appeal to young working people: 72% of Salford Quays’ residents are aged 20-44, compared to 46% in Salford as a whole and 49% in Manchester³.
- **A focus for jobs:** In 2022, there were around 21,600 people employed in Salford Quays. Over the last five year, the local burgeoning economy has seen the number of people in employment increase by 11% which is well above the Greater Manchester (9%), national (5%) and regional averages (5%)⁴.
- **A focus for economic growth:** Salford Quays contributed £1.3 billion in GVA to the Salford Economy in 2020, representing an enormous increase of nearly 99% since 2001. Despite it’s important industrial role in the past by the turn of the century, Salford Quays’ contribution to economic output was negligible. Today, it is responsible for 16% of Salford’s total economic value and growing⁵. The Lowry has many times over ‘repaid’ society for the investment it has been entrusted with.



“ The Lowry is a real anchor institution for Salford and punches well above its weight as a force for social good. There’s sometimes a view of arts and culture institutions as a bit obtrusive and elitist, but The Lowry works tirelessly to break down those barriers and be a place for everyone.

MediaCity really grew around The Lowry, and its presence has kept a focus on the need for regeneration to be inclusive, with places built not just around commercial ventures and apartments, but with a real sense of shared culture and spirit. It’s a bit of a magnetic force, pulling in all the things that can help to build a real community, and I see The Lowry playing a huge leadership role in ensuring this is kept in focus as the area continues to move forward ”.

Tom Stannard, Chief Executive of Salford City Council and Lowry Trustee

² Census (2021)

³ Ibid

⁴ ONS Annual Population Survey (March 2023)

⁵ ONS UK small area gross value added (GVA) estimates (2024)

3. The Social Contribution of The Lowry

Key findings

Driven by its core mission, the Lowry has a deep, diverse and long-lasting impact on the lives of local Salfordians and wider communities. With arts and culture acting as the focus, this is achieved through its educational, employability, volunteering, and community engagement programmes. The success of the Lowry in achieving the extent of social and community impact is down to a number of complementary factors. These include: the Lowry’s the deep-seated commitment to local communities, especially young people; its passion for raising aspirations; its innovative approach to bringing different art forms together and making them accessible to all; and extensive, genuine and meaningful collaboration with other institutions, the public sector, businesses and the wider creative sector.

- In 2022/23, The Lowry engaged with a total of around **22,000 unique participants** across all programmes.
- Participants included around **15,000 young people**, and around 11,000 were regular attenders.
- The Lowry engaged with around **3,000 SEND participants** (with special educational needs or disabilities)
- Over **3,200 sessions** were held across all learning and engagement programmes, totalling over **6,000 hours of engagement**.
- The Lowry has forged almost 30 community partnerships across Salford and Greater Manchester and works with these organisations to support local communities.
- Across all programmes, The Lowry is estimated to have delivered around **£22.4 million in social value**, representing a social return on investment of **£15.45 for every £1 of public funding**.
- **Inspiring visitors** – empirical market research conducted for this study shows that 94% of visitors find the Lowry ‘inspiring’.
- **94% of visitors find The Lowry inspiring.**
- **87% of visitors from Salford and GM felt that The Lowry has a positive impact on the local community.**

Introduction

- 3.1 At the heart of The Lowry is a commitment to using arts and culture to enrich people’s lives and support the communities of Salford both collectively and in improving the lives of individuals. This is clearly reflected in the organisation’s mission which states that:

“At the heart of our work is a commitment to our local communities and young people. Tapping into the work on our stages and in our galleries, we offer thousands of free creative participation opportunities each year. We are passionate about nurturing talent, developing creative professionals of the future and raising aspirations.”

“ The Lowry is a real anchor institution for Salford and punches well above its weight as a force for social good. There’s sometimes a view of arts and culture institutions as a bit obtrusive and elitist, but The Lowry works tirelessly to break down those barriers and be a place for everyone ”.

Tom Stannard, Chief Executive of Salford City Council and Lowry Trustee

- 3.2 Whilst jobs and audience numbers are easily visible and quantified (as set out in section 5), the scale and depth of The Lowry’s community outreach work and social impacts are more difficult to capture. This section combines the use of ‘real life’ case studies, stakeholder consultation and the application of social impact valuation methodologies to demonstrate how The Lowry harnesses the arts as a vehicle for social improvement in Salford, Greater Manchester and the North West.
- 3.3 In valuing some of these impacts, this report relies on the HACT Social Value Bank, which focusses on individual wellbeing as a determinant of social impact. The methodology, which is described in Appendix 2, enables social impacts to be expressed in monetary terms by valuing improvements to wellbeing along with savings afforded to the state relative to comparable state-funded interventions.
- 3.4 In delivering extensive social and community impacts, the Lowry makes a significant contribution to the implementation of national, regional and local strategies and policies. Further details of this ‘policy alignment’ are provided in Appendix 3.

The role of arts and culture in social prosperity

- 3.5 It is not surprising that arts and culture can and does have a tangible and positive impact on people and communities which is unchallenged by any other sector of a modern economy. Indeed, people in the UK engage with the arts and culture in the UK on a large scale. McKinsey reported in 2023 that 91% of UK adults did so at least once in the last 12 months⁶ which demonstrates the penetration potential of the sector and individual organisations to seriously enhance lives of people through personal stimulation, skills, social interaction, learning, education, well-being and health.
- 3.6 If planned and delivered in the right way, arts and cluster assets and their governing organisations can significantly enrich the fabric of local communities by: bringing people, families and groups together and encouraging human interaction; making communities more inviting and welcoming to others; and reducing crime and anti-social behaviour.
- 3.7 The power of arts and culture in social growth is clearly recognised by major world government organisations such as the OECD which states that:

“Cultural and creative sectors are a significant source of jobs and income. They are a driver of creative skills and act as a magnet that helps drive growth in other sectors such as tourism. Beyond their economic impacts, they also have significant social impacts, from supporting health and well-being, to promoting social inclusion and local social capital....The arts have the power to affect both lives and livelihoods”⁷.

The Lowry’s approach

- 3.8 Whilst bringing awe-inspiring art and live performances to as wide an audience as possible, The Lowry’s is unique in that its raison d’être lies in leveraging its success as an arts venue to open up new life and learning opportunities to the wider community.
- 3.9 Delivering a groundbreaking creative participation programme offered to young people and families across Salford facing the most complex challenges , The Lowry uses the arts as a vehicle for social change and to help communities, particularly young people develop creatively, personally and professionally.

⁶ The arts in the UK: Seeing the big picture, McKinsey November 2023.

⁷ Economic and social impact of cultural and creative sectors, OECD, 2021.

3.10 The Lowry’s success in its considerable contribution to the lives of individuals and communities as whole is unequalled. Its social impact is so substantial for some key reasons including:

- It has invested in the locality and its communities. Its Mission which filters through the management and operation of the organisation is driven by a commitment to local communities and young people with a passion for raising aspirations of people and enriching lives whilst nurturing talent and developing creative professionals of the future.
- The Lowry takes a fresh and innovative approach to bringing different and varied forms of the performing and visual arts alongside creative and community engagement programmes all in one place.
- The Lowry believes in, and puts into practice every day, proactive, positive and meaningful collaboration with other arts organisations, local businesses and schools, charities, voluntary groups, corporate sponsors, local authorities and the wider creative sector.
- The Lowry shares resources, spaces and creative process with young people and communities to co-create work which amplifies marginalised voices and advocates for social change.

3.11 Impressively, The Lowry manages to deliver its considerable and diverse social contribution on a limited amount of public funding. Indeed, in 2022/23 **the Lowry’s income relied only on a 6% public sector contribution** (mainly Salford Council and Arts Council) with the average over the past decade being consistent to this at 7.6%⁸. Research from CEBR indicates that high levels of public funding within the sector are not unusual, as a survey of Arts Council England National Portfolio Organisations [NPOs] found that on average, 48% of NPO income in 2018/19 came from public funding contributions rising from 44% across the sector since 2015/16. Clearly, this benchmark demonstrates the Lowry’s **robust value-for-money**.



“ I will always find The Lowry such an inspirational place. I can still recall when I came to The Lowry to be interviewed for the role of Chair. It was a day when there were performances simultaneously in both the Lyric and Quays theatres. The place was buzzing with people and the atmosphere captured the important role that The Lowry has for so many in the community.

⁸ The remaining income is generated from box office sales, commercial activities and fundraising. The latter includes income from Charitable Trusts & Foundations, individual membership schemes (including Friends and Patrons) as well as from companies through the Lowry’s Quay Club Membership and corporate sponsorships.

There are many challenges that local people of all ages are facing particularly with the cost of living crisis. The Lowry is seen as a haven, a place they feel safe in and want to visit, and there’s an incredible combination of things happening here that people can feel like they are a part of.

The impact of the learning and engagement programme is very special and has always been a central part of The Lowry’s DNA.

It epitomises the power of how utilising the building and what it stands for to transform lives through providing the opportunity to believe that anything is possible.

To see The Lowry’s success given the limited funding it receives is phenomenal. I don’t think I’ve ever worked with a better team in terms of reacting and adapting to challenges and opportunities. If you want to build a social footprint around arts, culture and creativity anywhere around the world, I struggle to think of a better example of how to do that. It’s a powerful place ”.

Sir Rod Aldridge OBE, Chairman, The Lowry, Aldridge Foundation

Since its establishment in 2000, the Lowry has developed, nurtured and grown a diverse range of social and community programmes and activities. The purpose and rationale for committing to an extensive array of socially-centred initiatives has always been simple in that the organisation has, from the start, had the interests of local people and communities at the heart of its DNA. This is reflected not only in the Lowry’s Mission but permeates through management, day-to-day operations and most importantly through its extended family of staff, volunteers and local partners.

The following provides a snapshot of the Lowry’s extensive range of youth and community engagement programmes:

- **Stage Directions** – a theatre-making and creative careers programme for young people.
- **Arts for Social Change** – Creative engagement for young people experiencing challenges in life.
- **YES: Youth Employability and Skills** – Supporting young people Not In Education, Employment Or Training to develop skills and confidence.
- **Young Leaders** – An opportunity for young people to explore issues important to them and use the arts to advocate for social change.

- **Young carers** – providing young people with caring responsibilities with support and recognition through art and culture.
- **Young Parents and Family Outreach** – engaging young parents through creative play supporting development of healthy relationships and positive parenting.
- **Speak Up and National Theatre Connections** – partnership with the National Theatre working with 15 Greater Manchester secondary schools to use art and creativity to amplify young people’s voices.
- **Centre for Advanced Training in Dance** – providing dedicated, pre-vocational dance training for young people age 11-18.
- **Schools Outreach** – schools engagement including Creative Learning workshops, Teachers Network, Creative Writing Challenge and The Copley Prize.
- **Community engagement** – programmes including Show Selectors and the Gallery Group which enable collaboration with communities that traditionally have been underserved or excluded from cultural activities.
- **Community partnerships** – developing and nurturing nearly 30 community partnerships in Greater Manchester to break down barriers through the provision of socially oriented clubs and activities.

3.12 Each of these programmes are considered in further detail below, proving insight as to how they have directly impacted on the lives of individuals.

Volunteering at The Lowry

“ When I was given the news I was going to become the High Sherriff of Greater Manchester, I decided that The Lowry was where I wanted to host my Installation ceremony. Normally a High Sherriff would choose a grand, heritage building. However, it is a High Sheriff’s role to embrace the community so there was no better place to become installed than at The Lowry, a place that plays an invaluable role for its local communities.

However, The Lowry would not be as successful as it is without the support of its exceptional volunteers. That’s why, in my role as Deputy Lieutenant of Greater Manchester, I nominated them for a Queens Award for Voluntary Service. This isn’t something given away easily. This is an honour and an MBE for the organisation. The Cabinet Office decided The Lowry volunteers were worthy of this prestigious award. This is a real credit to the hard work and commitment of those that dedicate their time to support the successful operation of The Lowry ”.

