


Cover Sheet for Proposals <i>(All sections must be completed)</i>		
Name of Initiative:	Institutional innovation projects in lifelong learning and workforce development	
Name of Lead Institution:	The University of Liverpool	
Name of Proposed Project:	Liverpool Culture Campus Portal	
Name(s) of Project Partner(s):	Liverpool John Moores University, Liverpool Hope University, Liverpool Arts Regeneration Campaign, Liverpool City of Learning	
Full Contact Details for Primary Contact: Name: Dr Anne Merry Position: Director, Centre for Lifelong Learning, The University of Liverpool Email: A.Merry@liv.ac.uk Address: Centre for Lifelong Learning, 126 Mt Pleasant, Liverpool Tel: 0151 795 2437 Fax: 0151 795 2438		
Length of Project:	18 months (April 2009 – September 2010)	
Project Start Date:	April 2009	Project End Date: September 2010
Total Funding Requested from JISC: £227547		
Funding Broken Down over Financial Years (April-March):		
Mar 09	Apr 09 – Mar 10	Apr 10 – Mar 11
-	£137016	£90531
Total Institutional Contributions: £117864		
Outline Project Description This bid seeks to offer an enhanced and expanded service of information about CPD provision from HE and local cultural organisations to the creative/cultural industries – the Liverpool Culture Campus Portal (LCCP). It will build on lessons learned from the development of the CPD Noticeboard - an online system based on the technology developed by the JISC project 'The Learning Matrix'. This displays courses, events and training opportunities in one place for the benefit of local employers, their employees, mentors and other independent learners such as the self-employed and job-seekers wishing to update their skills. The LCCP will: <ul style="list-style-type: none"> • improve the automated collection of information from the institutions and cultural organisations involved by means of the use of a common standard (XCRI) for describing the provision offered; • identify and address inter- and intra-institutional barriers to the production and sharing of such standards-based information, to ensure long-term sustainability of both the service and the partnership; • extend the provision offered into a different sector (cultural and creative industries) which also encompasses offerings from other relevant organisations; • develop improved capacity to gather information about CPD requirements from users. 		

I have looked at the example FOI form at Appendix B and included an FOI form in the attached bid (Tick Box)	YES	
I have read the Circular and associated Terms and Conditions of Grant at Appendix D (Tick Box)	YES	

FOI Withheld Information Form

We would like JISC to consider withholding the following sections or paragraphs from disclosure, should the contents of this proposal be requested under the Freedom of Information Act, or if we are successful in our bid for funding and our project proposal is made available on JISC's website.

We acknowledge that the FOI Withheld Information Form is of indicative value only and that JISC may nevertheless be obliged to disclose this information in accordance with the requirements of the Act. We acknowledge that the final decision on disclosure rests with JISC.

N/A

Section / Paragraph No.	Relevant exemption from disclosure under FOI	Justification

Liverpool Culture Campus Portal

1. Introduction and background

1.1 The HEIs on Merseyside¹ have jointly developed an online system which displays their offerings in terms of courses, events and training opportunities in one place for the benefit of local employers, their employees and other independent learners such as the self-employed and job-seekers seeking to update their skills. This system is called the CPD Noticeboard. It is based on the technology developed by the JISC project 'The Learning Matrix', a Regional e-Learning Pilot Project within the Distributed e-Learning Programme. This bid builds on lessons learned from the development of the CPD Noticeboard to offer an enhanced and expanded service to the creative/cultural industries – the Liverpool Culture Campus Portal (LCCP). It will do this by:

- improving the automated collection of information from the institutions and cultural organisations involved by means of the use of a common standard (XCRI) for describing the provision offered;
- identifying and addressing inter- and intra-institutional barriers to the production and sharing of such standards-based information, to ensure long-term sustainability of both the service and the partnership;
- extending the provision offered into a different sector (cultural and creative industries) which also encompasses offerings from other relevant organisations;
- developing the capacity to gather information about CPD requirements from users.

1.2 The CPD Noticeboard project was an outcome of a strong existing partnership between the Merseyside HEIs and Liverpool City of Learning, a charitable organisation which was developed to promote a strategic framework for the HEIs to work with other sectors across Merseyside. Recently this strategic partnership has had a major focus on the cultural and creative industries on Merseyside, working closely with employers. This collaboration has been branded as 'Culture Campus'. Its intention is to attract and retain talent locally, to foster knowledge exchange across the sector and to promote workforce development and collaborative research.

