

Liverpool Culture Company 2005-6 Review 2006-7 Delivery Plan



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I. Introduction



Welcome to our annual delivery plan outlining how we will deliver Liverpool Performs - our themed year for 2006, as we continue to drive towards being European Capital of Culture.

Much has happened in the past 12 months within the Liverpool Culture Company in terms of its ability and capacity to deliver improvements and change.

The sheer scale of the work being undertaken is encouraging and proves, even at this early stage, Liverpool is perhaps the best prepared European Capital of Culture there has ever been. Indeed we have already published the Business Plan for 2005-09, outlining how we intend to create a legacy beyond our year as European Capital of Culture 2008.

A 'highly skilled' and motivated team are in place across the Company, delivering 'award winning' events, 'highly acclaimed' creative work with communities, and raising the profile of the city through marketing and tourism development.

And excitingly we are beginning to get a taste of what 2008 is going to be like as Robyn Archer and her team develop the artistic programme.

With the 08 Place now open, Liverpoolians and visitors to the city have high street access to find out what is going on leading up to 2008, how they can experience Liverpool and how they can take part.

I hope this document will help illustrate how our exciting plans for the city are taking shape and how our friends and partners are helping to make Liverpool a better place to live, work, learn and visit.

Professor Drummond Bone
Chairman, Liverpool Culture Company



It's hard to believe it's six years since we first notified the government that Liverpool would like to bid to be European Capital of Culture 2008. Liverpool in 2006 is a world away from Liverpool in 2000.

It's not just the dramatic physical regeneration of the city which is taking place before our very eyes. The confidence within the city that has blossomed as a result of being Capital of Culture has just been breathtaking.

It's fitting that in 2006 we celebrate Liverpool Performs - because at almost every level the city is performing better than ever; from record school results to university graduate retention and theatre attendances, to investment in our economy.

As the city strides towards its 800th birthday much of what we set out to do at the dawn of the 21st century is beginning to take shape.

Councillor Warren Bradley
Leader of Liverpool City Council
Deputy Chair, Liverpool Culture Company

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2. Our Vision

Our vision is: *to deliver the best ever European Capital of Culture in 2008 and to leave an enduring legacy for the people of Liverpool.*

This annual review and delivery plan will concentrate on our achievements in 2005, Sea Liverpool, and the exciting programme we have in store for 2006, Liverpool Performs. We will review last year's activity and outline once again in detail the individual events, festivals and activities the Liverpool Culture Company will be promoting.

Delivery Plans such as this one are action-focused. They cover the Liverpool Culture Company's programme for a single themed year and explain how we will make this happen.

For a strategic view of Liverpool, European Capital of Culture 2008, see our Business Plan 2005-9. Published in September 2005, this covers the period from 2005 up to 2009 and explains our strategy, structure and resources to achieve our vision and each year's delivery plan. It is not a static document or one fixed in time; it will be updated to take account of changes which affect the delivery of the themed years. The next update will be in

September 2006. The period covered in our Business Plan is significant; it goes beyond 2008 because we have the determination to ensure that the benefits of European Capital of Culture do not cease in 2008, but go on to create a lasting legacy for the people of Merseyside.

Our Delivery Plans and Business Plan can be downloaded from www.liverpool08.com. Copies in alternative formats can also be obtained by contacting us (our contact details are on the back page of this plan).

3. Context

Liverpool on the Up

European Capital of Culture 2008 is viewed by all partners as integral to the creation of a successful, modern and inclusive city.

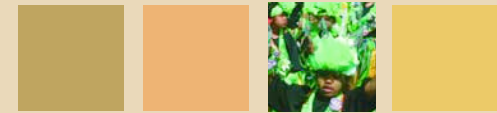
European Capital of Culture status is helping to increase business and investor confidence in the city. The marketing and media coverage of the cultural programme is helping to redefine the image of the city, challenging and replacing outdated perceptions. The Creative Communities programme is dovetailing with national and local regeneration initiatives to boost social inclusion.

Evidence

Increasing **business confidence** is not confined to the city centre. Recent findings from the City Growth Survey of 1,000 businesses outside the city centre concluded that European Capital of Culture status is perceived as the main catalyst for future business growth and 61% of businesses plan to grow by at least 5% in the next three years.

Economy: Latest government data shows that almost 1,000 new firms were launched in Liverpool during the last year and that this growth rate is above the regional and national average.

National NOP research commissioned by the Liverpool Culture Company showed positive findings about the City and the prospects for Capital of Culture. There was clear evidence that attitudes to Liverpool had already turned a corner and there is widespread recognition across Britain that this is a city on the way back. Liverpool is also becoming increasingly attractive to UK investors. Research commissioned by The Mersey Partnership among 150 companies ranked perceptions of the city against Belfast, Glasgow, Manchester, Newcastle, Nottingham and Sheffield. Liverpool achieved third place in the Image League of UK cities as an overall investment location, and the City ranked top of the league for availability of sites and premises, and second as a location for competitive operating costs.



Liverpool City Centre Urban Regeneration:

Liverpool is fast becoming an international destination for investors, businesses, tourists, workers and residents. The city centre is the engine room of this recovery. The overall programmed investment to be attracted through the Liverpool Vision Urban Regeneration Company to the city centre is £2bn - via the Northwest Regional Development Agency, English Partnerships, the European Regional Development Fund and the private sector.

Unprecedented progress has been made during the past year on re-establishing the city centre as a major retail and business centre boosting the region's economy.

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Retail: Liverpool One is the new brand name for the £920m Paradise St development which will re-establish Liverpool as a top five national retail destination.

Liverpool One Comprises:

- 30 individually designed buildings.
- 1.6 million sq ft of retail space.
- 14 screen cinema.
- 230,000 sq ft of restaurants, cafes and bars.
- 450 new apartments, two hotels and offices.
- A revitalised five acre park.
- A new public transport interchange.

The Met Quarter development will also provide 46 new retail units and many mid and upmarket brand stores will be trading for the first time in Liverpool from March 2006.

Commercial: Major office developments accompanied by public realm and infrastructure improvements are transforming Liverpool's office quarter into a modern and attractive business environment. The commercial district is set for massive expansion with 1.75 million sq ft of new, high-quality office space on offer or under construction. Liverpool is one of the UK's fastest growing business destinations.

The Pier Head and the Three Graces are at the heart of Liverpool's World Heritage Site and provide the reflection of the city to the rest of the world. A number of initiatives are underway to ensure the revitalisation of the Pier Head as a focal point for the city. A new **cruise liner facility** adjoining Princes Dock, and a **canal link** connecting the Leeds/Liverpool canal with the South Docks.

Kings Waterfront: Major works are underway on the Liverpool Arena and Conference Centre, part of a major mixed use development which will include a 9,500-seat arena, exhibition space, a conference centre, apartments, offices, hotels, leisure and retail uses, together with high-quality public spaces.

Princes Dock: All three completed office blocks are now fully-let and work is currently underway on the Malmaison boutique hotel, City Lofts and Alexandra Tower; all due for completion during 2006.

The ambition for the European Capital of Culture festival includes the determination to produce a lasting legacy for the people of Merseyside. This is why the themes for years 2009 & 2010, Environment and Innovation,

have already been identified. Culture will be embedded in the city, not only as a way of improving peoples lives, but also as a driver for economic progress.



The Liverpool Culture Company is committed to working with all our stakeholders and partners. We have appointed a Relationship Manager to ensure that we continue to nurture key relationships for the benefit of all parties, and manage relationships with stakeholders.