Lorraine Worsley-Carter MBE, High Sheriff of greater Manchester 2022-23, Deputy Lieutenant of Greater Manchester

- 3.13 The Lowry proudly operates one of the largest volunteer programmes of any cultural venue in the country⁹ with **320 people regularly volunteering in 2022/2023**.
- 3.14 Volunteers play a pivotal role in the operation of The Lowry and deliver excellent, high quality and considerate customer service to customers and attendees. The role of volunteers can vary but the main responsibilities can include acting as ushers and fire marshals, selling programmes and merchandise, providing cloakroom service, and assisting the Front of House team with other operational services.
- 3.15 As well as acting as ambassadors for The Lowry and promoting its programme of work, it also generates benefits to volunteers. Volunteering can help people develop new skills, make friends, and provide a sense of purpose. Regular volunteering over a period of time has been shown to provide improvements in wellbeing and a person’s overall quality of life. Based on the 320 individuals who volunteered in 2022-23, this generated an estimated **£1.2 million in social value** benefits to volunteers¹⁰.

⁹ The Lowry (2023)

¹⁰ HACT Social Value (2023)

“ I love coming to The Lowry. I have had the privilege to have seen the most amazing shows and been part of some magical experiences. I have laughed and cried along with the audience and sometimes enjoyed a show a little too much when a Patron told me he'd been watching me dancing!! I have made friends for life. I feel valued and treated with respect by the managers, sometimes much more than in my “proper” job. I love interacting with the patrons from all walks of life. I love sharing my experiences with them, and the other volunteers too.

The Lowry also gave me a huge amount of support when I was going through the most horrendous times in my personal life. I was able to be “me” for just a short time and for that I will be eternally grateful.

Long live The Lowry and let's keep bringing wonderful theatre experiences to the world on our doorstep and the wider community ”.

Carole Waterhouse, Volunteer at The Lowry for more than 20 years and a retired midwife who worked in Salford hospitals

Stage Directions

3.16 Stage Directions offers an exciting and diverse programme of theatre-making and creative activities for young people aged 8 to 18 across Salford, including training, workshops, theatre trips, and sessions with professional artists and theatre companies.

3.17 As one of five National Pilot Projects, and in partnership with Salford Community Leisure and Salford's Local Cultural Education Partnership, The Lowry delivered its third year of the programme in 2022/23.

3.18 Alongside partners, practitioners and professionals, Stage Directions has:

- Engaged a total of **5,317 people** in the programme;
- Supported 495 unique regular participants, generating around **£1.75¹¹ million in social value**;
- Worked in **37 schools** using co-creation and a breadth of theatre styles to build skills and performances;
- Ran 3 events across the city **reaching key Salford communities**;

- Enabled **young people to work alongside professional theatre companies** including Big Comedy Shop, The Knotted Project and Walk the Plank;
- Delivered a large-scale **careers event for 300 Salford students** from HE and FE institutions;
- **Delivered vocational training** in design, technical theatre and digital arts;
- Upskilled and developed a **new cohort of 40 practitioners** in 2022/23;
- **Taken hundreds of children to the theatre**, with many experiencing a show for the first time;
- **Supported the completion of a PhD** at the University of Salford; and
- Achieved hundreds of **Arts Awards**.

“ The impact that this project has had on the young people that I've worked with has been immense. When we first went into the project, there were certain young people who the teachers said weren't engaged. But those little wins, like if they joined the circle or joined in an activity, those wins were incredible. I just love this project and just seeing the learners thrive...”

Trainee practitioner on the Stage Directions programme, supporting the Ensemble Leader at Springwood SEND school in Swinton, Salford.

“ I never imagined when he joined Springwood that I'd see him performing at one of the best theatres in Salford. ”

Parent of a pupil at Springwood SEND school in Swinton, Salford.

“I love, love, love Stage Directions. Lots of people don't have imaginations but when they come here, their imaginations explode. ”

Young person on the Stage Directions programme

Arts for Social Change

- 3.19 Arts for Social Change is The Lowry’s flagship programme for long-term, in-depth creative engagement. The programme reaches out to all young people experiencing difficulties in life, providing them with the support and opportunities to explore their own self-expression and creativity alongside high quality artists.
- 3.20 The programme incorporates a range of projects which enable different groups of young people to express themselves through art, whilst learning new skills, improving their wellbeing, reducing social isolation and anxiety, and accessing potentially life-changing opportunities.
- 3.21 It is estimated that across various Arts for Social Change projects in 2022/23 a total of **580 sessions** were held with **895 young people** reached. Of these, there were around **697 regular participants** in 2022/23, delivering around **£2.5 million in social value¹²** through improvements to skills, confidence, and wellbeing.

“ Before I started coming to The Lowry, I was quiet, I didn’t have many friends, I didn’t want to get out of the house and when I did, I would find myself in trouble because I didn’t have any good influences.

Now, I enjoy being out and about and I want to do things. Coming here [to The Lowry] reminds me of what I can do, and I take that home with me.

I’m much more confident and less judgemental of myself. I’m more comfortable being me and expressing things like my humour. I don’t doubt myself as much and I understand that making mistakes is not a big deal and that you can learn about yourself that way. My self-esteem has changed so much.

People here have always told me that I’m great but now I think that I am, too. You could say The Lowry gave me an ego! ”

Young person on the Arts for Social Change Programme, 18 years old

YES: Youth Employability & Skills

- 3.22 The YES programme supports young people aged 13-25 from Salford, who are Not in Education, Employment, or Training [NEET] or at risk of becoming NEET to develop their confidence, skills and potential through work based learning and creative projects.
- 3.23 These opportunities range from first access visits, such as world of work backstage tours through to longer term work placements.
- 3.24 The Lowry’s **YES Drama** group for young people aged 16 to 24 with learning disabilities aims to build employability skills using drama and creative workshops. The group, which has 15 active members, is mixed ability, from non-verbal communicators to people on the autistic spectrum. The sessions are led by a drama facilitator and learning disabled co-facilitator, who initially started on a volunteer basis and is now a paid support artist.

“ Before I came to The Lowry, I was so quiet, I wouldn’t talk to people. My confidence has grown so much that now I can talk to anybody. I always needed someone to support me, but now I can stand on my own two feet and be my own person. ”

Young Adult (29) former participant and volunteer, now co-facilitator of the YES Drama programme, helping a new cohort of young people.

- 3.25 **YES Placements** are provided within the Marketing, Learning & Education, Front of House, Catering, Galleries and Audio Visual departments and provide a unique opportunity for young people to learn new skills, gain qualifications and get back into education or employment. The placements focus on providing work related learning, equipping young people with practical skills and helping them to become work ready or progress onto other training.
- 3.26 In 2023, The Lowry introduced a paid placement for those individuals who have completed a YES Placement but may not be ready to apply for work. The internship introduces more responsibility and commitment, with payment helping to boost the young person’s self-worth, esteem and motivation.

“ I definitely feel more confident, I feel really proud of myself that I tried it, it’s been a bit scary but also fun. ”

Young Person on the YES Placement

“ The change in her has been amazing, I couldn’t believe it when I saw her serving drinks in such a big crowd. Usually, she struggles in setting like this.”

Support Worker of Young Person on the YES Placement

“ We really appreciate all of you - what you do, it’s so empowering for young people! ”

Parent of Young Person on the YES Placement

3.27 During the half term holidays The Lowry host regular half-term activities for young people that prefer a practical, hands-on experience where they can learn new skills. **YES Backstage Technical Theatre workshops** offered the chance to work with a technical professional, learn how to create moods and states through lighting, how to create soundscapes, and many other technical aspects of theatre production. It was also a great opportunity to talk to technicians about how they got into their roles, and what their jobs are like day to day.

3.28 In 2022/23, The Lowry held **386 sessions** across its YES programme, engaging **746 participants**. Based on the 274 participants who attended regularly, it is estimated that the benefits students received in improving their skills and employability will have generated an estimated **£970,000 in social value¹³** through improvements to wellbeing and quality of life.

Young Leaders

3.29 Lowry Young Leaders is for young people aged between 13 and 17 across Greater Manchester, amplifying their voices and developing their understanding of social issues such as homelessness, racism, child poverty and the environment. The group works with a variety of different artists, from drama practitioners and musicians to motivation speakers and theatre makers, to use art to make positive social change and develop their own piece of creative advocacy.

“ When I first started coming, I was being severely bullied at school. I had no confidence, no friends, I wouldn’t leave the house. Coming to The Lowry built my confidence back up and enabled me to get back into drama, which I’d always enjoyed. Whenever there was something bad going on, I could come here to escape and do something I love.

I wouldn’t let myself be me, which is a bouncy, bubbly, confident person who is full of energy. I look back at myself and I think it’s crazy how far I’ve come, my biggest support has always been here. I never in a million years would have had the confidence to become a Peer Leader, but here I am. ”

Participant of the Young Leaders programme, 18 years old

Young Carers

3.30 Since 2011, The Lowry has worked with Young Carers to produce work and deliver creative projects that explore the challenges faced by young people with caring responsibilities across the country. In 2023, for Young Carers Action Day, The Lowry Young Careers group, in partnership with Lung Theatre, showcased their film ‘Heavyweight Champion’, all about the fight, power, strength and resilience of being a young carer. The film was a powerful call to action and was shared with Carers Trust to nationally platform their voice.

Young Parents and Family Outreach

3.31 The Lowry’s Young Parents Programme engages Young Parents under 25 and their little ones, offering two regular offsite outreach projects in partnership with Salford Youth Services. The sessions encourage creative play, healthy relationships, and positive parenting.

3.32 The Lowry has also partnered with Salford City Council, Salford CVS, and the Family Hubs to deliver the ‘Wishing Tree Project’. ‘Planting Seeds for Change’, a beautiful artist designed installation toured 25 Family Hubs across Salford gathering the wishes of Salford Families, about what they would like to improve or see change within their local communities and across the city.

3.33 The Lowry also offers Creative Family sessions, a free, weekly programme of artist-led workshops where children and parents can enjoy creative activities.

3.34 Finally, The Lowry’s Booth Charities scheme offers families and children with disabilities or additional needs to see theatre performances in a relaxed and

supportive environment for free, alongside the offer of food vouchers and free creative activity sessions.

- 3.35 Across these programmes a total of 486 sessions were delivered in 2022/23, reaching around **13,650 participants** in total. Of these, there were **6,937 regular participants** who benefitted from free development activities for children, help for struggling parents and being a member of a supportive social group. It is estimated that this achieved the delivery of around **£11.5 million in social value¹⁴** in 2022/23.

“ This project is just magical. We are getting families talking about what they want to see change in their community but through the creative activities they are engaging with our community centres and hubs which has been non-existing since the pandemic recovery. ”

Family Hub Coordinator

Speak Up & National Theatre Connections

- 3.36 In partnership with The Lowry, the National Theatre’s Speak Up Programme is working with young people in 15 secondary schools in Greater Manchester (five in Salford, five in Wigan, and five in Rochdale) to challenge the world that they live in and Speak Up through creativity. Following a successful pilot phase in 2021, the programme sees young people working in collaboration with local artists and teachers to co-create artistic responses to issues that are most important to them.
- 3.37 Responding to the current challenges in schools, the programme aims to develop young people’s self-expression, wellbeing, and personal skills, with an open-ended offer to make creative projects in their local area.
- 3.38 As part of the pilot that began in response to the pandemic in Autumn 2021, Greater Manchester students have taken part in a variety of creative sessions to empower them to tell their own stories and connect with each other and their local communities, including through drama and spoken word workshops. Artists, partner organisations and young people have used the sessions to work collaboratively to design what Speak Up is going to look like for them in their schools for the next three years to 2025.
- 3.39 In total, The Lowry have had over 8,500 attendances at Speak Up session and events and worked with over 1,600 young people. Based on around 640

regular and unique participants, Speak Up has which has delivered £0.42m of social value through improvements to wellbeing and quality of life. In the 2022-2023 academic year alone, The Lowry held more than 450 Speak Up sessions and worked with 32 freelance artists with varying skillsets including drama, visual arts, puppetry, circus, and beatboxing.