1.3 Contemporaneously, the eight largest cultural organisations in Liverpool – the Bluecoat, National Museums Liverpool, the Royal Liverpool Philharmonic Orchestra, the Everyman and Playhouse Theatre Trust, Tate Liverpool, The Unity Theatre, FACT, Liverpool Biennial – have joined together to work collaboratively under the banner Liverpool Arts Regeneration Campaign (LARC). LARC and Liverpool City of Learning have developed a robust relationship for mutual benefit, acting together to facilitate communication, linkages and joint developments between HE and the cultural sector.

1.4 Local employers and individuals working in the cultural and creative industries sector have expressed a clear need for a central online access point for the offerings of the respective partners. Similarly, there is a need for the organisations involved, both the HEIs and the cultural organisations, to gain better information about the needs and requirements of sector to feed back into their own business processes. Finally for such a system to be maximally useful, awareness must be raised both among employers and individuals working in the sector, and among staff within the partner organisations (LARC and the HEIs).

¹ The Learning Matrix and the CPD Noticeboard were developed by a partnership of the four Merseyside HEIs: The University of Liverpool, Liverpool John Moores University, Liverpool Hope University and Edge Hill University. However the Culture Campus is a partnership between the three Liverpool HEIs enhanced by the legacy of the 2008 European Capital of Culture.

1.5 The core functionality of the CPD Noticeboard has the potential to partially address these needs. This system was developed to be compatible with XCRI², therefore it could be the platform for a fully XCRI-compatible system which could also be integrated in future developments with standards-based learner record systems. However, further development within the organisations themselves is required before this vision can be fully realised. To achieve this requires a comprehensive analysis of the business process of the organisations and the identification of training/development needs within the organisations themselves. There are both technical and human processes involved in realising the full potential of the system. Further, the capacity of the system to collect useful information from employers and individuals about their perceived training needs is currently limited. An innovative aspect of this project is to trial methods of gathering and using such information, for example by using methods developed by Customer Relations Management systems, and exploring possible uses of the XCRI standard in so doing.

1.6 The **eight Project objectives** are as follows:

- review current procedures for automatically collecting relevant information from partners for the CPD Noticeboard with a view to raising the consistency and quality of the information and the efficiency of the underlying processes (Objective 1);
- gather information through employer networks about CPD needs for the cultural and creative industries sector³ (Objective 2);
- create the Liverpool Culture Campus Portal (LCCP), building on the CPD Noticeboard technology, aimed at the needs of the cultural and creative industries sector (Objective 3);
- seek from both partners and employers a specification for enhancements to the functionalities of the LCCP and CPD Noticeboard to increase useability and value (Objective 4);
- identify any technical barriers in the existing systems of partners to the automated production of information for the LCCP and CPD Noticeboard which conforms to the XCRI standard, and agree an implementation plan for any technical enhancements to achieving this within the timescale of the project (Objective 5);
- identify necessary changes in the business process of the partner organisations and agree an implementation plan within the timescale of the project (Objective 6);
- develop and trial mechanisms for gathering information from users and evaluate these in terms of the economic benefits from the effective use of the LCCP and CPD Noticeboard as a marketing and business intelligence tool, to report back to partners to inform future provision and thus to ensure sustainability (Objective 7);
- disseminate the model internally through staff development activities; and to other regional partnerships concerned with the HE contribution to workforce development (Objective 8).

1.7 Evaluation of the achievement of these objectives will be carried out by an independent evaluator, whose findings will also contribute to the overall JISC programme-level outcomes.

² We understand the Information Standards Board for Education, Skills and Children's Services will complete its review of the XCRI Course Advertising Profile and formally consider mandating national adoption in late January, 2009

³ The cultural/creative industries sector is hard to reach as there are many very small businesses and individual self-employed workers. A local organisation for SMEs in this sector has been set up very recently, which would provide one important point of contact.