An important aspect of this role is the liaison with our neighbouring Merseyside boroughs to ensure that their councils and residents have the opportunity to be actively involved in the European Capital of Culture celebrations. Each of the boroughs have nominated a representative within their organisations to be the main point of contact for the Liverpool Culture Company, and regular meetings are held with these representatives and the Liverpool Culture Company.

Tourism

We are pleased to announce the signing of a Memorandum of Understanding between the Mersey Partnership (TMP) and the Liverpool Culture Company, formalising the joint working relationship between the two organisations. TMP is central to the marketing of Merseyside and the new arrangements will

make it easier for the two organisations to work together in promoting and delivering tourism for the region.

It is vital that the benefits of Capital of Culture status are shared with the districts of Merseyside. The Liverpool Culture Company has appointed, with TMP, a dedicated Tourism Liaison Officer to identify and deliver opportunities for closer working and information-sharing across Merseyside, helping to broaden the reach of the Capital of Culture message.

Arts

The effective partnerships with the city's arts infrastructure are vital. We see our cultural institutions, events, and festivals as important partners in delivering activity in the themed years and 2008 itself. With this in mind, an Arts Infrastructure Manager has been appointed to the Liverpool Culture Company to support the practice and promotion of the arts in the City.

Commercial

We recognise the importance of making sure that the entire business community of the



region is aware of the opportunities 2008 presents and that it has a chance to get involved and to benefit. Our official business forum, 08 businessconnect, has been conceived and launched to provide that opportunity for engagement. Visit the website at www.08businessconnect.com



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Community

Partnerships between the voluntary and community sector are the bedrock of our programme and a stronger sector will ensure a lasting legacy. Relationships with portfolios within the city council are crucial for long-term development of the programme and we thank them for their continued support.

Partner organisations are sponsoring Creative Manager posts within the Creative Communities team, each responsible for a particular service area and forming the backbone of the programme. In doing so they acknowledge the potential contribution this approach can make to their own objectives. The successful operation of these funding partnerships is creating a city and national model of partnership working.



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4. Review of 2005-6

Sea Liverpool 2005

A highly successful 2005 was demonstrated by the quality and range of activities promoted by the Liverpool Culture Company.

A reinvigorated Mathew Street Festival saw the event expanded to include professional bands and to extend its reach across the Mersey to a stage in Birkenhead. The benefits of this approach were shown by attendance figures of 380,000 over three days, up 13% on 2004's event.

The economic benefit of our major events was also demonstrated by the perennially popular Mersey River Festival, generating an estimated £17 million in visitor spend. Two other water-based events - the Honda Formula Powerboat series and the start of the Clipper Round the World Yacht Race - saw full occupancy in city centre hotels over the weekend, and attracted thousands of spectators.

Following on from a record breaking programme for 2004's Year of Faith in one city, Creative Communities set in train a programme for 2005 on the theme of Around the City in

80 days. We are supporting projects which are challenging, traditional, encompassing all genres, ethnicities, religions and age groups, but above all, those which the community wanted and chose themselves to deliver:

The year also saw the Liverpool Culture Company itself complete its transformation from a bidding organisation to one whose hallmark is delivery. A full team is now in place and this 'coming of age' was evidenced by the production of our first Delivery Plan (launched on the terrace of the House of Commons) and our four-year strategic business plan. These documents serve to demonstrate to our creative partners and the wider community that the Liverpool Culture Company has clearly-defined plans of activity and the approach and mechanism to achieve them.

Public engagement with the Liverpool Culture Company improved with the opening of the 08 Place at Whitechapel in Liverpool city centre. This state of the art facility provides a 'one stop shop' for information about preparations for the European Capital of Culture year in 2008. At the 08 Place, people can find out how to become an 08 Volunteer, find out what's on in their community and even purchase 08 official merchandise.

The Liverpool Culture Company Board has recognised the need to constantly improve and update its approach. As part of this process the board has established seven sub groups covering specific aspects of the company's operation. The expertise of board members will be tapped to continually improve the performance of the company.

Delivering the Vision in 2005/6

Objective 1: To create and present the best local, national and international arts and events in all genres

Liverpool city centre saw the largest gathering of people in its 800 year history when Liverpool FC returned home from Istanbul with the European Cup.

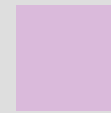
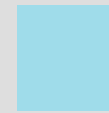
The Liverpool Culture Company in partnership with Merseyside Police and Liverpool Football Club organised the homecoming in less than two weeks, enabling the safe viewing of the return by over 750,000 people in the city centre.

The Mersey River Festival's 25th Anniversary year saw the event receive its biggest revamp to date, with the emphasis on broadening the

event's appeal and introducing an outdoor concert element for three evenings. The addition of Tall Ships created an added attraction with the benefit of improving and testing logistics for the Tall Ship race in 2008. The Sea-themed interactive play area for younger visitors provided a welcome addition to the event ensuring something for all age groups.

The Mathew Street Music Festival saw the most dramatic improvements to date as the event increased in size to six stages and for the first time involving Wirral Borough Council in the festival with a stage at Birkenhead. The addition of original artists and a stage catering for new up and coming local talent proved to be a major step for the event, attracting record audiences.

The Clipper Round the World Yacht Race started from Liverpool with ten identical vessels representing seven countries and ten different cities. Crewed by amateurs, this is a gruelling test of spirit and endurance. The community will be able to follow progress during the duration of the race through a 'virtual classroom' and education materials for schoolchildren.



Honda power boat racing came to the city for the first time this year, a contemporary maritime event that saw audiences in excess of 20,000 thousand people enjoy a fast and exciting two day race programme in a venue unique for this type of sporting event.

With the Artistic team at full strength following successful recruitment this year, good progress has been made on research and development for the artistic programmes for 2007 and 2008, and planning the 2006 City in Transition programme.

As part of the research and development work, several international artists were invited to visit the city for preliminary research in work for 2007 and 2008. Their visits ranged from two days to two weeks and involved tours of the city and region, and meetings with artists and arts organisations from the city. Discussions are now ongoing for these artists to develop proposals for work.

Cities on the Edge: Liverpool, Marseille, Naples, Istanbul and Gdansk share many qualities as rare rebel cities - 'Cities on the Edge' - all hoping for 21st century renewal but trying to retain their individual feistiness. The early part of 2006 saw the first meeting of representatives of each city and the first steps towards a major conference in January 08 with a linked programme of shared interests and artistic exchange throughout that year.

Objective 2: To build community enthusiasm, creativity and participation

The Creative Communities programme has been supporting as well as delivering successful projects with lasting, tangible outcomes since January 2004. Creative Communities places local residents and communities at the heart of European Capital of Culture, delivering immediately and getting positive feedback.

Around the City in 80 Days

Following the success of the 2004/05 'Faith in One City' grant-aided community programme, the 2005/06 programme took as its theme '**Around the City in 80 Days**'. The programme sought community-led projects

that celebrated the journey of the city, challenging issues in the 21st Century and exploring the city's past and how people arrived here. The programme involved:

- 753 artists
- 100,127 active participants
- 451,197 people attending as audience
- 1,288 performances and exhibition days

The Art of Inclusion

In 2005 the Liverpool Culture Company commissioned independent research to evaluate the impact of the Creative Communities programme. The resulting report (available to download from www.liverpool08.com) revealed strong positive outcomes in terms of involvement levels and delivering to strategic priorities. It showed that the programme had succeeded in being the catalyst for change in the way the city is achieving its regeneration agenda. Everyone involved with the Creative Communities Programme was enthusiastic about the successes in:

- Developing partnerships
- Increasing the involvement of artists
- Increasing access to and interest in the arts
- Increasing community cohesion

- Strengthening and empowering communities
- Encouraging integration and promoting diversity
- Engaging local people in the regeneration process

Comments received by the research team included a request from community groups for closer contact with the Culture Company team. In response, a successful programme of workshops and seminars has been delivered, sharing information and expertise in a number of areas including: writing proposals and applying for funding, managing projects, working with the media and child protection.