- 3.40 The Lowry is also one of 36 national Connections Festival hosts in partnership with the National Theatre. Connections commissions productions to be performed by young people with the support of professional artists and writers. The 2022 festival saw eight schools and theatre groups perform at The Lowry, engaging 175 young people.
- 3.41 Across Speak Up and NT Connections a total of **358 sessions** were held in 2022/23, engaging with **1,095 young people**, of which there were 777 regular attendees. This is estimated to have delivered around **£1.3 million in social value¹⁵** in 2022/23.

“ The Lowry is quite possibly one of the National Theatre’s most important and longstanding national partners. Via our Theatre Nation Partnership, The Lowry is helping to inspire younger generations across Greater Manchester to participate and engage through the power of world-class theatre. The strength of The Lowry is a testimony of its powerful leadership structure. Our colleagues at The Lowry aren’t just influential in how we deliver our offer nationally, but are also key influencers in the decisions we make to continue to grow and strengthen our regional audiences. ”

Alice King-Farlow, Director of learning and National Partnerships, National Theatre

“ My favourite thing about Speak Up is the fact that all these people can gather and share ideas and express them in their own way. I believe this programme creates a safe place for people of like minds. ”

Student, Speak Up

“ Massive thank you! Speak Up has had a great effect on me too as a teacher, meeting new people, learning new skills and seeing the kids really enjoy and benefit from the project. ”

Teacher at School participating in Speak Up

“ Speak Up has massively impacted my professional practice. It has highlighted for me the reasons why I went into teaching 22 years ago. I think I had lost sight of that a little bit and got bogged down in school as a business rather than a place of education, a place of creativity and a space of inspiring young people. I think for me it has brought home to me that I can be an inspiration to the young people that I work with and a realisation that I haven't lost all of the things that I originally went into teaching for. I've found a way of expressing myself as an individual and a creative individual in front of students again which I think had become hidden behind a mask of “I'm the teacher, you're the students.” This collaborative way of working has refreshed my way of working in the classroom. ”

Teacher at a school participating in Speak Up

Centre for Advanced Training in Dance

- 3.42 The Lowry is home to the North West's Centre for Advanced Training in Dance (CAT), a part-time, pre-vocational dance programme that is part of a family of National Music and Dance CATs across the country.
- 3.43 The Lowry engages education institutions, arts organisations, and local authority services across the region to identify and assist young people aged between 11 and 18 with exceptional potential, regardless of their personal circumstances, and reaches around 2,500 young people each academic year. One-off workshops take place across the North West region, with specific longer term projects targeted towards the areas of Oldham, Blackpool, Salford, the rural area of Cumbria and areas of multiple deprivation, to increase the cohort of young people from these areas.
- 3.44 The programme introduces them to the opportunity to benefit from world-class specialist dance training and creative opportunities outside of their academic studies. Students train in the disciplines of contemporary, ballet, contextual, creative and performance studies. The programme provides them with a clear training foundation supporting them to be versatile technicians and creative artists, whilst giving them a realistic understanding of what a dance career may look like.
- 3.45 **U.Dance NW** is the annual Regional Festival for the North West held and delivered by The Lowry. The festival brings together some of the finest youth dance companies and young people's choreography from across the region.

- 3.46 The 2023 festival brought together 300 young people from across the region, 24 groups taking part, 6 local artists delivering workshops, 2 Dance Ambassador interns and 10 volunteers (mainly Salford university students) present to an audience of 600.
- 3.47 A number of CAT Open Days have been held in 2023 to provide young people who may be interested in applying to the programme an opportunity to take part in dance workshops and gain an insight into what taking part in programme could look like.
- 3.48 The bridge programme, Pathways, has been set up to enable young people who may not be ready for CAT training to receive additional technical and creative skills training over the course of a year and support them to progress onto further training with CAT or other provision.
- 3.49 Across CAT and its outreach efforts a total of **1,093 sessions** were held throughout 2022/23, engaging around **1,908 participants**. Including the CAT cohort for the year, there was 113 regular participants, with the programme delivering around **£0.4 million of social value**¹⁶.

“ CAT has pushed me more than I could have ever imagined technically and the whole time I've been here there's always been something pushing me out of my comfort zone and allowing me to push the boundaries of dance both physically and mentally. ”

Student, CAT

“ This grant ensured I could attend the CAT scheme and removed the biggest barrier I've faced within the performing arts as a student. I grew up in poverty and without this grant, I may never have had the opportunity to create a life working with world leading and multi-award winning companies or to even say I have a career as a dance artist. ”

Student, CAT

“ Thank you so much for the parent sharing evening last night. I found it to be a really enlightening, touching and inspiring event. What a privilege to see how your tutors work, which has helped me to understand the process of learning, creating and developing in dance. What a delight to see my daughter in her element, sharing her skills, expressing herself with joy and interacting beautifully with her peers... ”

Parent of CAT student

Schools Outreach

- 3.50 The Lowry’s schools outreach effort combines multiple strands of engagement to increase local schools’ abilities to deliver impactful creative education.
- 3.51 The **Creative Learning** programme enables local schools to host creative activities and sessions supported by dedicated artists and other professionals which improve literacy and oracy whilst promoting creativity, confidence and building transferable skills.
- 3.52 In 2022/23 The Lowry also re-established its **Teachers Network**, which brings teachers together to discuss the challenges schools face and how The Lowry’s offer can be shaped in response. Our consultation revealed how much local schools value this work as it also helps them to tailor their curriculums to be more engaging for students, in conjunction with more engagement in creative pursuits from students thanks to Lowry-supported sessions and activities.
- 3.53 In 2023 The Lowry launched a Creative Writing Challenge for 7-11 year olds, receiving over 400 entries in its first year, and supported by a wrap-around engagement programme reaching 12 schools and 420 children across Salford.
- 3.54 Finally, The Lowry hosts and facilitates **The Copley Prize**, an annual art competition for primary children which challenges them to produce an artwork in the style of L.S. lowry himself. Receiving 300 entries in 2022/23, the competition runs alongside the **Copley Creative Arts Programme**, which saw ten primary schools across Salford receive an L.S. Lowry workshop, a drama workshop, a mindfulness workshop, arts materials, and 40 tickets plus transport to a performance at The Lowry.
- 3.55 Across these programmes a total of **463 sessions** were held in 2022/23 reaching **10,221 participants**. Of these, there were 1,880 regular attendees, with the projects delivering around **£3.2 million in social value¹⁷** benefits to local schools and students.

“ We could probably count on one hand the number of children at the school that had visited the theatre before we started on the programme, and it’s the same for the parents. Our curriculum has been enriched by the opportunities provided through our partnership.

The benefits for the children were immense and we decided to do the same thing within the school each year afterwards, to which the Lowry has been incredibly supportive, providing contacts and helping to get visitors in to the school. We are hoping this will build year on year.

It’s really raised the aspirations of the children and opened their eyes to what is possible. Many for them would never have engaged with anything like that ”.

Rosemary Hince, Head Teacher, St Joseph’s RC Primary School

Inspiring Visitors

- 3.56 Market research conducted for this study by Caledonia Market Research shows that The Lowry plays a huge role in improving access to inspiring greater engagement with arts, culture, and creativity. In particular:
 - **94% of visitors find The Lowry inspiring**, rising to 97% of those who attended children’s events.
 - **Over two thirds (68%) felt their visit to The Lowry gave them a deeper understanding and/or appreciation of the arts**. Rising to three-quarters (75%) of those with special access needs.
 - **85%** rated their experiences at The Lowry highly for **cultural enrichment**.
 - **62%** rated their experiences highly for **learning something new**.
 - **61% felt inspired to be creative**.
 - **87%** of visitors from Salford and GM felt that **The Lowry has a positive impact on the local community**, despite just 43% being aware of specific programmes such as Arts for Social Change.



Community Engagement

- 3.57 As part of its commitment to reaching communities which have traditionally been underserved and excluded by cultural activities, The Lowry regularly holds community engagement sessions which aim to increase the connection between the arts and local communities.
- 3.58 The Lowry’s **Show Selectors** community programming panel is made up of 15 Salford residents with diverse lived experiences. Together they work with The Lowry to learn about theatre and programming, managing a budget, and select shows that they think their communities will want to see and in places which are accessible for them to attend. In 2022/23, free shows were held in two parks and a school which were attended by over 650 people, many of whom would not usually go to the theatre.
- 3.59 The **Galleries Steering Group** also consist of 15 local residents from diverse backgrounds who work alongside curators and gallery interpreters throughout the year to learn about how galleries are run, engage with the exhibitions and take trips to other galleries. The group has been pivotal in The Lowry’s efforts to make its spaces more accessible and inclusive, and to take art out into local communities.
- 3.60 The Lowry also works with its **Community Connectors** to identify and support underrepresented communities and encourage people to step into The Lowry for the first time by removing key barriers.
- 3.61 In 2022-23 alone, The Lowry delivered nearly 80 community engagement sessions with 77 participants and bringing the magic of theatre and arts to the doorsteps of around 2,900 Salford residents who may otherwise not feel like The Lowry is for them.

Figure 4.1 Survey Q: What one word would you use to describe how you feel after visiting The Lowry? (Base: 882)

Source: Caledonia Market Research, 2023

- 3.62 In recent years, The Lowry has sought to increase attendance from local residents in its cultural offering recognising the areas of high deprivation and exclusion which neighbour its location.
- 3.63 For residents of Salford, there is the **‘Our Lowry’** scheme which is free to join and provides discounted tickets and free events at The Lowry throughout the year. The scheme had over **16,500 members** in 2023. Between 1st April 2022 and 31st March 2023, the Our Lowry scheme sold almost 10,000 tickets to a range of shows including ballet, musicals, drama, opera, and family performances.
- 3.64 The average ticket price over the same period of time at The Lowry was £32.58, whilst ‘Our Lowry’ members paid on average just £10 per ticket. This represents a subsidy of nearly **£220,000** on tickets for Salford residents. A large proportion of these ‘Our Lowry’ subsidised tickets have been redeemed by bookers in postcodes with some of the highest levels of deprivation in Salford including Little Hulton, Eccles and Irlam. This is a testament to the success of The Lowry’s outreach programmes within some of the most underserved communities.

Community Partnerships

- 3.65 The Lowry has forged nearly 30 community partnerships within Greater Manchester, ranging from boxing clubs and gyms to community cafés and mental health support groups. Over 70% of these partnerships are with community organisations within the Salford area, reflecting The Lowry’s charitable commitment to supporting its local communities and breaking down barriers for new audiences.

Quays Culture

- 3.66 Founded in 2012, the Quays Culture Programme is a partnership initiative between The Lowry, Salford University, MediaCityUK, Quayside, Salford City Council and the GMCA.
- 3.67 The programme immerses audiences in new and exciting public realm exhibitions that are inspired by its surroundings, with a focus on technology, creativity and digital innovation. It seeks to inspire audiences to engage with the MediaCity in innovative ways, by presenting a range of local and international talent within the public realm.

We Invented the Weekend

- 3.68 ‘We Invented The Weekend’ brings together the very best of the community

and culture in a celebration of the invention of the weekend in Salford itself and the pleasure of free time.