1.8 The following table maps the bid against the JISC programme objectives to demonstrate overall value to JISC community:

Is the proposal in scope? How does it contribute towards the JISC vision and programme-level outcomes?	
JISC Vision paras. 14 and 17	The key purpose of the service proposed is to provide easy access to lifelong/work-based learners to information on CPD provision on a regional basis, and to improve institutional business processes for effectively and efficiently managing and collating this information.
Para. 15	CPD provision is historically less coherent (i.e. not linked to a clear credit and qualifications framework) than undergraduate or postgraduate taught provision, and the project aims to provide information to help learners find pathways through learning opportunities offered by multiple providers but recognised by all. The service will facilitate CPD provision which is responsive to the real needs to learners in the workplace by supporting dialogue and information exchange between learners and providers. (At the same time it will provide a test of the XCRI standard for this type of provision.)
Paras. 18-20	Through promoting the use of the XCRI standard the project will ensure that institutional systems are integrated with the online service to learners. One focus of the intra-institutional dissemination activities will be to permeate a greater understanding of the benefits of using the XCRI standard beyond the CPD provision.
Paras. 23-26	Through partnership with the leading region cultural organisations and through fostering links with local SMEs and self-employed workers in the cultural/creative industries, the project targets a particularly difficult sector in which to facilitate workforce development. Evaluation of the quality of dialogue generated through the service in helping providers tailor their CPD provision to learner needs
JISC Programme outcomes: 'improved understanding at practitioner and senior management level.....'	Senior managers at each partner institution are supportive of the project (see Letters of Support) and at least one senior manager from each institution will join the Project Steering Group [see Bid para.2.4.1]. Dissemination activities in each institution will ensure that practitioners understand how to present and market their provision and how to make use of information from service users to improve provision to better meet needs (Bid para. 1.6 Obj. 8)
'models of technology-supported delivery of lifelong learning...'	The project will provide a model of a regionally-based online CPD information portal for a specific, hard-to-reach sector, with enhanced capacity to gather useful information from service users about their needs and requirements (Bid para. 1.6 Objs, 3,4 and 7). Project evaluation will make a clear assessment of the value of this information to institutions in developing cost-effective provision which really meets the needs of learners (Bid para. 1.7).
'enhanced institutional	Improving the institutional business processes is the main focus of this project (Bid para.1.6 Objs 1 and 6). It is believed that a technological and standards-based approach to the generation and collation of information

processes....’	about CPD provision, and to the evaluation of the effectiveness of that provision, will act as a powerful driver to institutional change.
‘domain knowledge, reusable models of processes...’	The project will provide a further test site of the XCRI standard with a focus on CPD provision and with the innovative inclusion of CPD partners (in the cultural organisations) with little experience of technology-supported provision (Bid para. 1.6 Obj.5).
‘stimulation of positive and informed change...’	See above: the inclusion of partner cultural organisations will provide a genuine enhancement of regional capacity for the sector and extend knowledge and skills in the use of technology within those organisations
‘enhanced understanding of ...tangible benefits.....’	The project aims to develop a regional on-line service which is seen to gather and collate information efficiently from local providers and uses nationally and internationally-recognised standards to express that information. The focus of this service is on the provision of information about CPD opportunities, not on the delivery of the training itself nor on the personal recording and decision-making processes of the learner. Nevertheless the use of the XCRI standard facilitates the reuse of information in personal record-keeping and in guidance processes (see Bid para 1.5). The lead partner (The University of Liverpool) is also a partner in the HEFCE-funded project looking at the use of e-portfolios to facilitate employer engagement in HE (see http://www.recordingachievement.org/downloads/CRA-EE-Proposal-Summary.pdf). There will be cross-over learning between the two projects which will enhance understanding of how standards based services can be integrated to the benefit of the lifelong/work-based learner. This will be facilitated by inviting a director of that project to join the Project Steering Group
‘wider availability of standards-compliant..electronic information....’	

2. Project Workplan

2.1 *Institutional Context:*

2.1.1. The regional context is described in Section 1 of this bid, in paras. 1.1 to 1.4.

2.1.2. In terms of its business processes, the University of Liverpool currently holds course information in an in-house-developed database. Data is maintained and accessed by university staff via a web application. Course information is available to students internally to facilitate module choice and registration. and is also published from the database to the web for general access, e.g. for potential students. The management of the CPD portfolio and its better alignment with postgraduate taught (PGT) provision is a current institutional priority. This is demonstrated by the appointment of a senior academic and former Dean of Faculty as Assistant Director of the Graduate School with responsibility for CPD provision.