Quotes from workshop participants:

"The presentation was very good. It was excellent to share knowledge with colleagues and learn about other sources of funding. Very enjoyable".

"I thought the session was excellent. The pace was exactly right as was the level it was pitched at. It also felt like a partnership event- the 80 Days project gets more and more exciting".

A programme of high-profile projects has been delivered city-wide, enabling residents to find their own voice and involve them in neighbourhood renewal. The programme has included:

It's Not OK! This wide-ranging project, in partnership with Liverpool City Council's Children's Services department, has enabled young people to explore the issues surrounding violence, using drama, filmmaking, and broadcasting. It's Not OK! has also received 'Cultural Pathfinder' status from the Local Government Association, meaning it is recognised as a model of good practice nationally.

Theatre in the Parks: A partnership project with Knowsley Borough Council working alongside theatre practitioners, schools and volunteers to develop a programme of Theatre in the Parks. The project included performances in Knowsley and at Otterspool with the long-term aim of developing a Theatre in the Parks programme across Merseyside for 2008.

Four Corners of the City: creative writing, visual arts, photography and audio technology were used to create reminiscence projects

building on the life of the communities of Liverpool. Memories and aspirations were recorded in neighbourhoods experiencing rapid change, upheaval, and high rates of residential turnover, where a sense of community is in danger of being lost.

A City in Progress: hoardings and temporary structures surrounding development sites are the canvases for this project. Working with artists and community groups, artwork has been produced to record sites before, during and after their development. The project also provides a ready-made gallery space for community-generated projects.

Streetwaves: Finding the most ready performers amongst Liverpool's young musical talent, then giving them the opportunity to perform on the city's main stages - at the Mersey River Festival and at Mathew Street Music Festival.

"Streetwaves was the first time I ever performed in public. It allowed me to showcase my talent, a rare opportunity for a young solo act under sixteen years of age and not associated to any performing arts group.



"I took part in Streetwaves only for experience, but I went further than I expected, performing on the Mersey River Festival was very exciting. My next opportunity was the Mathew Street Festival, which was amazing. I now have a lot more confidence and belief in my ability.

"Streetwaves has given me a desire to keep performing and it is now my aim to become a professional musician."

Michelle Strahan, age 14
Streetwaves Finalist 2005



Friend Ship

The Liverpool Friend Ship started out as fledgling project as part of the themed year in 2004: 'Faith in One City'. It was designed to develop children's understanding of diversity. In 2005 the Department for Culture, Media and Sport offered Liverpool the opportunity to develop a project nationally with the cities that had bid to be European Capital of Culture and the successful local Friend Ship project was ideal to develop on a national level.

Each of the twelve cities has worked in partnership with us to make the project their own. A life-size interactive ship visits each city taking containing ten treasure chests. In each one is the story of that city, for example children in Bradford have the opportunity to learn about Liverpool from the chest created by National Museums, Liverpool. Two actors take their young audience on a journey of friendship where they have the opportunity to develop the understanding that if we work together as a country and celebrate both our similarities and our differences, we will be strong.

The city of Belfast developed a month-long friendship programme of activities where Catholic and Protestant children came together in a sensational festival. Canterbury created a city centre parade where over 3,000 participants all joined together to celebrate friendship. In September 2006 we will launch the next stage of our Friend Ship fleet with a regional North West programme supported by United Utilities, one of our Official Partners.

2004- 2006 The Liverpool Friend Ship has visited 102 Liverpool primary schools and engaged over 35,000 young people.

2005 - 2006 The National Friend Ship will visit 100 primary schools across ten British cities, engaging over 30,000 young people across the UK.

"The Friend Ship festival is a great opportunity for local community groups from all cultural backgrounds to get involved and showcase what they have to offer so we can collectively stage a fantastic festival" Councillor Bernie Kelly, Chairman of Belfast City Council Arts Sub Committee.

"I'm here to learn and to see what's going on in the incredible city of Liverpool. I'm really, really impressed, not least with the Friend Ship project. Just seeing how incredibly engrossed these children were this afternoon, they were entranced by what was going on." Professor Al Aynsley Green, the first Children's Commissioner for England.



Objective 3: To maintain, enhance and grow the cultural infrastructure of the city

The Liverpool Culture Company cannot deliver 2008 on its own and has always recognised that partnership with the cultural organisations in the city is essential.

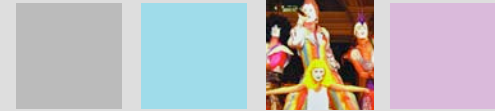
In addition to its ongoing financial support for the city's core cultural institutions, the Liverpool Culture Company developed the creative infrastructure of the city by funding projects to expand the impact and reach of the artistic and cultural sector helping us to better deliver 2008.

As a result the company was able to fund over 60 projects set to deliver:

- Audiences of over one million
- Involvement of over 5,000 Artists
- Additional sales of over £600,000
- Over 2,700 performances or exhibition days

A highlight of the year was the opening of the 08 Place on 20/08 day. The brand new public face for European Capital Culture has been well-received and is already in active use by our cultural partners and funded groups. The 08 Place features state of the art

technology providing high impact visuals of the city's event and cultural programme, as well as stocking an extensive range of official 08 and other merchandise. The 08 Place has showcased a variety of artistic projects and performances including an ongoing relationship with the Bluecoat Display Centre. The transfer of Liverpool City Centre's tourist information service in early 2006 has seen the 08 Place go from strength to strength.



2005-6 was the first full year for the Heritage Development Team. The team's skills encompass historic environment, collections management, outreach and interpretation and capital programmes, and one of its first achievements was to produce a Heritage Investment Strategy for Liverpool.

Over the year, the team has client managed the refurbishment of St George's Hall- including the development of a Visitor Centre as part of the second phase. It has delivered a range of heritage programmes engaging local communities: Kaleidoscope, Cruel Sea, and A Walk in Space & Time.

Networking is key to the team's delivery and with this in kind it has established a group of officers to co-ordinate heritage issues across the city council, and a forum of principal heritage organisations in Liverpool-National Museums Liverpool, English Heritage, National Trust, and Museums, Libraries and Archives-to coordinate programmes for 2007 & 2008.

Objective 4: To increase the levels of visitors and inward investment in the city;

Tourism

This year saw the tourism team move from

planning and strategy to implementation. Having delivered two major strategic documents in the previous year in the World Heritage Site Visitor Management Plan and the Music/Beatles tourism strategy, the team began to act on these recommendations during a time of growth in numbers of staff and capability.