- 3.69 The festival benefits from an exciting and imaginative programme of theatre, sport, dancing, music and much more. The Lowry has been influential in ensuring a diverse range of performances and creative workshops are on offer to celebrate the excellence of Salford’s creative community at a regional, national and international scale.
- 3.70 The latest event, held in June 2023, offered over 200 free activities ranging from community feasts, dance and comedy performances, creative workshops and wellness events. An independent study commissioned on behalf of the festival found the event generated over £3.2m for the local economy. With 60,000 visitors attending the festival over the two days, it generated the largest ever footfall to MediaCity and Salford Quays. A quarter of those attended from outside of Greater Manchester, highlighting the significant appeal of the festival to a diverse audience from across the region and further afield.
- 3.71 The founding partners of the festival include The Lowry, MediaCity, Salford City Council, Quays Culture and HemingwayDesign.

Lightwaves

- 3.72 Presented by Quays Culture, Lightwaves is an annual outdoor light installation festival that animates and transforms Salford Quays and Media City every winter. The festival has attracted more than 200,000 visitors from all over the country to experience a showcase of illuminated artwork ranging from thought-provoking, surprising and playful pieces from established and emerging local, national and international artists. The free festival links the different public spaces of the Quays through a variety of interactive displays that celebrate the well-renowned digital creativity of the city.
- 3.73 Celebrating its 10th year, the most recent Lightwaves festival was held in December 2023. The festival featured a trail of 15 illuminated works that transformed the waterside through a captivating display of light art. The public were able to enjoy free guided tours of the festival to learn all about the inspiration and development of each of the displays.

Nightingale Court at The Lowry

- 3.74 As part of a strategy to address a backlog of judicial cases caused by the Covid-19 pandemic, a call was put out by Government for HM Courts and Tribunals Service to look for venues which could accommodate temporary Nightingale Courts. Typical courts were unable to satisfy social distancing

- 3.75 measures, and so a search began for venues large enough to accommodate court proceedings with these measures in place. This included venues such as hotels, cinemas, conference centres, universities, and anywhere that might satisfy requirements.
- 3.76 At the time, The Lowry had been forced to close its doors to the public and like many other organisations in the sector was facing a significant commercial danger. After being identified as a potential candidate for hosting a Nightingale Court, negotiations began regarding an arrangement which would ultimately prove to be hugely beneficial for both The Lowry and the justice system as a whole. Three Crown Court courtrooms and an additional courtroom for Civil work, County Court or Tribunal cases were set up and trials were restarted, making The Lowry the first Nightingale Court in Greater Manchester and amongst the first few nationally.
- 3.77 The three courts were in operation for the best part of a year and handled a total of 164 cases, meaning 164 sets of witnesses and victims who could achieve some degree of closure without facing indefinite and worrisome delay.
- 3.78 The Lowry stood as an example for others, with administrators and judges visiting to see the workings of the courts and apply those lessons to set up others around the country.



“ As a result of us being able to use their facilities, the contribution The Lowry was able to make to the local community at a point of significant turmoil was immeasurable, and the fact that the arrangement allowed The Lowry to survive and continue its outreach work was a hugely positive byproduct.

We simply could not have done it without The Lowry and the impressive and supportive commitment of those working within the Court Service and The Lowry Theatre itself. It was a mutually beneficial arrangement which allowed us all to continue serving the community, which otherwise would not have been possible.

It’s a brilliant example of how a bit of innovation and entrepreneurial spirit in difficult times can really work for the good of the community. ”

HHJ John Potter, Former Resident Judge Manchester (Minshull St) CC

4. The Economic Contribution of the Lowry

Key findings

- The Lowry supports a total of **576 FTE jobs** in the North West and **649 FTE jobs** across the UK.
- The Lowry supports **£43.8 million in GVA** per annum in the North West, rising to **£47.7 million** per annum across the UK.
- The Lowry's economic contributions represent a return on investment of **£32.91 for each £1 of public funding** in 2022/23.
- Since 2013, The Lowry has seen a **22% increase in supported employment**, a **66% increase in national economic output**, and a **102% increase in ROI**.
- The Lowry welcomed an almost **860,000 visitors per year**.
- Visitors to the Lowry spend around **£86.6 million** per year during their stay.
- The Lowry has a **Net Promoter Score of +69**, meaning it is well loved by visitors.
- The **16,500 local community members** of the Our Lowry scheme received a ticket subsidy of around **£220,000** in 2022/23.
- The Lowry played a catalytic role in the creation and continued success of the UTC@MediaCityUK, voted the best performing UTC sixth form nationally in 2023.
- Through its Artists Development Programme The Lowry has directly **invested over £400,000 into developing artists**, as well as helping to facilitate additional grants totalling **over £1 million** and supported the creation of **65 new touring productions**.

Introduction

- 4.1 Beyond its reputation as a premier performing arts venue and cultural bastion of the North West of England, The Lowry also makes a very substantial economic contribution to the local and regional economy.

- 4.2 The multifaceted nature of The Lowry's work is a testament to its commitment to serving diverse audiences and engaging with the community on multiple fronts. From theatre productions and exhibitions to educational programs and corporate events, this extensive range of offerings not only enriches the cultural fabric of Salford but also demands a diverse range of skills to make it all possible.
- 4.3 Behind the scenes, skilled artisans, costume designers, lighting and sound technicians, and stagehands collaborate to bring performances to life. Administrative staff manage operations, ticketing, marketing, and partnerships. Educational initiatives require educators, mentors, and administrative personnel. The restaurant and catering services call for chefs, servers, and event planners.
- 4.4 From attracting visitors and tourists to Salford, generating employment opportunities, kickstarting the development of MediaCity, and fostering partnerships with local businesses, The Lowry's contributions to Salford, Greater Manchester and beyond extend far beyond the realm of the arts.
- 4.5 This section provides an assessment of the economic impact of The Lowry on the local, regional and national economies, focusing on impacts such as employment generation, economic output, tourism impacts and return on investment [ROI]. The methodology utilises information provided by The Lowry, research produced by CEBR on behalf on Arts Council England, and tourism data from the STEAM model (see Appendix 2).
- 4.6 In securing significant economic impacts, the Lowry makes a significant contribution to the implementation of national, regional and local strategies and policies. Further details of this 'policy alignment' are provided in Appendix 3.

The Contribution of Arts and Culture to the Economy

- 4.7 Recent research indicates that in 2022 the UK arts sector contributed over £40 billion GVA equivalent to 2.2% of the national economy¹⁸. With over 90% of UK adults engaging in the arts, the sector has an enormous impact on local, regional and national economic prosperity. This is through direct and indirect creation of jobs and income and being a driver of many other key sectors including tourism, hospitality and retail.
- 4.8 The arts and culture sector plays a crucial role in shaping the identity, creativity, and economic vitality of any region. In North-West England, a diverse and rich array of artistic and cultural activities thrive, with the sector

as a whole contributing around £785 million of GVA to the economy of North West England in 2021¹⁹, and employing around 17,500 people²⁰.

- 4.9 The sector encompasses a wide range of creative industries, including visual arts, performing arts, film, music, literature, crafts, and design. These industries require a diverse set of skills, from artists and performers to administrators, marketers, technicians, and support staff. There are also significant knock-on effects of arts and culture activity throughout diverse supply chains, with the sector in the North West spending an estimated £955 million on goods, materials, and services in 2021.
- 4.10 Additionally, the sector has a ripple effect on related industries, such as hospitality and retail, with cultural events attracting visitors and associated expenditure on goods and services provided by local businesses, further contributing to job creation. It is estimated that domestic trips involving arts, culture and entertainment in North West England generated £358 million of spending by tourists in 2015²¹.
- 4.11 Over the past 30 years, the arts and culture sector has played a transformative role in stimulating investment and revitalizing urban areas and brownfield sites in North West England. Cities like Liverpool and Manchester have undergone significant cultural regeneration in recent decades. Like MediaCityUK, the successful renovation of the Albert Dock in Liverpool is a prime example of cultural-led regeneration. It is now a thriving cultural, arts and retail complex, housing museums, galleries, shops, and restaurants, attracting both locals and tourists alike.
- 4.12 Arts and culture contribute to the region’s education sector by inspiring creativity and nurturing talent. Schools, colleges, and universities collaborate with cultural institutions to provide workshops, internships, and educational programs. These initiatives help young people develop artistic skills and cultural awareness, preparing them for careers in the creative industries.
- 4.13 Innovative collaborations often arise between the arts and technology sectors, leading to the development of cutting-edge products and services. For instance, the gaming industry has seen growth in Manchester, with companies merging artistry and technology to create engaging and interactive experiences. The combined impact and synergies of these artistic, cultural, and digital sectors influenced the coining of the term ‘Flat White Economy’, indicating how these modern sectors play a combined role in supporting local businesses and spurring regeneration.

¹⁹ ONS Annual Business Survey 2023

²⁰ ONS Business Register and Employment Survey (2023)

²¹ Cebr: the economic value of arts and culture in the North of England (2019)

- 4.14 Additionally, arts and culture promote lifelong learning and community engagement, leading to a more culturally enriched society, whilst also contributing to the region’s soft power and global reputation. Internationally acclaimed cultural events, festivals, and artists put the region on the global map, enhancing its prestige and attractiveness as a destination for investment, trade, and tourism.

Salford Socio-Economic Context

- 4.15 Salford is a rapidly growing City. With a population of around 270,000 at the time of the 2021 Census, it has grown by 15.4% or almost 36,000 in the decade since 2011. This is a higher level of growth than any of the other Greater Manchester authorities and is much higher than the 5.2% growth seen across the North West as a whole.
- 4.16 The City is projected to continue growing faster than its neighbours, adding a further 37,400 residents or 14.2% growth between 2021 and 2041.
- 4.17 The City has a relatively young age profile, with 67.1% of its residents being of working age (16-64) and just 13.3% of residents being over 65. Within Greater Manchester, only Manchester itself has a younger population.
- 4.18 In 2021 the City’s economic output as measured by Gross Value Added [GVA] reached £8.73 billion²², having grown by almost 140% in the 20 years since 2001. Only 20 Local Authorities across England saw higher growth over the same period, during which the economy of Greater Manchester grew by 107% and the national economy by 101.7%.

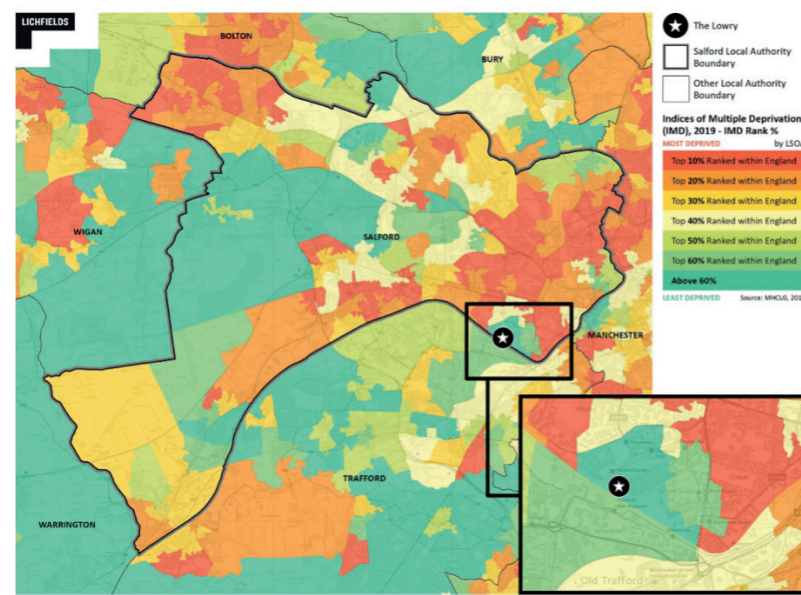


Figure 5.1 Growth in GVA in Salford since 2001 (2001 = 100)

Source: ONS (2023) Regional gross value added (balanced) by industry: local authorities by ITL1 region

²² 2023 prices. Source: ONS (2023), Regional gross value added (balanced) by industry: local authorities by ITL1 region

- 4.19 In 2021, Gross Domestic product per head in Salford, was £35,529, placing the City 83rd out of 374 Local Authorities in the UK for productivity, having risen from 121st place 20 years prior.
- 4.20 Whilst the City has therefore seen huge successes, challenges remain.
- 4.21 In the year to March 2023 there were 6,200 unemployed Salford residents with an overall unemployment rate of 4.7%. This is higher than the Greater Manchester (4.1%) and North west (3.9%) averages, with only Manchester having a higher rate within GM (5.8%).
- 4.22 Salford also has relatively low levels of economic activity, with 75% of residents aged 16-64 being in or actively seeking employment, compared to 76.2% across Greater Manchester and 76.7% across the North West.
- 4.23 However, the Index of Multiple Deprivation [IMD] best highlights the disparities across the City, which places as the 20th most deprived Local Authority in England overall. Areas such as Salford Quays which fall within the 10% least deprived areas nationally, sit beside areas within the 10% most deprived nationally. In fact, there are six Lower Super Output Areas (LSOAs) in Salford which are more deprived than 99% of all areas in England²³.