2.1.3. At Liverpool Hope University, an information gathering exercise is undertaken by the registrar’s office which identifies the academic provision for the forthcoming year. This information is codified and stored in a structured way as courses and modules in the university student record management system, SITS. Undergraduate and postgraduate prospectuses are then published to the web along with an international module catalogue. A web-based procedure has been created that will allow students returning to Level I and H to select valid module choices online. When this exercise has been completed the information is fed into a scheduling engine and a consistent

timetable is produced. When the timetable has been approved, timetables for modules, staff and students are published to the web.

2.1.4. At Liverpool John Moores University, a project was commissioned within the LJMU Development Programme, the Product Catalogue, whose stated objective was to provide an on-line facility for creating, cataloguing and making available for enquiry all LJMU programmes and modules, thereby capturing all information relating to modules and programmes required to support the business needs of LJMU. To date a web-based application has been created to manage the documents and approval processes for the module proforma, the programme proposal proforma and the programme specification. The Product Catalogue does not only supply the tools for the creation, maintenance and approval of specific documents but also the central repository for all course related information. By combining this data with that held on the central student system LJMU is able to support a wide range of reporting requirements for students, academic and administrative staff and external agencies.

2.2 *Project Methodology:*

2.2.1. The methodology used for analysing the business processes and practices of the organisations involved in the bid will draw on previous work by Alan Paull of APS Ltd. for the Greater Manchester Strategic Alliance (GMSA)⁴. APS will offer consultancy support to the project.

2.2.2. The approach taken to developing and implementing mechanisms for gathering user information from the LCCP and CPD Noticeboard as a marketing and business intelligence tool (Bid para. 1.6 Objs. 4 and 7) will start from an analysis of existing institutional CMS systems, both the tools and systems used and the human processes involved in consuming the information gathered. An example would be automated FAQ systems capable of responding to free-text queries. Dialogue with the XCRI development community will also inform this development: the potential for using the XCRI standard to structure requests for CPD provision will be explored.

2.2.3. The goal is automatic transfer of data from the LCCP and Noticeboard to institutional partners. However, it is recognised that partners are at the same time collaborators in and competitors for the provision of CPD: thus, technical issues are only part of a larger picture in developing effective solutions. Liverpool City of Learning has a strong record of resolving such potential partnership conflicts productively.

2.3 *Project management arrangements:*

2.3.1. The project will have an overall **Project Steering Group** with representatives at a senior level from each partner educational institution; two representatives from LARC (offering both providers and employers perspectives); a representative from the XCRI development community; a representative from the HEFCE-funded project previously referred to, the JISC Programme Manager and the Project Director. This will meet four times (see Project Workplan) and receive reports from the Project Manager.

2.3.2. Day-to-day management of the project will be in the hands of the project manager, who will convene bi-monthly **Project Management Group** meetings. The Project Management Group will comprise the Project Manager, the Project Evaluator, a representative with active involvement in CPD provision from each partner institution and from the LARC organisation and a representative with technical expertise from the IT services of the lead organisation. Project team members will attend project management meetings by invitation of the Project Manager, as appropriate.

⁴ GMLLN Course provision mapping study: Report for GMSA by Alan Paull, September 2007