Highlights include:

- Commencement of our music/Beatles initiative with a focus on John Lennon whose 65th birthday and commemoration of the 25th anniversary of his death were co-ordinated by the team. The music element concentrated on building partnerships and exploring opportunities for joint projects with the Artistic team and external partners as well as supporting Liverpool Music Week.
- Our biggest-ever Heritage Open Days programme, with 38 sites open and an outstanding programme of guided walks.
- Completion and continuous updates, in line with the city's ongoing regeneration, of the Connecting Liverpool wayfinding and interpretation system.
- The publication of the 'Sea Liverpool' official history to coincide with the themed year.
- Assistance to the Albert Dock to improve information to visitors about walking to and from the city and the waterfront.
- Taking over the management of landside cruise operations and welcoming vessels from Crystal and Holland-America lines. Recruitment of the Cruise Manager and preparations for the ongoing management of the new facility including establishing the pricing policy and beginning the operational contract discussions.
- Working with, and partly funding, the Liverpool element of disabledgo, the national disability information service.
- The successful transfer of the tourist information service from TMP including responsibility for the Liverpool John Lennon Airport Information Desk.
- Implementation of a daily guided walk of the city from the 08 Place, a first for Liverpool. Completion of a review and forward plan for guided walks and tours in the city.

Commercial

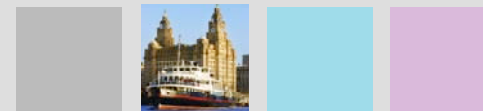
During the course of the year, partner recruitment efforts were focused on securing as many sponsors as possible at the top level of 'Official Partner' to ensure that they each had a minimum of three full years to realise the benefits of their investment.

At the start of the year Hill Dickinson were the initial and sole Official Partner with a further seven being added before the end of 2005/6 - United Utilities, Radio City, Northwest Regional Development Agency, Alliance & Leicester Commercial Bank, Enterprise plc and Sayers. Trinity Mirror Group (NW) joined as the eighth Official Partner in February 2006. Each of these companies has agreed sponsorship which provides the Culture Company with a value package worth in excess of £2m.

The target is to have no more than twelve official partners in place by the end of 2007 and it is reassuring that there is a solid base of eight partners at this level already in place. Recruitment efforts for the remaining four partners at this level will be concentrated on large national/multi-national brands.

Whilst the development and management of these partners has been the commercial priority for the Liverpool Culture Company in 2005, a considerable amount of effort has also been devoted to engaging with medium and smaller companies to ensure that they are well briefed about the plans and activities of the Culture Company and to make them aware of the potential for becoming involved. Cains Brewery became the first official supplier for Capital of Culture 2008 with a three year deal announced in November 2005.

Towards the end of 2005 the 'Friend' level sponsorship package was launched for the sector of the business community which had wanted to become directly involved but did not have the resources to become an 'Official Partner'. A target of ten founder 'Friends', each contributing £20,008 were expected to be signed up before the end of 2006, with a further 20 - 30 to be added before 2008. For those companies who do not wish to commit any resources to a formal sponsorship arrangement a business forum, 08 businessconnect, was launched in January 2006. 08 businessconnect provides a communication forum between the business and cultural sectors in the city, in particular to promote business opportunities arising from



the growing level of commercial activity within the city.

08 businessconnect is a partnership between Liverpool Culture Company and Business Liverpool, the Liverpool Chamber of Commerce and Business Link. Visit the website at www.08businessconnect.com

Aside from sponsorship, the other major area for revenue potential for the Culture Company is licensing and merchandising. A highly experienced Merchandising Manager was recruited in August 2005 to develop and implement a strategy for maximising revenue from this area from 2006 onwards. Initially the focus was to assist in developing the range of products for the 08 Place, but a new limited range of 08 merchandise was also introduced for the Christmas market in 2005.

The third annual 20/08 day celebrations saw over 150 offers from a wide range of organisations throughout the city and the wider region with the quality of the offers and the support of the organisations improving each year. Offers ranged from free balloon rides to rock climbing with many of the organisations using 20/08 day as a trial for more permanent public offers.

Welcome Programme

We have made good progress in the four areas we have identified as being the core of the 08 Welcome.

They are:

- Information
- Volunteering
- Transport and Infrastructure
- Customer Service in the Hospitality and Tourism sectors.

Highlights include:

- Over 100 volunteers have received training and/or participated in one or more events;
- Many more volunteers have registered and will be offered training and involvement in the programme during winter 2005/6;
- Establishment of partnership relationships with a range of organisations, in particular the Academy of Excellence in Customer Care and Merseytravel, and the development of a range of training programmes and activities to support the Welcome programme;

- Training programme for the transport industry in partnership with Merseytravel and the Academy which launched in January 2006.
- Work with Arriva to provide Welcome training for airport based Greeters who took up duty at JLA in September;
- Launch of a pilot Street Entertainment Scheme in the city centre.
- Development and roll-out of a customer service programme for businesses in the core hospitality and retail sectors.
- Introduction of a locally-based course, in conjunction with Liverpool Community College, to enable people from local neighbourhoods to improve skills and confidence and access the 08 Volunteer programme;
- Developments of plans to improve foreign language awareness and training for the city.

The Welcome Programme also includes **International Relations** to provide greater coordination. Sir Bob Scott will lead the Liverpool Culture Company's international work as International Director to provide greater coordination of international activities between Liverpool Culture Company and Liverpool City Council.



Objective 5: To reposition Liverpool as a world class city by 2008;

In 2005 the Liverpool Culture Company commissioned NOP, an independent national research agency, to assess public perceptions of Liverpool and European Capital of Culture 2008. Over 2,000 adults nationwide were interviewed.

Overall, the survey showed positive findings about the city and the prospects for Capital of Culture:

- Outside the north west, around half of the people interviewed held a positive impression of Liverpool
- Clear agreement from all respondents that it is "a city on the rise again"
- Instant recognition of the potential importance of European Capital of Culture to the city of Liverpool

However, the most important findings from the research were that many people are not aware of what Liverpool has to offer as a destination and outside Merseyside, there is limited awareness that Liverpool is the European Capital of Culture for 2008. These findings will provide the direction for our marketing strategy in 2006-7.

The website was re-launched with an emphasis on the citizens of Liverpool and the cultural assets of the city. The site is receiving an average of 39,000 unique visits per month.

Our events marketing has broadened its reach across the north west assisted by Official Partner, Radio City.

Development of the brand has continued with the introduction of a sub-graphic device - using the shape of the Merseyside coast as the theme - to connect the marketing activity across the organisation together through event branding and literature. First use of this device was at the Mathew Street Music Festival.

Engagement with the local community and education around what Capital of Culture means took place with the production of the "08... What's It All About?" guide, distributed to every household in Liverpool.

The membership drive for 08 businessconnect in partnership with Business Liverpool, has worked well with approx. 670 businesses signed up as members by the time the club had its official launch in January 2006.



Tourism marketing - in 2005-06 we led day visit marketing, in partnership with the Liverpool Attractions Group. We increased our cruise marketing programme, attending and exhibiting at the Seatrade Cruise Europe event in Hamburg. The music/Beatles marketing campaign began with a trial sales mission to Pisa in Italy, the production of combined marketing material and North American marketing activities. We hosted the first-ever Approved Destination Status visit from our twin city in China, Shanghai and spread the message of the World Heritage Site.

During the course of the year a formal partnership was agreed with the highly-respected conference and event company Neil Stewart Associates. NSA have an excellent reputation - particularly in the field of topical public policy focused events, and they will be running a full programme of conferences using our brand and expertise, as well as managing the Culture Company's speaking opportunities to ensure that we achieve both a revenue and a communications benefit from this activity.

A Director of Communications was appointed in the autumn of 2005, one of just five executives at Board level and reflecting the importance that communications, public relations and public affairs performs in repositioning Liverpool. The Director has developed a strategic communications plan and is engaging the media, government and stakeholders to raise positive awareness of the city to local, national and international audiences.