- 4.24 Overall, the City is growing and developing rapidly, but there remains a disparity in the outcomes felt by different areas. Organisations like The Lowry, which have a strong commitment to supporting these communities and expanding the horizons of younger generations, therefore have a vital role to play as Salford continues to evolve.

Figure 5.2 Multiple Deprivation across Salford (2019)

Source: Index of Multiple Deprivation (2019)

²³ IMD (2019)

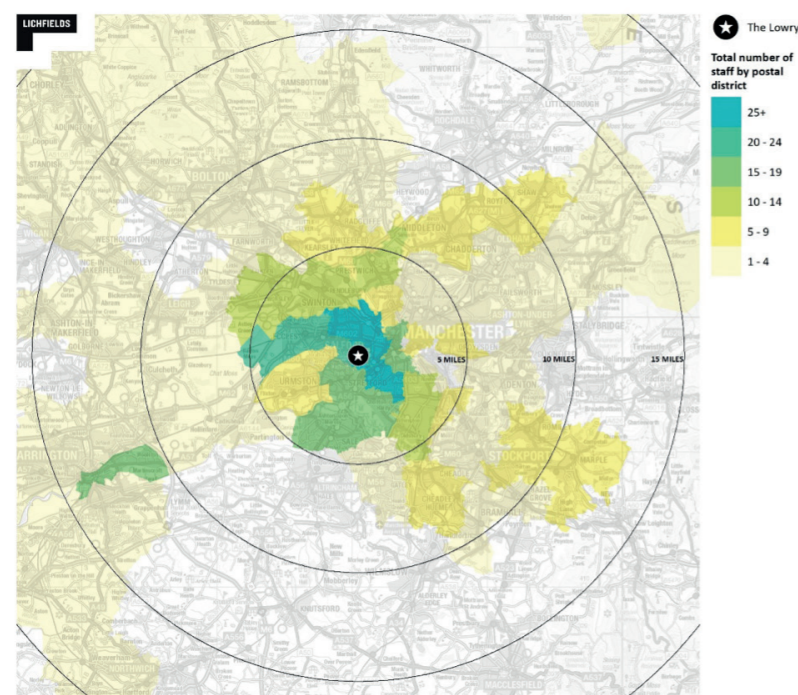
Employment and Economic Output supported by The Lowry

- 4.25 This section sets out the economic footprint of The Lowry's activities and programmes in terms of jobs and its contribution to economic output (measured as GVA). The analysis relies on evidence and associated metrics produced by the Centre for Economic and Business Research [CEBR] on behalf of Arts Council England, which uses a bespoke input-output model to estimate the wider impacts of the arts and culture sector. The impacts considered include:

1. **Direct Impacts:** The generation of economic value and jobs supported directly by The Lowry;
2. **Indirect Impacts:** The value generated and jobs supported by organisations in the supply chain, through The Lowry's spending on goods and services; and
3. **Induced Impacts:** The value generated and jobs supported in the wider economy through the wage spending of both direct and indirect employees.

Employment Effects

- 4.26 In 2022/23 The Lowry employed 582 people across a variety of full-time, part-time and casual roles. Of these, 246 people worked full or part-time on permanent / fixed-term contracts, whilst 336 worked on a casual basis. Based on the number of hours worked by these employees and a typical 37.5 hour work week, it is estimated that **The Lowry directly supports 264 Full-Time Equivalent [FTE] jobs**. Employment has more than doubled since 2019/20, indicating that The Lowry has rebounded strongly since the difficulties the sector faced during the Covid-19 pandemic. Over 30% of The Lowry's employees live within the City of Salford itself, whilst almost 85% live within Greater Manchester.



- 4.27 The Lowry also supports indirect employment through spending on goods and services in its supply chain. In turn, these indirect jobs and the direct jobs mentioned above create additional induced employment through employees spending their wages on other goods and services. Taken together, these indirect and induced impacts are known as the “multiplier effect”.
- 4.28 In its report for Arts Council England “*The Contribution of the Art and Culture Sector to the UK Economy*” (2020), CEBR provide estimates of these multiplier effects for each UK region. For each direct FTE job in the arts and culture sector in the North West, it is estimated that 2.18 FTE jobs are created within the region’s wider economy.
- 4.29 This means that for each direct job supported by The Lowry, an additional 1.18 indirect and induced FTE jobs are supported in the North West. On this basis, **The Lowry supports an additional 312 FTE indirect and induced jobs across the region.**
- 4.30 Across the wider national economy, it is estimated that each FTE job in the arts and culture sector supports 2.48 jobs. This suggests that The Lowry’s 264 direct FTE jobs support and additional 385 FTE indirect and induced jobs across the UK.

4.31 Taking direct and indirect/induced jobs together, it is therefore estimated that:

- **The Lowry supports a total of 576 FTE jobs in the North West.**
- **The Lowry supports a total of 649 FTE jobs across the UK.**

Contribution to Gross Value Added

- 4.32 In addition to the number of jobs supported by The Lowry, its economic contribution can also be measured in terms of economic output as measured by GVA. In short, GVA is a measure of the value of goods and services produced by an industry, minus the cost of the inputs required to produce those goods and services. It is commonly used as a measure of productivity. The Lowry’s contribution to GVA can be calculated by looking at the GVA supported by a typical job in the arts and culture sector. To this we can again apply multiplier effects to assess the wider indirect and induced effects across the North West and UK economy.
- 4.33 It is estimated that each FTE worker in the arts and culture sector generates around £83,325 in GVA²⁴. On this basis, the 264 FTE jobs directly supported by The Lowry are estimated to generate a total direct GVA of around £22.0 million per annum.
- 4.34 Based on a regional multiplier of 1.99, The Lowry also supports additional indirect and induced GVA of around £21.8 million per annum in the North West. Nationally, this rises to £25.8 million per annum based on a multiplier of 2.17. In summary:

- **The Lowry supports £43.8 million in GVA per annum in the North West.**
- **This rises to £47.7 million per annum across the UK.**

Return on Investment

- 4.35 Set against the Lowry’s public funding of £1.45 million in 2023, The Lowry’s own GVA contribution of £47.7 million represents **a return on investment of £32.91 for each £1 of funding in 2022/23. This has risen from £16.27 for each £1 of funding in 2013²⁵, an increase of 102.3%.**

Figure 5.3 Location of Lowry employees
Source: The Lowry/Lichfields

²⁴ Arts Council England: Contribution of the arts and culture industry to the UK (2020) - Inflated to 2023 prices
²⁵ New Economy (2013), Beyond the Arts: Economic and Wider Impacts of the Lowry and its Programmes

4.36 Financial Contribution	
Direct GVA	£22.0 million
Indirect GVA (national)	£25.74 million
Total GVA Supported nationally	£47.74 million
Public Funding received in 22/23	£1.45 million
Return on Investment in 22/23	£32.91 for every £1 of funding

Growth since 2013

4.37 There has been a marked increase in The Lowry’s economic contributions since the last assessment in 2013, including increases of:

- 22% in FTEs supported nationally;
- 66% in national GVA supported; and,
- 102% in ROI.

Output	2013	2023
Direct FTE jobs The Lowry supports	225	264
Indirect jobs supported (North West)	279	312
Indirect jobs supported (National)	308	385
Total FTEs supported (North West)	504	576
Total FTEs supported (National)	533	649
Direct GVA generated per annum	£11.8 million	£22.0 million
Total GVA generated per annum (North west)	£26.9 million	£43.8 million
Total GVA generated per annum (National)	£28.8 million	£47.8 million
The Lowry’s ROI (based on national GVA)	£16.27 for every £1	£32.91 for every £1

Tourism and Visitor Spending

4.38 The Lowry acts as a magnet for tourists and arts enthusiasts, drawing local, national and international visitors to the Salford area.

4.39 Data from the Scarborough Tourism Economic Activity Monitor [STEAM] shows there were around 7.9 million visitors to Salford in 2019.

4.40 As a result of the Covid-19 pandemic visitor numbers fell to 2.7 million in 2020 and 3.7 million in 2021, which is the latest STEAM data currently available. Even accounting for the impacts of the pandemic, this remains

Table 5.1 The Lowry’s return on investment in 2022/23

Source: Lichfields using Cebr/Arts Council England: Contribution of the arts and culture industry to the UK (2020)

Table 5.2 Economic Contributions – 2013/2023 Comparison

Source: Lichfields (2023) / New Economy (2013)

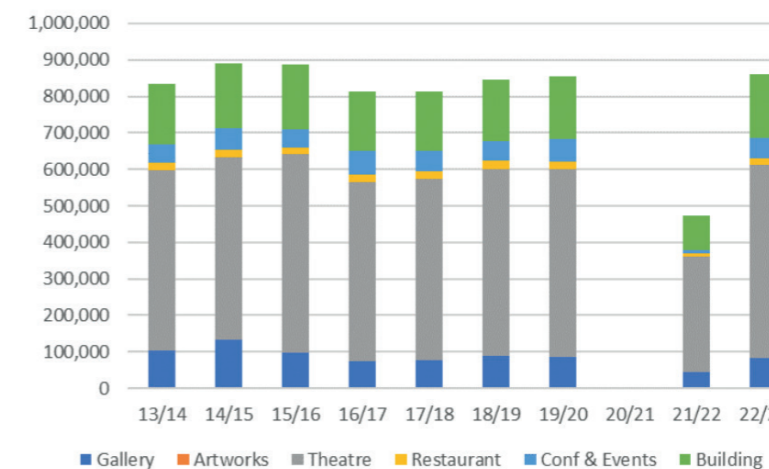
higher than the STEAM analysis for a decade before this in 2011 which saw 3 million visits.

4.41 Based on the average spend per visit, it is estimated that the 3.7 million visitors in 2021 could have generated around £364.8 million of spending within Salford’s economy, supporting around 3,870 full time employees across the City. This could be expected to more than double once visitor numbers recover to pre-pandemic levels.

4.42 Being the most visited attraction in Greater Manchester, it is safe to assume that The Lowry contributes significantly to attracting these visitors.

4.43 Since it opened in 2000, The Lowry has welcomed nearly 18.5m visitors and welcomed just under 860,000 visitors in 2022/23. Previous analysis of The Lowry’s visitors suggests that approximately 85% visit The Lowry once per year, whilst 5% visit are regular attendees²⁶. This suggests that The Lowry hosts around 730,000 unique visitors each year.

4.44 Whilst the Covid-19 Pandemic had a significant effect on visitor numbers in the first two years of the pandemic (2020-2021), The Lowry has since seen an increase in visitors and is already above pre-pandemic levels. This highlights the role cultural institutions such as The Lowry play in driving economic recovery for the area and attracting people into the region.



4.45 The breakdown of day/overnight visitors to Salford from the 2021 STEAM analysis suggests that around 80% of these visitors are likely to be day visitors with the remaining 20% being overnight visitors who stay in a hotel or with family/friends.