2.4 Project timetable:

	April 09	May 09	June 09	July 09	August 09	Sept 09	Oct 09	Nov 09	Dec 09
Key milestones	MG meet	SG meet	MG meet	Event for practitioners providing CPD	MG meet	SG meet	MG meet		MG meet
PO	Plan approved By JISC Identify structures and personnel for generating CPD provision in all partner institutions; With ITO draft report on current institutional processes in each HEI for generating course information highlighting issues and circulate; Carry out briefings on project where needed (Obj.1) Identify and establish links with employers/self-employed in the creative/cultural industries sector (Obj 2)			Project website established Make initial contacts with likely providers of CPD for the creative/cultural industries in partner institutions and cultural organisations; On the basis of feedback from reports, agree implementation plans for changes in business processes with relevant institutional managers, to be presented to SG (Objs 1 and 6) Start gathering information from employers/self-employed in creative/cultural industries sector about CPD needs (Obj 2)			1 st interim report Feed information from employers/self-employed contacts back to partner institutions/cultural organisations (Obj 7) From information gathered so far, begin identification of changes needed in institutional business processes to align sector CPD needs with provision (Obj 6) Meet with institutional personnel to advise on and monitor changes in business processes		
ITO	Establish project website Identify any technical barriers to the use of the XCRI standard in existing partner systems for generating course information (Obj 5) With PO draft report on current institutional processes and circulate. Gather information from partners /employers using current Noticeboard service about enhancements to increase useability/value (Obj 4)			On the basis of feedback from reports, agree implementation plans for any technical enhancements with all partners (Obj 5) Start to develop LCCP (based on CPD Noticeboard) for the cultural creative industries (Obj 3)			Meet with institutional personnel as needed to advise on and monitor implementation; Advise partner cultural organisations as required on formatting of CPD information to comply with XCRI standard and processes for automated upload of information from CPD providers to LCCP/CPD Noticeboard. (Obj 5) Continue development of LCCP for the cultural/creative industries, in consultation with employers/self-employed and key personnel in partner institutions and cultural organisations		

2nd interim report

Draft final report



	Jan 10	Feb 10	March 10	April 10	May 10	June 10	July 10	August 10	Sept 10
Key milestones		MG meet	SG meet	MG meet		MG meet	SG meet	MG meet	
PO	Continue to advise on and monitor changes needed in institutional business processes to align sector CPD needs with provision (Obj 6)			Hold briefing meetings with key institutional personnel concerned with CPD provision but not centrally involved in project to: - identify further barriers to use of LCCP/CPD Noticeboard - establish mechanisms for using information gathered through LCCP/CPD Noticeboard to inform future planning of CPD provision (Objs 6, 7 and 8)			Contribute to the preparation of the final report for JISC. Present project at relevant conferences. Visit other interested regional partnerships. (Obj 8)		
ITO	Continue to advise partner institutions/cultural organisations as required on formatting of CPD information to comply with XCRI standard and processes for automated upload of information from CPD providers to CPD Noticeboard. (Obj 5) Continue development of LCCP for the cultural/creative industries, in consultation with employers/self-employed and key personnel in partner institutions and cultural organisations			Continue LCCP development. Ensure mechanisms are in place for the gathering of business information from service users for the benefits of CPF providers: incorporate suggested enhancements as appropriate, Liaise with existing technical staff to ensure these enhancements are incorporated throughout the Noticeboard service as appropriate			Complete fully tested LCCP for the cultural/creative industries. Contribute to preparation of final report and full technical documentation of website. Complete multimedia presentation of workshop.		

2.5 Project **deliverables** will be:

- a fully-operational and tested website (the Liverpool Culture Campus Portal) receiving and holding information about regional CPD provision in XCRI-compatible format for the cultural/creative sector from all project partners and returning user information to project partners;
- accompanying technical documentation;
- a project website with full documentation and a blog recording the process of the project;
- a project report detailing how the change process has progressed in each of the three partner educational institutions, identifying technical and human barriers to implementation and how these were overcome or accommodated;
- a multimedia online workshop based on workshops sessions delivered to institutional colleagues and colleagues from partner cultural organisations, aimed at raising practitioner understanding of how to generate information for presentation through the LCCP, and how to make effective use of the information it returns.

2.6 Risk Analysis: [Scale 1-5, 5 is high]

<i>Nature of risk</i>	<i>Severity</i>	<i>Probability</i>	<i>Score</i>	<i>Action to prevent/manage risk</i>
Low level of buy-in from institutional staff responsible for business processes	5	2	10	Targetted funding for work to be done and time spent negotiating what they will spend the money on. Senior managers on steering committee.
Competition between partners to offer CPD provision, unwilling to advertise in a single place	2	3	6	Early identification of areas of overlapping expertise; CoL (which has experience and a track record of success in these situations) to act as broker to reach agreements
Key personnel with relevant skillset not available from start	4	1	4	Appropriate skillsets already exist within UoL Centre for Lifelong Learning and across partnership
Key project staff leave	3	3	9	Project blog will keep up-to-date record of project process. Early emphasis on raising awareness and developing expertise within the institutions, offering a source of replacement personnel (and see above).
Internal administrative systems for collating CPD data from disparate sources present greater than expected barriers within the timescale	3	1	3	Isolated problems in specific locations would not jeopardise overall project outcomes and would provide further learning for the community.
Institutional reorganisations hinder	2	2	4	There is a strong commitment in each institution to promote CPD provision as an

development of sufficient appropriate CPD provision				institutional priority
Those working in creative/cultural industries unwilling to commit time/resources to CPD at present time.	3	2	6	Involvement of key cultural organisations as employers as well as providers should allow sufficient for robust testing of system.
Emerging software licensing issues	1	1	1	Clarified in contracts