Through the public relations activity, national and international press and broadcast media will be targeted to increase the number of news and feature articles highlighting Liverpool as a world-class city. Liverpool's status as European Capital of Culture and its important ambassadorial role will be reinforced on the national and international agendas.

- Value of media coverage of Liverpool Culture Company Events in 2005-6: £4.8m
- Over 18 hours broadcast coverage of major events 2005-6

There has been increasing interest from the international media in recent months with print and broadcasting outlets from as far afield as Korea, Italy, Germany, China and Norway carrying extensive features on Liverpool and Capital of Culture.

To underpin the public affairs strategy through to 2008, a Capital of Culture All Party Parliamentary Group comprising MPs and Peers was launched in December 2005. This event itself attracted considerable national media interest with coverage including the Daily Telegraph, Mail, Mirror, Times, BBC and ITV, and BBC News Online.




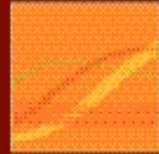

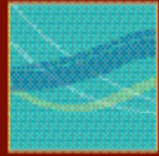
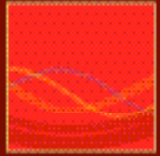

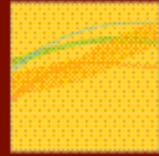
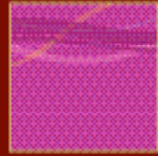


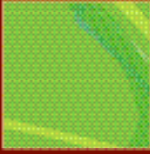
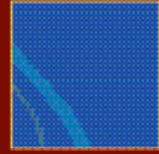


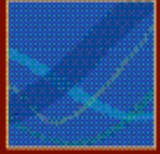

Objective 6: To provide efficient and effective management of the European Capital of Culture programme.

A highlight of the launch of our Business Plan 2005-9 in September was the news that the funding to deliver 2005-9 is nearly in place. The Liverpool Culture Company has secured, or has a commitment from funders, over 90% of its total budget of £94.9 million.

The Company recognises the need for effective budgetary control and is pleased to report that spend for 2005-6 was on target. In terms of management, the structure of the Board was re-organised during 2005 to draw on expertise of members and provide strategic direction into Liverpool Culture Company management and delivery. Board members are now responsible for chairing Sub Groups looking at a particular aspect of company operation and acting as the champion for this at board level.

Liverpool Culture Company 2006-7 Delivery Plan

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5. Looking forward to 2006-7

Liverpool Performs

The hallmark of this year is performance. Our bid and preparatory work towards 2008 concentrated on our aspirations for what the award could do for the city and our desire to produce the best-ever European Capital of Culture. This year we will be emphasising performance today and for the future.

As befits a programme which has a wide ranging and inclusive definition of culture we shall be celebrating performance in the fields of the arts, sport and business. Our brochure detailing our plans for 2006, Liverpool Performs, can be downloaded from www.liverpool08.com.

Across the Liverpool Culture Company, we are building on the successes of last year. The theme of Performance also applies to our own delivery and achievement as we look forward to 2006-7.

Our full complement of Official Partners will be recruited this year, adding to the stature of the Culture Company brand. In addition, we will recruit a new group of Official Suppliers and extending our range of Official Friends.



The Culture Company will continue to provide financial support to the city's cultural organisations, with a three-year funding agreement to be negotiated to March 2009, to assist with their preparations for 2008 and the legacy thereafter.

Throughout the year a programme of events and conferences will take place for the benefit of the business community, organised by 08 businessconnect and Neil Stewart Associates.

2006 will be a year of achievement for the 08' Welcome programme as focus is shifted to delivery, improving customer service performance with enhanced training and further development of the Volunteer programme.

Building on results of 2005's perceptions research, our marketing strategy 2006-7 will be to 'educate and inform'. We will introduce people to the Liverpool they don't know and help them to understand why Liverpool was chosen as European Capital of Culture for 2008.

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Repositioning the city in the eyes of the UK and the world will continue with a growing emphasis on the market outside the region. Our major sponsors, stakeholders and cultural organisations are important partners in communicating Liverpool's offer and European Capital of Culture 2008. The national and international media will be targeted in promoting the city's cultural strengths. This will complement our work developing the tourism opportunities presented by World Heritage Status and the opening of the Cruise Liner Facility.

2005 saw the opening of the 08 Place to great acclaim and this year will see its establishment as the showcase for arts and culture in the city.

The Liverpool Culture Company prides itself on its approach to engaging the community through a dedicated team of managers. 2006 will concentrate on ensuring cultural activity takes place across all parts of the city and also on capacity-building skills in the community sector to ensure a legacy beyond 2008 is in place.

Artistic view 2006

Many people ask "when should I come to Liverpool in 2008?"

We are working towards a Capital of Culture calendar that will allow us to say "come any time in 08 and you'll find something exceptional". But even now, as we enter the year themed Liverpool Performs, it's obvious that Liverpool is already a bona fide European city, with an active sporting and cultural life to please all tastes, and business opportunities aplenty.

As we move towards 2008 the city is experiencing tremendous change at high speed. This is both exhilarating and challenging, and the **City in Transition (CIT)** programme takes that all on board in a special programme of talks, debates, walks, exhibitions, and local and international performance all connected in some way to architecture, building and the way cities change.

To celebrate 'Liverpool Performs' and to profile the breadth of the fantastic cultural programme presented by a wide range of partners over the year, we have developed a 2006 brochure focusing on the highlights of

each month as well as presenting our 'Cities in Transition' programme. The programme was launched at the Liverpool Institute for Performing Arts 10th anniversary celebrations in January 2006.

Liverpool Biennial, the UK's largest contemporary visual arts festival will take place between September and November 2006, it will include the work of several hundred of the world's most exciting artists, shown in over 40 different locations.



Objective 1: To create and present the best local, national and international arts and events in all genres

Cities in Transition (CIT) is our main feature for 2006, although we will continue to research, develop and plan the programmes for 2007 and 2008, and support the annual programmes of work of our cultural partners through core and project funding.

Highlights of the CIT programme include:

SUPER VISION - European premiere (May 2006) This spectacular multi-media theatre show has been co-commissioned by the Liverpool Culture Company. Created by New York's **The Builders Association** and **dbox** directed by new media magician Marianne Weems, SuperVision is all about surveillance in contemporary society, where everyone has a database.

Trisha Brown Dance Company (June 2006) Trisha Brown has been a long time-collaborator with artist Robert Rauschenberg, and brings her company to Liverpool at the Playhouse for the first time with three works, including two with designs by Rauschenberg.

Tate Liverpool will present a selection of its extensive holdings of works by **Robert Rauschenberg** in a Focus Room display from mid-April to September 2006.

Carbon Copy Building by New York's famous **Bang on a Can**. This is modern music theatre at its best based on the cartoons of Ben Katchor and his strip about two buildings of the same footprint in different parts of Manhattan. There will be a chance to catch **Ben Katchor and his cartoons** during Architecture Week as prelude to this great musical work. **Bang on a Can Allstars** will also perform in concert at the Liverpool Philharmonic Hall on 4th October.

Scrap Arts Music is a phenomenally energetic percussion troupe from the great port city of Vancouver; Canada. In spectacularly choreographed moves on a dramatically-lit stage they make their music from custom-built instruments that are created from unique metal scraps salvaged from Vancouver's harbour areas. Their performance, to take place at the Royal Court, marks the beginning of their ongoing relationship with Liverpool as they gather together a local team to make big new scrap instruments for which



leader/composer Gregory Kozak will write the Liverpool Suite. This will have its world premiere in 2008 as part of **Music Ex Machina** - a new celebration of industrial music.