Figure 5.4 Visitors to The Lowry 2013/14 - 2022/23

Source: The Lowry/QuayTickets

²⁶ Ibid

4.46 It is estimated by The Lowry that around 80% of visitors each year attend the venue’s theatres, galleries, restaurant, or conferences. Based on the most recent available data on the average spend per trip in Greater Manchester, we have assessed the potential economic impact generated by these visitors. This suggests that the combined spend per trip for the average total number of day and overnight visitors to The Lowry is around £73.7 million per year. The majority of this is driven by overnight visitors with an overall spend per trip of £48.5 million per year. This highlights the integral role cultural institutions such as the Lowry play in attracting people into the Salford and the Quays.

	Visitors in 2022/23	Total spend (2023 prices)
Total Visitors	859,333	c.£86.6 million
Day Vay Visitors	549,100	c.£29.7 million
Overnight Visitors	138,366	c.£57.0 million

- 4.47 Between 2018/19 and 2022/23, around 62% of visitors to The Lowry are from within the Greater Manchester area with 14% of visitors coming from Salford²⁷. Popular areas outside of GM include Warrington (8% of visitors), Cheshire East (3%) and Cheshire West and Chester (3%).
- 4.48 The Lowry isn’t just important for attracting local visitors. With 38% of visitors coming from outside of Greater Manchester, particularly from Yorkshire and the Humber, Lancashire, and Merseyside, this influx of visitors results in increased spending on accommodation, dining, and retail, thereby boosting the local hospitality and tourism industries.
- 4.49 The Lowry is also well loved by its visitors. Based on a sample of 830 survey respondents, 75% of visitors stated their likelihood of recommending The Lowry to a friend as nine or ten out of ten. This question can be used to calculate a Net Promoter Score (NPS), which is a leading metric for measuring customer loyalty and satisfaction and ranges from -100 to +100. Any score above +50 is deemed to show excellent visitor satisfaction and loyalty. The Lowry achieved an **NPS of +69**, meaning it is **well-loved by visitors and generates positive word-of-mouth referrals**. In addition, 96% of 932 respondents stated that The Lowry met or exceeded their expectations.

Table 5.3.2 Economic Impact of Visitors to the Lowry’s Theatre, Restaurant or Conferences

Source: Lichfields analysis using Lowry data and Marketing Manchester STEAM visitor spend (2018)

²⁷ Based on visitors who provided a postcode when purchasing tickets.

0-6 Detractors (least content customers)	51	6%
7-8 Passives (relatively satisfied customers)	158	19%
9-10 Promoters (most satisfied customers)	621	75%

Net Promoter Score: +69

In Partnership with The Lowry

- 4.50 The Lowry is at the centre of a strong network of partners that comprises a variety of public and private funders, theatre, and gallery supporters, learning and engagement partners, and a wealth of local businesses and organisations across Salford and Manchester.
- 4.51 Collaboration between The Lowry and local businesses promotes mutual growth through indirect economic effects such as economic output and job creation (which are not quantified in this report) but also enriches the community. Whether through sponsorships, catering services, or corporate events, The Lowry’s partnerships contribute to the economic health of businesses within its vicinity.
- 4.52 Key funding partners range from Arts Council England and Salford City Council to a range of private charitable foundations. The Lowry also works with key learning and engagement supporters such as The Aldridge Foundation, The National Lottery Community Fund and the CRH Charitable Trust.
- 4.53 At the outset The Lowry sought to build partnerships with major national institutions. National Theatre, Opera North, Rambert and Birmingham Royal Ballet are all founding partner organisations, and this has meant that audiences in Salford, Greater Manchester, the North West and the wider North region have had access to the nation’s finest theatre, opera and dance productions. This has brought huge social, cultural and economic benefits to the region. Equally, The Lowry has made a significant contribution to the touring ecology through these partnerships.
- 4.54 Internationally acclaimed productions such as War Horse, One Man Two Guvnors, The Curious Incident of the Dog in the Night-time and Ocean at the End of the Lane all began their touring lives at The Lowry before moving across the country and beyond.
- 4.55 The Lowry’s theatres and building has the capacity to host large companies and initiate new touring productions and it also acts as an anchor for other independent touring partners in the sector. The Lowry plays a key

Table 5.4 The Lowry’s Net Promoter Score

Source: Caledonia Market Research, 2023

advocacy role for partners, supporting their objectives to be truly ‘national’ organisations and helping them to secure ongoing funds for touring. Without the sustained support of The Lowry it is fair to say partners may struggle to make successful arguments for continued investment for touring, meaning a weaker touring ecology and a poorer cultural offer for audiences in GM and the wider North of England.

The Lowry and the National Theatre

- 4.56 The Lowry is one of the founding partners of the National Theatre’s Theatre Nation Partnerships, a collaborative network created in 2017 to inspire new audiences to engage in the theatre industry. The network, formed of 11 theatres and cultural organisations across England, shares a focus on developing audiences, working with schools, increasing participatory opportunities and engaging with local communities. This network of local venues is helping to target around 500,000 young people between 2022 and 2025, including audiences in Salford, Rochdale and Wigan served by The Lowry.
- 4.57 The National Theatre and The Lowry have worked together for over two decades, with a significant proportion of the National Theatre’s UK touring work opening at The Lowry. 36 National Theatre tours have been shown there, with the most successful being War Horse, seen by 230,000 people. The National Theatre’s tour of The Ocean at the End of the Lane opened at The Lowry in 2022, with over 40% of audiences attending the show being first-time visitors to the venue. The production was so popular across Greater Manchester that The Lowry programmed an additional week in 2023, reaching over 66,000 people across both runs. The showing of world-class national touring productions is key to the strength of The Lowry’s artistic programme, sustaining and attracting new audiences to the venue and raising its profile.
- 4.58 The schools’ tour forms part of the partnership network and brings touring productions to school halls and local venues to increase opportunities for students to watch shows and access quality theatre. Post-show Q&As, student conferences and dedicated events to showcase aspects of careers in the theatre industry and give students a deeper insight into the theatre making process. The Lowry is helping to create extensive opportunities for communities to engage in the arts, whilst helping to extend the National Theatre’s reach to local schools and audiences across Greater Manchester.



“ The Lowry is high up on the leaderboard of national arts and cultural organisations owing to its consistency of quality and the creative excellence of their programme. The Lowry is not only creating work that is innovative and exciting, but their work plays a huge part in the national conversation and the ambition we have to grow the arts sector and continue to inspire creativity across the country.

The remarkable relationship between the Lowry and the National Theatre stems far beyond the stage. The Lowry is a conduit for us to reach audiences that we fundamentally couldn’t reach because of our postcode. The Lowry is such an established and necessary part of our creative ecosystem. Without such a powerful institution as our partner, the National Theatre would not be able to create the level of lasting impact for local communities and inspire future generations as it does. ”

Kate Varah, Executive Director, National Theatre

UTC@MediaCityUK

- 4.59 The Lowry has played a catalytic role in the creation and continued success of the UTC@MediaCityUK, a University Technical College specialising in creative, media and music industries since it was opened in 2015.
- 4.60 The idea was first considered by the Department for Education and the Baker Dearing Trust when it was considered that MediaCity was well placed to deliver a UTC in the north that specialised in performing arts and for The Lowry to lead on the development and delivery of this college.
- 4.61 At this time, MediaCity was largely under construction. But The Lowry recognised the significant potential of the area and sought to translate this opportunity into something meaningful that would benefit young people of Salford and Greater Manchester. Rather than delivering an academy for performing arts, the unique opportunity was to use MediaCity’s links to art, creativity, culture and technology to deliver an academy for young people with a passion for shaping digital and creative content.
- 4.62 Led by The Lowry, the educational charity the Aldridge Foundation, and the University of Salford, and supported by the Department of Education, the UTC was delivered. With its own independent governance structure and working in close collaboration with a host of employer partners, the UTC welcomed its first students in September 2015.
- 4.63 Located in the northern hub of digital and media creativity, the UTC offers 300 14-18 year olds with a unique experience to learn and develop practical

skills in TV and film, digital publishing, graphics and design, radio and audio, and interactive media and gaming. The main focus is providing the UTC's students with the knowledge, skills and entrepreneurial mindset to secure their future employment within the creative digital media sector. The specialised curriculum provides students with frequent exposure to the industry, including through workshops and placements, gaining real-life experience in a working environment.

- 4.64 After eight successful years, the college was awarded the number 1 performing UTC sixth form in the country in 2023.

Artist Development at the Lowry

- 4.65 Alongside its programme of work by acclaimed local, national and international artists and companies, The Lowry remains committed to developing new talent and growing the next generation of artists, performers, creatives and makers. As part of the Lowry's Artists Development Programme, the organisation provides bespoke pathways to nurture artists, companies, and young people at different stages of their lives, encouraging them to bring bold, dynamic and innovative ideas to life. The support of The Lowry in turn provides indirect economic benefits by supporting the future economic activity and employment within the sector.
- 4.66 The Lowry's Artist Development programme is one of the most innovative and respected initiatives for artists and companies in the UK. Since 2009 The Lowry has held a nationally visible profile as a leader in the field of artist development, championing this as an area of specialist practice that is crucial to ensuring the health and vitality of the arts sector and encouraging the development of a national understanding of best practice.
- 4.67 The Lowry has two flagship development programmes: Developed With The Lowry, which has supported 53 early to mid-career artists and companies since 2009; and Associated Artists, which has supported 12 mid-career to established artists and companies since 2011.
- 4.68 **With The Lowry's support, all 65 of these artists and companies have created new work which has gone on to tour regionally and nationally,** with many having on-going tours over subsequent years. Out of the 65 productions, 10 have also had multiple international tour dates. Many artists have gone on to work with national organisations such as Sadler's Wells and the National Theatre.
- 4.69 Multi award-winning comedy theatre company Kill The Beast went on to form two companies after their Associate Artist relationship with The Lowry

– SpitLip and Swamp Motel. Musical theatre company SpitLip are now performing their inaugural show Operation Mincemeat on the West End, and Swamp Motel are an award-winning immersive experience company creating innovative productions using creative technology and working with brands such as Expedia, Absolut, Deloitte. Two other Associate Artist companies LUNG Theatre and Theatre Ad Infinitum are also now operating as National Portfolio Organisations.

- 4.70 Since 2009, The Lowry has invested at least **£418,000** in the Developed With and Associate Artist programmes and has received additional funding for these programmes from Jerwood, Esmeé Fairbairn, Eranda Rothschild Foundation, Garrick Theatre Trust and Cameron Mackintosh Foundation. With The Lowry's support, Developed With and Associate artists have also been able to leverage in additional public fund (Arts Council Grants for the Arts / Project Grants and smaller trusts and foundations) and regional / national partner investment (including Leeds Playhouse, New Diorama Theatre, SICK! Festival, Attenborough Arts Centre, Macrobert Arts Centre) for their projects amounting to over **£1,025,500**. Since 2009, in-kind staff time and resources for these artists and their projects has also totalled well over **£1,000,000**.

SpitLip and Operation Mincemeat

- 4.71 Operation Mincemeat is a new West End musical, originally co-commissioned by The Lowry and produced by Avalon. It is selling out the Fortune Theatre, currently running to April 2024, and has enjoyed a record 64 5-star reviews. Next year it is slated to go to Broadway with a UK tour to follow in 2025. It's a huge UK success story.
- 4.72 And it is fair to say that it could not have happened without sustained support over a long period from The Lowry's artist development programme.
- 4.73 The company behind the show – SpitLip – made up of core members Zoe Roberts, Natasha Hodgson and David Cumming, all made their first show together in the Studio at The Lowry in 2012, as part of the comedy troupe Kill the Beast. In fact, the company was created in order to make the show though Developed With The Lowry – a flagship programme that provides a package of financial, creative and production support to make a show over an 12-18 month period. Alongside fellow members Clem Garritty and Ollie Jones, they made The Boy Who Kicked Pigs, an adaptation of the cult novel by Tom Baker. The show sold out, received 5-star reviews and a short UK tour quickly followed.