2.7 *Project staff*

2.7.1. The Project Director, Dr Anne Merry, will convene and chair the Project Steering Group.

2.7.2. The Project Manager, Erica Jones, will be responsible for driving forward the project to time and target, convening Project Management Group meetings and ensuring that reports are available for the Steering Group and JISC. She will attend Steering Group meetings by request. She will meet regularly with the Project Officer and IT Officer to monitor progress in relation to the project workplan. She will be responsible for the briefing of senior institutional and organisational managers about the purposes and progress of the project.

2.7.3. The Project Officer and IT Officer are to be appointed. They will work closely together on the analysis of business processes. The IT Officer will build the LCCP and provide technical advice to all partners, and also build and maintain the project website. Both will draft reports and run briefings and workshops for colleagues. Both will maintain the project blog.

3. **Engagement with the community**

3.1. For engagement with the local community see Bid para. 1.2 and 1.3. The long-standing strategic partnership between Liverpool City of Learning and the three Liverpool HEIs currently has a major focus on the cultural and creative industries on Merseyside branded as 'Culture Campus'. Its intention is to attract and retain talent locally, to foster knowledge exchange across the sector and to promote workforce development and collaborative research. Liverpool Arts Regeneration Campaign (LARC), a collaboration of the eight largest cultural organisations in Liverpool, is a partner in this bid. A further opportunity, as a legacy of the Capital of Culture Year, is the recent creation of an organisation for SMEs in the cultural sector. It will be important to establish contact rapidly with this group.

3.2. For engagement with the JISC community, project staff will attend JISC workshops and conferences and be prepared to present the work of the project. Through the blog and by attending programme events they will maintain close contact with other projects within the programme. A video/multimedia presentation based on the internal workshops run for colleagues will be developed with the XCRI development community's requirements in mind. Close contact will be established and maintained with the XCRI development community, facilitated by geographical proximity and existing positive relationships, and the use of APS as project consultants. The project will contribute to the JISC Business and Community Engagement (BCE) agenda.

4. Project Budget

Directly Incurred Staff	Mar 09	Apr 09– Mar 10	Apr 10 – Mar 11	TOTAL £
Non-Staff	Mar 09	Apr 09– Mar 10	Apr 10 – Mar 11	TOTAL £
Directly Incurred Total (C) (A+B=C)	£	£120989	£82159	£203148
Directly Allocated	Mar 09	Apr 09– Mar 10	Apr 10 – Mar 11	TOTAL £
Other	£	£	£	£
Directly Allocated Total (D)	£	£27041	£14078	£41118
Indirect Costs (E)	£	£66627	£34518	£101145
Total Project Cost (C+D+E)	£	£214657	£130755	£345411
Amount Requested from JISC	£	£137016	£90531	£227547
Institutional Contributions	£	£77641	£40224	£117864
Percentage Contributions over the life of the project	JISC X66 %	Partners X 34%		Total 100%
No. FTEs used to calculate indirect and estates charges, and staff included	1.95	Project Manager/Steering Gp		

5. Previous experience of project team

5.1. **Dr Anne Merry** is Director of Lifelong Learning at the University of Liverpool and has responsibility for:

- the Careers and Employability Service, including the personal and career development training of postgraduate research students and postdoctoral research staff;
- the University Continuing Education Programme, support for CPD, and the University's links with Lifelong Learning Networks;
- Educational Development, which includes the HEA accredited programmes for academic staff, learning technology and support for the University's VLE;
- the University widening participation activities; including the Greater Merseyside Aimhigher partnership for which the University is the accountable body;
- the Centre for Research in Primary Science and Technology (CRIPSAT) a research centre working on science and ICT for the 5-14 age range, curriculum development, assessment and mobile learning.