Machine for Contacting the Dead

Two contemporary music ensembles, Liverpool's **10/10** and Brisbane's **Elision** combine to play Liza Lim's Machine for Contacting the Dead, a piece which take us into the spiritual dimensions of transition.

The End Of Cinematics - European Premiere

New York's Mikel Rouse is a composer, singer, musician, film-maker and director. The Culture Company have co-commissioned his latest work which plays with the idea that we will soon no longer simply sit and watch the two-dimensional screen. His haunting electronic songs of love and longing are performed by him and a cast of actors and singers performing against a brilliant large screen blend of film, dramatic narrative, colour, design and special effects. It's like watching the very best music video come alive before your very eyes.

The Artistic Programme for 2007 will be launched in July 2006, followed by the launch of the 2008 programme in November.

Events

Merseyside has produced a number of sporting greats and the 2006 calendar will deliver a unique mix of new and existing events that best showcase and promote the City and region's sporting prowess, achievement and culture to an international audience. Increased participation opportunities via events and activity programmes will encourage involvement by communities.

Highlight Sporting Events include -

- Tour Of Britain Cycle Race.
- Festival of Disabled Sport.
- Liverpool Open Squash Tournament.
- Liverpool International Tennis Tournament
- Liverpool and Manchester Universities Boat Race

We plan to develop these sporting highlights into festivals that will stimulate local interest. The 'Tour of Britain', a world-Class cycling event, will be used for local cycling clubs, Liverpool City Council and Health Authority 'Cycle for Health' to deliver better cycling events and activities, encouraging cycling for fun and active involvement in local clubs.

A Festival of Disabled Sport, in partnership with the Greenbank Sports Academy, aims to encourage up to 1,000 new participants from the disabled community to take up sport and physical activity.

We will also be engaging with the region's professional and semi-professional sports clubs, including marketing activity and some sponsorship with Liverpool, Everton and Tranmere football clubs as well as the main Rugby League and Union Clubs and supporting the Grand National in April and the Open Championship at Royal Liverpool Golf Club in July.

As well as all these fantastic sporting attractions, 2006 also sees the return of the Clipper and a homecoming event at the Pier



Head. Annual favourites, the Mathew Street Music Festival, Summer Pops and Hub complete a full year of great performances from the world of arts, sport and business.

Objective 2: To build community enthusiasm, creativity and participation;

2006 is all about building capacity within communities to deliver two festival years in 2007 and 2008. We will work with our cultural and community partners to make Capital of Culture activity happen in every corner of the city. We will also develop skills within the sector to ensure the work has a legacy beyond 2008.

The city is going through a major programme of change and upheaval. Residents will be able to hold a mirror to that change through projects funded by the Changing Places programme.

In addition to growing the highly successful Streetwaves programme, a priority during this year is to consolidate and support our work with young people. The Capital of Culture's young peoples' forum will work with us to define the strategic direction of our young people's work moving forward ensuring that the legacy of 08 is built within the next generation of practitioners.

A local campaign, jointly promoted by the Liverpool Culture Company will raise awareness around key environmental issues. The campaign encourages everyone from children to adults, visitors to businesses to take personal responsibility for recycling, environmental cleanliness and the prevention of litter, graffiti, dog fouling and environmental anti-social behaviour. In addition, G-litter will relaunch in April 2006 and stage the biggest clean ups across all the neighbourhoods in the city. The Look of The City programme piloted successfully on the Met quarter will grow and encompass work within Norris Green, Speke Garston and Edge Lane, while the Shops Upfront Programme will bring physical transformation to Lodge Lane in Toxteth.

We will continue to support community and voluntary groups with a series of practical seminars and workshops developing skills and sharing good practice.

Our programme for older people began in 2005 with the highly successful Cruel Sea reminiscence project and the Kaleidoscope programme in north Liverpool. This work captures the memories of the city and will grow in importance leading to 2007 and beyond. A priority for this year will be to build the foundations of a celebration of 800 years of the city in 2007.

It's Not OK! will develop its groundbreaking programme of arts activity to raise the issue of violence. In 2006 it will impact on every secondary schoolchild and those not in mainstream education including young offenders.

By mid 2006 the National Friendship will draw into port and begin to tour the region whilst the local friendship will continue its tour of Merseyside schools. We will launch a major new primary programme in January 2007.



A major focus for 2006 is developing the health and sports programme. This will include supporting the engagement of artists in the NHS new build Waiting Rooms a series of arts events within waiting rooms across the city and support for the Alder Hey Artist in Residence scheme. The sports programme will kick off with A Sporting Chance, an opportunity for small community-led sports organisations to develop activity linked to the 2006 themed year, Liverpool Performs. We will also be supporting the European Disabled Festival at the Greenbank centre and developing projects with the sports colleges.

New Voices will continue to work with practitioners and groups who are currently under-represented within the cultural offer ensuring their voice is part of the celebrations in 2008.

In early 2007 the communities of the city will celebrate its history. This is the start of two years of celebration where every citizen has the opportunity to involve themselves in the rebirth of a great city and to be able to look back in 2020 and say 'I made it happen'.

Objective 3: Maintain, enhance and grow the cultural infrastructure of the city

Building on its 'showcasing' role, this year will see the 08 Place establish itself as the shop window for arts and culture in the city. From March the 08 Place will become the central Tourist Information Centre for all visitors to Liverpool. The ticketing operation will be in full swing and the ever-changing nature of exhibition, performance and display will make the centre an experience in itself as much as an information centre.



The Culture Company will continue to provide financial support to the city's cultural organisations to assist with their preparations for 2008. We regard the ongoing development of the cultural sector to be of great importance in relation both to 2008 and the legacy thereafter. To support this we will commence a comprehensive mapping exercise and critical analysis of the sector. We will also implement a programme of cultural support services and schemes to meet the development needs of the sector. Together with partners we will begin drafting the City's cultural strategy for beyond 2008.

The Heritage Development team will continue to manage the £5.1m phase II refurbishment of St George's Hall, and develop the brief for the St George's Hall Visitor's Centre. Heritage interpretation projects are a priority, including pub reminiscence, Look up Liverpool, Building voices, the Bridge Project, Access to Heritage, the Pool project as well as World Heritage Site Interpretation. An outreach programme for engaging young people in their heritage will be established. Heritage Open Days will have a performance theme with arts and sports venues encouraged to participate and we will use this year to rehearse for the 2007 celebrations.

Objective 4: To increase the levels of visitors and inward investment in the city

Tourism

Specific initiatives will include: Preparation for the opening of the cruise liner facility including major sales initiatives and the completion of all operational and management arrangements, as well as managing shore operations for all 2006 mid-river cruise calls.

Continuous improvement of the John Lennon Airport Information Desk and the airport as a gateway to the city.

Publication of a new Beatles guide incorporating new "Home of the Beatles" brand identity.

Introduction of the 'talking sign' technology into the Connecting Liverpool system.

Development of materials to promote and distinguish the World Heritage Site.

Make preparations for 2007 when the visitors will primarily have links with the city or be a part of the Scouse diaspora.

Working in partnership with Wirral, maximise opportunities of the Open Golf Championship at Royal Liverpool in 2006.