- 4.74 Recognising the promise of the company, The Lowry commissioned their next show – He Had Hairy Hands – and made Kill the Beast Associate Artists, helping the company to develop further with an increased package of support. He Had Hairy Hands was the BBC Top Pick of the Fringe in 2014 and won the Peter Brook Festival Award. Kill the Beast continued as Associate Artists until 2018 and made two more successful productions – Don't Wake the Damp and Director's Cut – which enjoyed great reviews, Edinburgh fringe runs and UK touring.
- 4.75 Over the 6-year period, the company had received almost £30,000 of funding alongside over £20,000 of in-kind marketing, technical and producing support. The Lowry's support helped to leverage upwards of £70,000 of funding from Arts Council England via project grants as well as further investment from other theatres. Zoe Roberts also worked as a freelancer producer for artist development programme, developing her experience in the field.
- 4.76 In 2018 the company (while still working together on commercial podcast projects) decided to explore other projects. It was at this point that SpitLip formed and originally pitched Operation Mincemeat at a scratch night as part of The Lowry's Rewrites new musical theatre platform. The Lowry co-commissioned the new musical, and its first production was staged at New Diorama in 2019.
- 4.77 The Lowry believes that sustained investment in artist development brings results and has made a values-led decision to commit significant resources over an extended period to developing artists, giving them the resources they need to make work, helping them to leverage further support but also giving them the skills they need to self-produce and develop their organisational capacity.
- 4.78 SpitLip's Operation Mincemeat is testament to The Lowry's commitment to artists and has reaped reward both culturally and in this case, economically.

5. Conclusion

- 5.1 Throughout this report we have sought to capture the multifaceted and profound contribution The Lowry makes to the City of Salford, its communities and the wider arts and culture sector.
- 5.2 Its success as an arts facility is evident, being the most visited cultural attraction in the North West, bringing world-class productions and installations to new audiences, and developing the next generation of artists, performers, and creatives.
- 5.3 The Lowry has also significantly boosted the economic landscape of Salford. First and foremost it is the heart and soul of an area which has dramatically transformed over its lifetime. The spillover effects on local businesses, employment opportunities, and the overall vibrancy of the region, underscore the vital role cultural institutions play in fostering a thriving local economy.
- 5.4 However, The Lowry's impact extends far beyond this, and far beyond its own doors and into the communities of Salford. Its wide variety of learning, engagement and other outreach programmes unleashing the power of creativity to give young people the tools to overcome life's barriers and build their own futures, whilst its partnerships help other organisations to reach new audiences and explore new possibilities.
- 5.5 It is also imperative to recognise the importance of sustained investment in the arts. The positive outcomes observed in this report highlight the huge economic and social contributions made by The Lowry, set against its relatively low levels of public funding. However, there are of course smaller organisations within the local arts and culture eco-system and nationally that are hugely important for the communities they interact with, and which may be more reliant on funding to ensure their efforts can be maintained. These types of services are more important than ever during the ongoing cost of living crisis, particularly when young people may otherwise have limited opportunities to explore their creativity and build life skills, and when parents are looking for extra support.
- 5.6 Looking to the future, The Lowry's commitment to the people of Salford will remain, and its growing presence within the wider arts and culture sector will continue to be leveraged to celebrate Salford's cultural heritage on the national and international stage. By fostering new partnerships, expanding

outreach programs, and embracing digital culture, The Lowry can further extend its economic and social impact, solidify its role as a catalyst for economic and community development, and look to the next 25 years of making culture count in Salford.

5.7 The Lowry has acted as the primary catalyst for the regeneration and place-making of Salford Quays and MediaCity – one of Europe’s most successful and well-known urban renewal stories of the last two decades. Not only has the Lowry stimulated the rebirth of this core zone in Greater Manchester but has brought with it the creation of a new economy and a happier, more confident group of communities which share a tangible sense of pride.

5.8 In 2022/23, The Lowry:

- Supported **264 direct FTE jobs and 649 FTE jobs across the UK.**
- Generated **£47.7 million GVA p.a.** across the UK.
- Delivered **ROI of £32.91: £1** in 2022/23.
- Hosted **860,000 visitors.**
- Was the **most visited cultural attraction** in the North West.
- Attracted **£86.6 million in visitor spending** p.a.
- Engaged **22,000 people** across its education, employability and outreach programmes.
- Held **3,200 sessions** across all programmes, totalling over **6,000 hours** of engagement.
- Provided **£220,000 in ticket subsidies** to hard-to-reach communities in 2022/23.
- Generated **£22.4 million in social value.**
- Delivered **SROI of £15.45: £1.**

1. Appendix 1 - Feature Exhibitions

L.S. Lowry

- 1.1 L.S. Lowry spent much of his life in Salford with his art capturing many of the key cultural trends of the city throughout the 20th Century. At a time when art was viewed by many as the preserve of the wealthy, Lowry’s work captured the life of ordinary people, with a particular focus on the working class. He painted scenes of life in the industrial districts of the Salford and the North West more generally, and his depictions of everyday life continue to resonate today.
- 1.2 The Lowry houses the world’s largest public collection of works by the artist and has a permanent, year-round exhibition that is freely available to the public. In total, over 400 individual works – as well as an extensive archive of photographs, press cuttings and exhibition catalogues – were transferred to The Lowry upon its opening in 2000. Today, The Lowry provides a critical and curatorial analysis of his work and seeks to raise the profile of L.S. Lowry as an artist of international stature.

Going to the Match – at The Lowry and On Tour

- 1.3 LS Lowry’s Going to the Match, painted in 1953, is his best-known and most popular picture. It has long been clear that this painting has a special place not only as part of Lowry’s legacy but also in the hearts and minds of visitors, particularly in the north of England. It was for this reason that The Lowry – already home to the world’s largest public collection of paintings and drawings by LS Lowry - was determined to ensure that, when the work came on the market, it remained available for the public to see, for free.
- 1.4 The painting features football supporters streaming into Burnden Park, the original home of Bolton Wanderers FC. It is typical of Lowry that his focus is not on the match itself, but rather on the expectant crowds heading for the turnstiles. He spent much of his life painting people going about their everyday lives – going to work, to school, to the park and here, going to see a football match. Most of Lowry’s crowds, as in Going to the Match, are painted against a backdrop of Lancashire’s industrial landscape. Indeed, the majority of fans shown in the painting would probably have been factory workers. Visitors today see themselves in this work, as the shared experience of going to a football match is in essence the same as it had been in the 1950s.

- 1.5 Previously owned by a number of collectors, *Going to the Match* had been purchased by the Professional Footballers' Association [PFA] in 1999, and was then lent to The Lowry for the next 22 years – ever since The Lowry first opened in 2000. It quickly became a firm favourite with visitors, especially when home and away fans attended Manchester United matches at nearby Old Trafford. In 2022, the PFA decided to sell the work at auction, to raise funds for their own charitable initiatives. The Lowry launched an extensive media campaign to bring the impending sale to public attention, and forcibly made the case that the work needed to remain on public view. There was a very real fear that the work could be acquired by a private collection – potentially outside of the UK – and not be seen again. Following the campaign, led in close collaboration with Salford's City Mayor, The Lowry was approached by the Law Family Charitable Foundation, and were subsequently able to acquire the work for a hammer price of £7.8m in October 2022.
- 1.6 To celebrate its acquisition, The Lowry launched a major event that included a special performance by The Lightning Seeds, culminating in a rousing rendition of *Three Lions* (popularly known as 'It's Coming Home'). Soon after, the painting was loaned to Bolton Museum and Art Gallery for a specially devised exhibition celebrating this iconic painting, and Lowry's relationship with the city of Bolton. The Lowry is now proud to continue touring the work around the North West and in 2024 it will be seen, for free in venues in Oldham, Blackpool, Birkenhead, Manchester and Bury. This tour has been supported by a major grant of £95,000 from Arts Council England, and each venue will mount an extensive learning and engagement programme, tailored to their own local audiences and football fans.

Julia & Axel: Thirty Years of Favourite Stories

- 1.7 The Lowry's flagship exhibition in 2023 celebrated the creative partnership of Julia Donaldson and Axel Sheffler, respectively writer and illustrator of some of the most popular children's books of all time, including *The Gruffalo*, *Zog*, *Stick Man* and *Room on the Broom*. It features more than a hundred of Axel's beautiful sketches and paintings; as well as Julia's original notebooks – including the first time she scribbled the word 'Gruffalo'; artefacts, animations, family reading areas and lots of hands-on interactives. This was the first time the artist and writer had ever agreed to display so much of their work together. The exhibition ran for 6 months from July 2023 – January 2024. It was wholly funded and curated by The Lowry and admission was free to all visitors. In addition, across the building were a series of pop-up creative spaces that provided free drop-in activities, many of them artist-led.

- 1.8 *Julia & Axel* proved to be The Lowry's most successful exhibition since The Lowry opened in 2000, with queues every day both outside and inside the building and an exceptional response from visitors. The visual appeal of Julia and Axel's was spectacularly reproduced in our galleries, with enormous floor-to-ceiling immersive vinyl illustrations. The unique combination of Julia's words and rhymes, brought to life in Axel's vivid pictures, meant the exhibition was first and foremost a fun experience for very small children and their families.
- 1.9 And indeed, these family audiences – who were the first and most enthusiastic audiences to return to The Lowry after the Covid-19 lockdowns – visited in force, with visitor numbers exceeding 125,000. The Lowry's unique ability to present both theatre and visual arts alongside each other was used to maximum effect, with productions of Julia and Axel's books on stage at the same time as the exhibition, meaning families could experience The Lowry at its best.
- 1.10 Inspiring creativity is at the heart of The Lowry's approach to engagement and in line with this, every young visitor to *Julia & Axel* was given a specially designed notebook so that they could write and illustrate their own children's story when they got home. Across the building, free creative activities provided even more opportunities to draw, sing and perform.
- 1.11 Presenting and managing an exhibition of this scale and ambition brings with it significant costs. However, The Lowry's long-standing free galleries programme (that includes the permanent LS Lowry Collection) is emblematic of the commitment to widening audiences and engagement, and particularly important in a time of severe economic conditions for many people.

2. Appendix 2 - Economic & Social Impact Methodology

Methodological Sources

- 2.1 Our methodology drew on the use of three primary, industry-standard sources:
- For economic impacts, “*Contribution of the arts and culture industry to the UK economy*” produced by Centre for Economics and Business Research [CEBR] on behalf on Arts Council England²⁸;
 - For social impacts, the Homes and Communities Agency [HACT] *Social Value Bank (see below)*²⁹; and,
 - For tourism impacts, the STEAM Tourism Data Model³⁰.

Social Value/Wellbeing Valuation

- 2.2 To estimate the monetary equivalent of the impact of outcomes on individuals, HACT Social Value Bank (SVB) uses the wellbeing valuation method which is in line with HM Treasury Green Book guidance.
- 2.3 This approach compares the change in wellbeing from the outcome (e.g. gaining employment) to be valued with the change in wellbeing from income. The value of the outcome is then calculated as the marginal rate of substitution (the amount a person is willing to consume compared to another good) between income and the outcome itself, expressed in monetary terms. This means wellbeing valuation calculates the amount of additional income that an individual would need to experience the equivalent change in wellbeing.
- 2.4 This is based on research and surveys carried out on the impact outcomes have on a person’s wellbeing (e.g. Annual Population Survey, Life Satisfaction Survey, Community Life Survey, etc.). Using this, wellbeing valuation can identify the equivalent impact of an outcome on wellbeing. For example, if gaining employment increases an individual’s wellbeing by approximately 0.3 on a 0-10 scale and gaining £3,900 also causes the same wellbeing impact of 0.3 on an 0-10 scale, then the value of employment is £3,900.