Anne represents the higher education sector on the Merseyside City Employment Strategy Board, is the University of Liverpool representative on the Executive Group of Liverpool City of Learning, is Chair of the Advisory Board of the UK Centre for Materials Education, a member of the Advisory Board of the CETL in Developing Professionalism in Medical Students, Chair of the University Widening Participation Policy Group, is a former Board member of the Merseyside Prince's Trust and still actively supports the Trust's business programme.

5.2. **Erica Jones** BSc, MBA; Director of Liverpool City of Learning, a strategic partnership driving forward new ways of working together between the HE sector in Liverpool and external organisations. Erica has considerable project management skills and experience. She led and managed the CPD Noticeboard project, co-ordinating the work across four HEIs, covering twenty three departments. She has managed large scale European Objective 1 projects related to IT developments in schools, the development of HEI multimedia learning tools, and private sector and local community groups optimising resources. She reports to the Board of Liverpool City of Learning comprising the four Vice-Chancellors, and other CEOs of educational organisations in the city. She was also a member of GMSA and North West LLN Steering Groups for the JISC projects ioNW2 and SOLVS.

5.3. The project will be based within the University of Liverpool Centre for Lifelong Learning, which offers a wealth of expertise and experience in technical, educational and project management fields and strong links with local employers.

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Dr Anne Merry
Director of Lifelong Learning
University of Liverpool
126 Mount Pleasant
Liverpool L69 3GR

7 January 09

Dear Dr Merry

**Liverpool Culture Campus Portal
JISC Institutional Innovation Project lifelong learning and workforce
development**

We are delighted to be a collaborative partner in the JISC workforce development Culture Campus Portal Liverpool.

We see the new portal enabling a far closer and more effective dialogue with ourselves as employers; thus enabling higher education institutions to keep more closely informed of our professional development and training needs and hence more responsive and so aiding our workforce development.

The use of the XCRI technology is welcome in making a significant enhancement to electronic communications and collaboration between partners and making professional development considerably more accessible for employees and employers.

We look forward to this new development and working with you to take forward this employer and HEI consortium.

Yours sincerely



Lewis Biggs
Chief Executive and Artistic Director
Liverpool Biennial, and
Chair of Culture Campus Liverpool Board



Paul Smith
Executive Director
Liverpool Biennial



Centre for Widening Participation
Liverpool Hope University
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Liverpool
L16 9JD



Tel: 0151 291 3568
Fax: 0151 291 3132

Dr Anne Merry
Director of Lifelong Learning
University of Liverpool
126 Mount Pleasant
Liverpool L69 3GR

7 January 09

Dear Anne

Liverpool Culture Campus Portal - JISC Institutional Innovation Project lifelong learning and workforce development

Liverpool Hope University is delighted to be a collaborative partner in the JISC workforce development Liverpool Culture Campus Portal.

The adoption of the XCRI technology will make a significant enhancement to electronic communications and collaboration between partners, so making professional development considerably more accessible for those in the workforce.

We see the new portal enabling a far closer and more effective dialogue between employers and the higher education institutions; thus enabling ourselves to keep more closely informed of professional development and training needs of organisations and their staff and hence more responsive, so aiding our workforce development.

We look forward to this new development and working with you to take forward this employer and HEI consortium.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Bill Chambers'.

Professor Bill Chambers
Pro Vice-Chancellor External Relations

LARC
LIVERPOOL ARTS REGENERATION CONSORTIUM
Philharmonic Hall, Hope Street, Liverpool, L1 9BP

Dr Anne Merry
Director of Lifelong Learning
University of Liverpool
126 Mount Pleasant
Liverpool L69 3GR

7 January 09

Dear Dr Merry

LIVERPOOL CULTURE CAMPUS PORTAL
JISC Institutional Innovation Project lifelong learning and workforce development

LARC is a consortium of eight of the major cultural institutions in Liverpool, including the Bluecoat, FACT, Liverpool Biennial, Liverpool Everyman & Playhouse, National Museums Liverpool, the Royal Liverpool Philharmonic, Tate Liverpool and Unity Theatre. LARC has been working closely with Culture Campus Liverpool and Liverpool City of Learning to promote closer links between the cultural and higher education sectors in the city.

I am writing on behalf of the LARC partners to confirm that we are pleased to support the proposal for the JISC workforce development Culture Campus Portal Liverpool. Royal Liverpool Philharmonic is the lead organisation for LARC's Thrive programme, which is core to our development as a group.