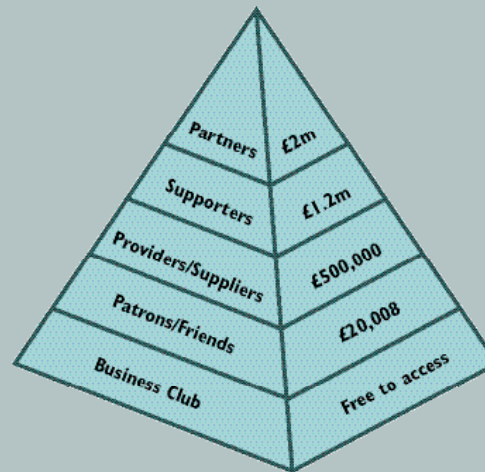
Finally we will continue to support projects delivered by our main partners, and build on the appointment of our overseas marketing representative based at VisitBritain.

Commercial

In the Commercial arena the Culture Company will continue with its dual strategy of developing and managing a series of partnerships which are mutually beneficial, generating revenue to invest in Capital of Culture activity and providing benefits from involvement to major local and national sponsors. At the same time we will ensure that the entire business community of the region, whether or not they have provided investment, will have opportunities to be informed about, involved in and benefit from what is happening at no cost.

Recruitment of sponsors will continue with the addition of the final four Official Partners during the course of the year, making twelve in total. The intention is that these will be major brands which will add to the stature and awareness of the Capital of Culture programme

A range of Official Suppliers will also be recruited in sectors where there is no official partner and where the Culture Company can benefit from use of the product in question (e.g. vehicles) or from a profit-sharing arrangement at major events (e.g. beer). We aim to recruit six Official Suppliers by the year end.



The range of Official Friends will also be developed from the initial Founder Friends. We aim to recruit twenty 'Friends' by year end, and will include within the package of benefits for 'Friend' sponsors a range of tickets



and benefits provided by the Culture Company's cultural partners. The Culture Company will pay for these benefits thus ensuring that its cultural partners also receive some income from this level of sponsorship.

Considering business as part of culture is just one of the many innovative notions which the Liverpool Culture Company is promoting, and is itself a reflection of our belief that culture can be a powerful force for regeneration. Ensuring that Merseyside's businesses benefit from European Capital of Culture is a priority for the Liverpool Culture Company. With this in mind, continued efforts and increased resources will be devoted to engaging and involving the wider business community of the region who are not official partners/sponsors. The main vehicle for this activity will be our business forum, 08 businessconnect, and 20/08 Day.

We aim to grow membership of 08 businessconnect to 4,000 by the year end and implement a programme of at least 12 formal events during the year.

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In addition to the primary revenue stream generated through sponsorship there will be continued efforts to generate supplementary revenue through:

- a professional licensing and merchandising strategy which will increase in scale and profitability throughout the year and into 2007;
- a pilot corporate hospitality operation for the Culture Company's key events, providing facilities for sponsors and generating a revenue stream to support the overall programme;
- a reverse auction or lottery programme designed to provide continued positive publicity for Capital of Culture activity and generate a consumer-driven revenue stream.

08 Welcome

We have renamed Liverpool Welcome to 08 Welcome, reflecting the fact that the Welcome programme is open to people and businesses from across Merseyside. Specific marketing material is now available to denote participation and to support achievement through certificates and other incentives.

Having built the foundations of the 08 Welcome programme, we see 2006/7 focusing on maximising the participation of businesses and individuals, and measuring the impact of the programme.

We will set targets for increasing the number of businesses signing up for the 08 Customer Service programme to over 250 companies, and for people accessing training as a result of their participation in the programme as well as promoting businesses and individuals who demonstrate high levels of customer service.

2006/7 will also see increased numbers of volunteers supporting events. We will also work more closely with other organisations to increase the opportunities available to 08 Volunteers, and to raise the profile of volunteering. In the light of the Russell Commission report we intend to involve more young people, and to develop our pre-volunteer programmes to enable greater participation by disadvantaged groups, and to use volunteering to build skills and confidence.

The International team will continue to work with the Tourism and Artistic teams to develop projects in our twin and partner cities. We envisage coordinated visits with a



range of partners to priority destinations as the centrepiece events of 2006, as well as the development of the Cities on the Edge project, the relationship with Stavanger; our 2008 Capital of Culture "twin", and support to and engagement with other prospective and past EU Capitals of Culture.

Objective 5: To reposition Liverpool as a world-class city by 2008;

Marketing

Building on the results of 2005's perceptions research, our marketing strategy 2006-7 will be to 'educate and inform' why Liverpool was chosen as European Capital of Culture for 2008.

We will continue to target the local and regional community with an event led approach, the introduction of a What's On guide and making use of City Magazine.

We will launch an Ambassador Programme that will harness support for European Capital of Culture, both locally, regionally, nationally and internationally. The programme will channel the support already pledged to Liverpool 08 over the last few years, and will provide a means of encouraging and allowing

people from all walks of life to become involved. From high-profile celebrities to everyday people, the support of 08 Ambassadors will be used in marketing and communications efforts to help build momentum for Liverpool 08.

National and international market focus will increase with a brand campaign communicating the rich cultural offer in the city and its wider assets. This activity will embrace the tourism work of The Mersey Partnership both domestically and internationally including joint initiatives with VisitBritain, the international marketing arm of the UK.

We regard our major sponsors, stakeholders and cultural organisations as important partners in communicating Liverpool's offer and European Capital of Culture 2008. There will be greater emphasis on joint marketing and promotional initiatives to raise the profile of all parties.

In the lead up to the 800th anniversary we will invest in raising the profile of Liverpool's World Heritage Site status. Early 2007 will see us commence marketing to celebrate the

city's global influence and connections, as we reach out around the world to all the people and places linked with the city of Liverpool.

Public Affairs

The Capital of Culture All Party Parliamentary Group established in December 2005 will meet regularly, helping to raise the profile of Liverpool, European Capital of Culture 2008 at Westminster. It will also feed into national policy debates through discussion of important issues relating to culture, regeneration and social inclusion.

Members will lobby both Houses of Parliament and Government on our behalf in demonstrating the wide support that exists throughout the country and across all political parties for Liverpool European Capital of Culture 2008.

A programme of planned media visits for national and international journalists will be developed throughout 2006 to raise awareness of Liverpool's strong cultural offer including its pre-eminence as a world-class music location, and its reputation as a city with architecture of international significance.

The Communications team will maintain its strong relationships with local and regional print and broadcast media to assist with keeping the general public informed of Capital of Culture activities. In addition, in 2006 the Communications team will operate specialist Media Centres at high-profile international events including the Mathew Street Music Festival and the Clipper Round The World Yacht Race, providing information and assistance to local, national and international media. This will encourage positive news reporting of Liverpool and assist with repositioning the city as an international venue.

Objective 6: To provide efficient and effective management of the European Capital of Culture programme.

We will continue to explore further sources of funding for the areas of participation in sport and volunteering as announced at Budget 2005.

The Board sub group created in 2005 will increasingly play a role in providing strategic input to the company. A number of initiatives and research programmes will commence in 2006-7, including the commissioning of a report into the role Information Technology has to play in delivering European Capital of Culture 2008.

Delivering the best-ever European Capital of Culture will require high-quality intelligence to inform our decision-making and also research to evidence the impacts of our actions.

NOP have been appointed to provide the intelligence to inform our Marketing Strategy, as set out earlier in this plan.