²⁸ <https://cebr.com/>

²⁹ <https://hact.org.uk/tools-and-services/uk-social-value-bank/>

³⁰ <https://www.globaltourismsolutions.co.uk/steam-model/>

- 2.5 When applying estimates for casual wellbeing impact, one-off visits or participation in events have been discounted, as per HM Treasury Guidance, due to the marginal change this is likely to have on wellbeing improvements. HACT SVB outcomes follow this principle and require outcomes to be based on regular attendance or participation.
- 2.6 The HACT SVB also takes into consideration the relationship between health and subjective wellbeing. Given the relationship between health and wellbeing, HACT SVB accounts for the indirect impact on subjective wellbeing via improvements in health. HACTs SVB estimates the direct impact of health on subjective wellbeing and links the outcome of interest to improvements in health. This is captured by ‘health top-up’ values which are added together with direct wellbeing values to estimate overall social value impact.

3. Appendix 3 - The Lowry in National and Local Policy

3.1 The importance of The Lowry and its work is recognised in a range of national and local policies and plans. This section briefly highlights the objectives of key policies and plans which The Lowry helps deliver in performing its role as an economic and social powerhouse for Salford.

3.2 A number of key themes are consistent across these strategies, including:

- Utilising the arts and culture sector to boost employment, economic growth and innovation;
- Increasing the accessibility of arts and culture, particularly within deprived communities and amongst young people;
- Using arts and creativity to help people overcome barriers in life;
- Fostering diverse and inclusive workforces within the sector;
- Using arts and culture to grow civic pride and celebrate cultural heritage;
- Leveraging arts and culture to raise the profile of the sector and places on both the national and international stage; and,
- Balancing arts and culture sector activity in the South East with that across the rest of the country.

Levelling Up

3.3 Levelling Up the UK economy remains a key ambition for the Government. The flagship £4.8 billion Levelling Up Fund represents the Government's major regeneration programme to deliver this, providing grants to support capital investment projects across the United Kingdom since 2021. The Government's key ambitions for this Plan, to transform the UK by spreading opportunity and prosperity to all parts of it, are set out in its White Paper "*Levelling Up the United Kingdom*", published in February 2022. For the creative sector, these ambitions include:

- A vibrantly creative arts sector;
- Greater access to culture and a stronger pride in place across the UK;

- 100% of the Arts Council England funding uplift announced at the 2021 Spending Review will be directed outside of London supporting theatres, museums, and galleries.
- Making specific reference to how flagship national cultural institutions can support the strength of the UK's historic cultural heritage in areas such as Stoke and Manchester.

3.4 The Lowry supports the delivery of these key ambitions by contributing to the vibrancy of the sector, improving access to culture in hard-to-reach communities, and building pride in place by celebrating Salford's cultural heritage. The Lowry is also a great example of what well-supported arts and culture facilities outside London can achieve.

Tourism Recovery Plan

3.5 The Tourism Recovery Plan (2021) sets out how the UK Government will assist and accelerate the Tourism sector's recovery from COVID-19. Key ambitions include:

- Recovering the number of domestic overnight trips and inbound visitors to 2019 levels by the end of 2023;
- Ensuring that the sector's recovery benefits every nation and region, with visitors staying longer and occupying accommodation;
- Ensuring that the tourism industry provides an inclusive offer that is open to all.

3.6 The Lowry supports the recovery of our tourism industry by being the most visited cultural attraction in the North West of England, encouraging overnight hotel stays with its evening offer, and being an inclusive organisation which encourages people of all backgrounds to engage with arts, culture and creativity.

Creative Industries Sector Vision

3.7 This document, produced by the Department for Culture, Media and Sport [DCMS] in June 2023, sets out how the Creative Industries sector will play a key part in levelling up the UK and how the Government will work together with industry to unlock its growth potential by 2030. Measures include:

- Growing creative clusters across the UK through greater innovation, investment and exports;

- Building a highly skilled productive and inclusive workforce; and
- Maximising its positive impact on individuals and communities.

3.8 The Sector Vision recognises that if the UK is to level up and create pride in place, growing the Creative Industries sector, building a careers pipeline and intensifying the sectors' ability to enrich lives will be key.

3.9 The Lowry is a key cultural and creative organisation at the heart of MediaCity, which is identified as a leading creative cluster in the Creative Industries Sector Deal. As such, The Lowry supports the continued growth of MediaCity and its diverse and inclusive workforce, maximising the positive effects of creativity on individuals and communities through its outreach work.

UK Sector Deal for the Creative Industries (2018)

3.10 The Creative Industries Sector Deal is an agreement between the Government and industry to unlock growth for creative businesses and contributes to the UK Industrial Strategy. The Sector Deal outlined that a successful agreement could enable creative businesses to:

- Sustain growth with GVA forecast to be £150 billion by 2023;
- Boost employment through continued growth of 600,000 new jobs by 2023;
- Narrow the gap in creative business activity between the South East and the rest of the UK;
- Be more representative of UK society by opening careers to a wider range of people.

3.11 The UK Industrial Strategy highlights five foundations aimed at growing productivity in the UK: Ideas (the world's most innovative economy); People (good jobs and greater earning power for all); Infrastructure (a major upgrade to the UK's infrastructure); Business Environment (the best place to start and grow a business); and Places (prosperous communities across the UK). Of particular relevance to the creative industries and The Lowry includes:

- **Place** – developing more world class creative industries clusters to the narrow the gap between London, the South East and other regions.

- **People** – strengthening the talent pipeline to address current and future skills needs, and ensure it is more representative of UK society. This includes providing support to provide a more diverse intake of talent and helping deliver more apprenticeships.

3.12 The document identifies MediaCity as one of the UK's leading creative clusters, acknowledging that almost half of these clusters are in the capital and South East. As such, The Lowry helps to sustain job and GVA growth in this cluster through its diverse workforce, and narrows the gap between the South East and the rest of the UK.

Places For Everyone

3.13 Places for Everyone is a long-term plan of nine Greater Manchester districts (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Tameside, Trafford and Wigan) for jobs, new homes, and sustainable growth, published by the GMCA on behalf of the districts. The Places for Everyone Publication draft document was submitted to the Secretary of State in February 2022. Independent Inspectors were appointed and examination hearings were held between 1 November 2022 and 5 July 2023.

3.14 *Policy JP-P 3: Cultural Facilities* sets out an ambition to proactively develop and support cultural businesses and attractions across Greater Manchester (such as The Lowry). This includes (inter alia):

- Protecting existing heritage, cultural and community venues, facilities and uses;
- Identifying, enhancing, and enhancing strategic clusters of cultural attractions;
- Considering the designation of 'Creative Improvement Districts' where there is evidence that the designation will enhance the local economy and provide facilities and workspace for the creative industries.

Places For Everyone

3.15 The Greater Manchester Culture and Creativity Strategy (2019) highlights the contribution culture makes to Greater Manchester with over 500 cultural organisations. It is the largest digital, creative and tech cluster outside of London. In response to the challenges and opportunities facing the sector, the Strategy outlines the following priorities:

- Create the conditions to flourish by providing opportunities for people to enjoy, develop the skills, and participate regardless of age or background;
- Enrich the lives of all people through engagement with the culture of Greater Manchester by using culture to develop and promote social and community cohesion, and champion culture’s role in improving health and wellbeing; and
- Celebrate, protect and develop Greater Manchester’s culture strengths and assets.
- To achieve these priorities, the Strategy outlines three key ways:
 - Invest by financing the vision with well-designed, funding mechanisms;
 - Connect by working with partners to deliver the ambition; and
 - Advocate through promoting the offer locally, nationally and internationally.

3.16 In delivering this, the Strategy has set itself a series of outcomes to be achieved by 2024 across Greater Manchester. These include:

- Increasing the proportion of residents who engage with culture to 70%;
- Achieving parity in engagement across all of the Boroughs;
- Developing a cultural output more reflective of Greater Manchester’s people, places and history; and,
- Increasing and developing the area’s reputation as an international leader in the arts.

3.17 As the most significant cultural institution in Greater Manchester, The Lowry plays a huge role in achieving these priorities and acting as an example of best-practice for other organisations in the sector.

The Salford Local Plan

3.18 The Salford Local Plan was adopted in January 2023. It sets out the main policies that will be used to manage development, support the delivery of key infrastructure and protect Salford’s key environmental and cultural assets.

The Local Plan references Salford Quays and The Lowry in the following policies:

Policy AP2: Salford Quays highlights the importance of The Lowry to local tourism:

“Salford Quays is one of the main tourism destinations in the sub-region, with The Lowry arts centre being the most visited attraction in Greater Manchester”.

Policy CT1: Tourism and Development concerns the protection and enhancement of tourism across Salford:

“Existing tourism locations vary enormously in character, from the vibrant areas of the City Centre and Salford Quays, containing well-loved facilities such as The Lowry arts centre and MediaCityUK. The tourism and cultural economies have a significant role in raising the city’s profile, improving its competitiveness, and providing employment opportunities for local residents”.

“The continued enhancement of artistic and cultural opportunities is seen as central to place-making in Salford contributing to a good quality of life”.

“Consolidating Salford Quays as an important established tourism destination containing major visitor attractions and focusing on its roles as a centre for culture, arts, media, retail, businesses and water sports”.

Arts Council England – Lets Create: Strategy 2020-2030

3.20 Arts Council England’s *Lets Create Strategy* (2020) sets out an ambitious vision for the arts and culture sector, aiming to enable England to be a country where individual creativity is valued and given the chance to flourish, and where every person has access to high-quality cultural experiences.

3.21 The strategy recognises the part that culture and creativity can play in supporting local economies, talent and the health and wellbeing of communities and young people.

3.22 It states that:

“Understanding of the role of culture in building and sustaining communities has come into clear focus and will sit at the heart of our work over the decade to come”.

- 3.23 The Strategy sets out four investment priorities which will guide how cultural organisations should evolve to achieve the strategy’s three main outcomes of creative people, cultural communities and a creative and cultural country. The priorities focus on organisations’ ability to demonstrate ambition and quality; dynamism; inclusivity and relevance; and environmental responsibility.
- 3.24 Field work for the strategy identified that there remain widespread socio-economic and geographic variances in levels of engagement with art and culture. Improving the accessibility of the arts and culture sector and supporting organisations to reach and involve wider audiences is therefore a key aspect of the strategy.
- 3.25 The Lowry supports the strategy’s ambitions by striving to increase the accessibility of arts and culture and leveraging creativity to improve the lives of young people and those from deprived communities.

Suprema Lex: the Strategy for Culture, Creativity and Place in Salford (2020)

- 3.26 Developed by Salford’s Culture and Place Partnership (of which The Lowry is a member), Suprema Lex (from the Latin: *Salus populi suprema lex* – “the welfare of the people is the highest law”) is Salford’s strategy for arts, culture creativity and place. It sets out a 10+ year vision for the sector, with a focus on enabling people in Salford to take ownership of the City’s heritage and put culture and creativity at the heart of what makes Salford a place to live in, work in and believe in.
- 3.27 The Strategy outlines how arts, culture and creativity can be leveraged to connect the City’s neighbourhoods and tackle stubborn issues of deprivation, whilst also cultivating collaborative practices worthy of national and international attention to help improve and enrich the lives of Salfordians.

“By 2030, Salford will have earned its global reputation as an open city where creativity and social innovation thrive and feed one another, a city that shares its cultural riches with the world.”

- 3.28 The strategy focuses on the following five areas:
- Salford: The City of makers and making
 - Place-making
 - People at the centre of everything
 - Animating the City: A connected approach
 - Destination Salford: Our story, who we tell, and how.
- 3.29 The Lowry played a key part in developing the strategy, but also embodies its core ambitions of giving ownership of arts and culture to the people of Salford, enriching people’s lives through creativity, and helping to grow Salford’s international reputation.

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THE LOWRY