The new portal will be very helpful in enabling a far closer and more effective dialogue with ourselves as employers; thus enabling higher education institutions to keep more closely informed of our professional development and training needs and hence more responsive and so aiding our workforce development.

The use of the XCRI technology is welcome in making a significant enhancement to electronic communications and collaboration between partners and making professional development considerably more accessible for employees and employers.

LARC looks forward to this new development and working with you to take forward this employer and HEI consortium.

Yours sincerely

Michael Eakin

Michael Eakin
Chief Executive
Royal Liverpool Philharmonic
Chair of LARC Thrive Steering Group

LARC includes the Bluecoat, FACT, Liverpool Biennial, Liverpool Everyman and Playhouse, National Museums Liverpool, Royal Liverpool Philharmonic, Tate Liverpool, Unity Theatre.



Dr Anne Merry
Director of Lifelong Learning
University of Liverpool
126 Mount Pleasant
Liverpool L69 3GR

7 January 09

Dear Dr Merry

**Liverpool Culture Campus Portal
JISC Institutional Innovation Project lifelong learning and workforce development**

We are delighted to be a collaborative partner in the JISC workforce development Liverpool Culture Campus Portal.

The use of the XCRI technology is welcome in making a significant enhancement to electronic communications and collaboration between partners and making professional development considerably more accessible for employees and employers.

We see the new portal enabling a far closer and more effective dialogue between employers and the higher education institutions; thus enabling ourselves to keep more closely informed of professional development and training needs of organisations and their staff and hence more responsive, so aiding our workforce development.

We look forward to this new development and working with you to take forward this employer and HEI consortium.

Yours sincerely

A handwritten signature in black ink that reads "R.J. Webster".

Professor Roger Webster

Professor Roger Webster, BA, MA, PhD, AKC
Dean of Faculty of Media, Arts and Social Science
Clarence Street
Liverpool L3 5UG
Tel: 0151 231 5016
Email: R.J.Webster@ljmu.ac.uk

Dr Anne Merry
Director
Centre for Lifelong Learning
University of Liverpool
126 Mount Pleasant
Liverpool L69 3GR

7th January 2009

Dear Anne

Liverpool Culture Campus Portal

- ***JISC Institutional Innovation Project***
- ***Lifelong learning and workforce development***

Liverpool City of Learning is pleased to be working jointly with the cultural sector in Liverpool and the higher education institutions.

The partnership is a strong one, focusing on graduate retention, upskilling and workforce development to strengthen the sector and wider economy of the region

The proposed Liverpool Culture Campus portal will enable a far closer and more effective rapport between the HEIs and employers, so enabling higher education institutions to keep more closely informed of our professional development and training needs and hence more responsive and so aiding our workforce development.

The use of the XCRI technology will give a significant enhancement to electronic communications and collaboration between partners and making professional development considerably more accessible for employees and employers.

We look forward to this new development and taking forward the Liverpool Culture Campus portal.

Yours sincerely



Erica Jones - Director



6 January 2009

Dr Anne Merry
Director of Lifelong Learning
University of Liverpool
126 Mount Pleasant
Liverpool
L69 3GR

Dear Dr Merry,

**Liverpool Culture Campus Portal
JISC Institutional Innovation Project lifelong learning and workforce
development**

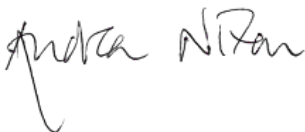
We are delighted to be a collaborative partner in the JISC workforce development Culture Campus Portal Liverpool.

We see the new portal enabling a far closer and more effective dialogue with ourselves as employers; thus enabling higher education institutions to keep more closely informed of our professional development and training needs and hence more responsive and so aiding our workforce development.

The use of the XCRI technology is welcome in making a significant enhancement to electronic communications and collaboration between partners and making professional development considerably more accessible for employees and employers.

We look forward to this new development and working with you to take forward this employer and HEI consortium.

Yours sincerely,



Andrea Nixon
Executive Director
call 0151 702 7503
email andrea.nixon@tate.org.uk



Dr Christoph Grunenberg
Director
call 0151 702 7500
email christoph.grunenberg@tate.org.uk