We are piloting the NWDA's standardised event evaluation with a number of highlight events, giving us a benchmark against which to gauge our progress in the coming years. Events monitored so far have included HUB, Clipper, and Mathew Street Music Festival. A research consortium including the University of Liverpool and Liverpool John Moores University has been appointed to undertake an in-depth study into the impacts

of European Capital of Culture 2008. The Liverpool Model research programme aims to be the most comprehensive study of its kind ever undertaken and will offer a blueprint for future title holders.

The project will examine the cultural impacts as well as the wider social, economic and environmental impacts of Capital of Culture upon the people within the Liverpool city region.

The Liverpool Model proposes a multi-method approach incorporating qualitative, quantitative, primary and secondary data collection and analysis. It will draw on existing statistics and those collected as part of the cultural programme while carrying out in-depth qualitative work across the communities of Liverpool to explore people's experiences and interpretation of the cultural programme. This starts in 2006 with 'Young Liverpool', looking at how young people from Croxteth and from Toxteth see their community, their city and their culture.

Dissemination of key research findings will be supported by the Northwest Culture



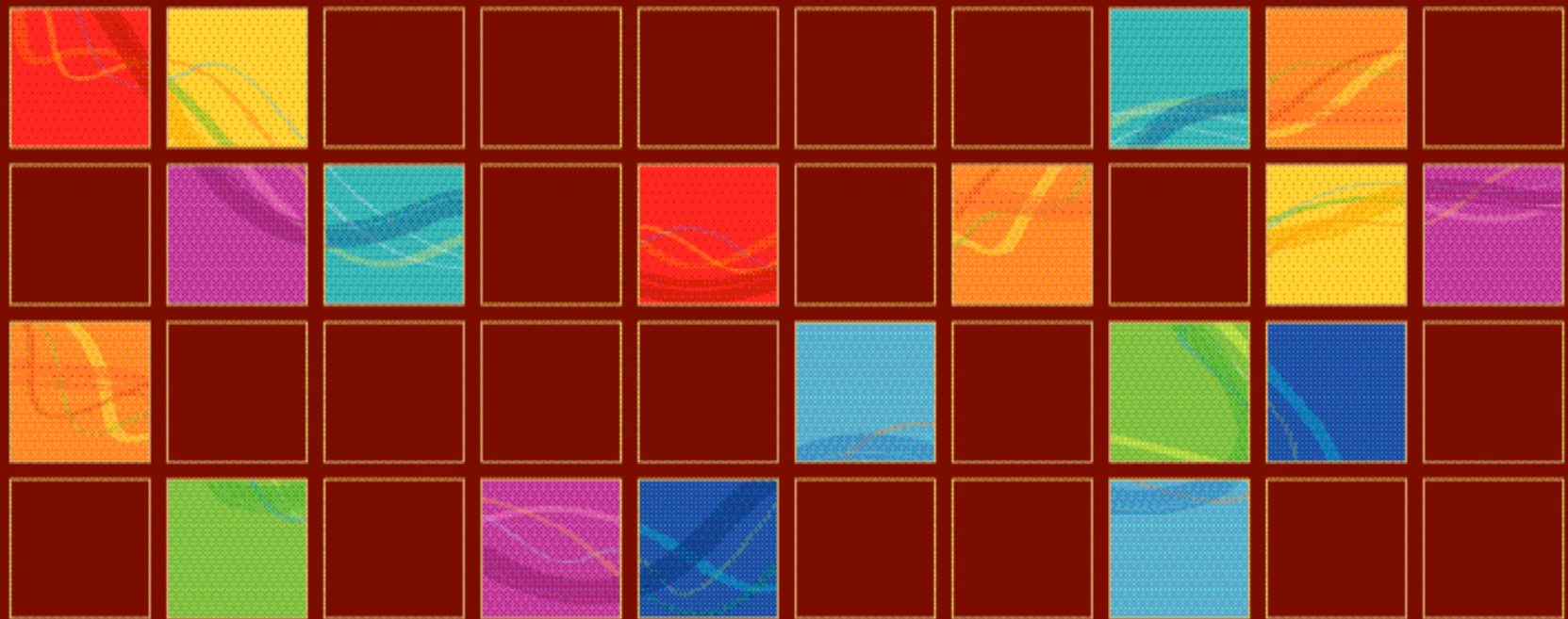
Observatory, which sees the Liverpool Model research programme as an important demonstration project for the delivery of cultural sector intelligence in the region.

The Observatory will provide access to findings for stakeholders and the public through an online resource currently under development, the Culture Observatory Gateway.

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Liverpool Culture Company Programme Summary 2006-7



Liverpool Culture Company Programme 2006-07

	Estimated Cost (£) 2006-7
Objective 1: To create and present the best local, national and international arts and events in all genres	5,634,000
Objective 2: To build community enthusiasm, creativity and participation	1,752,000
Objective 3: To maintain, enhance and grow the cultural infrastructure of the city	5,499,000
Objective 4: To increase the levels of visitors and inward investment to the city	1,339,000
Objective 5: To reposition Liverpool as a world-class city by 2008	3,291,000
Objective 6: To provide efficient and effective management of the European Capital of Culture programme	1,160,000
Total cost all objectives	18,675,000

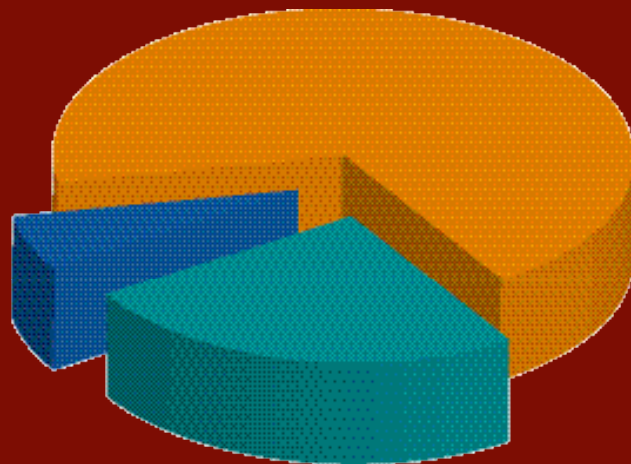
Delivery of this programme of activities and events is subject to successful current grants and sponsorship negotiations. City Council funding is to be agreed on an annual basis.

For a complete list of Culture Company programmes for 2006-7 please visit www.liverpool08.com/AboutUs/Downloads or call 0151 233 2008.

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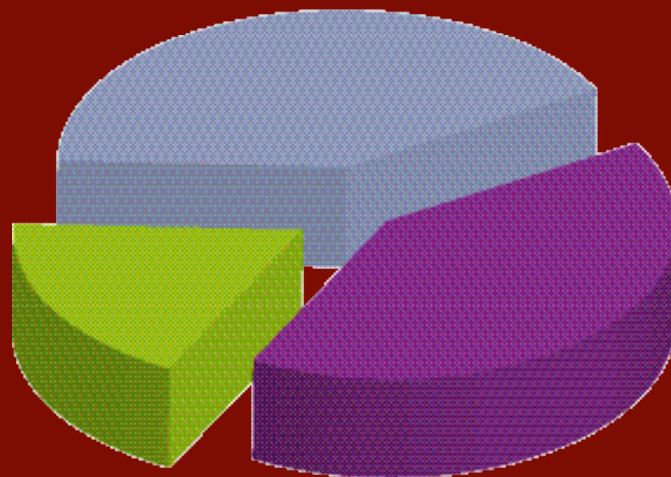
Summary of Expenditure 2006-7



Key

- Artistic, Creative Communities, Cultural Infrastructure & Events (69%)
- Management & Support (6%)
- Marketing, Investment & Communications (25%)

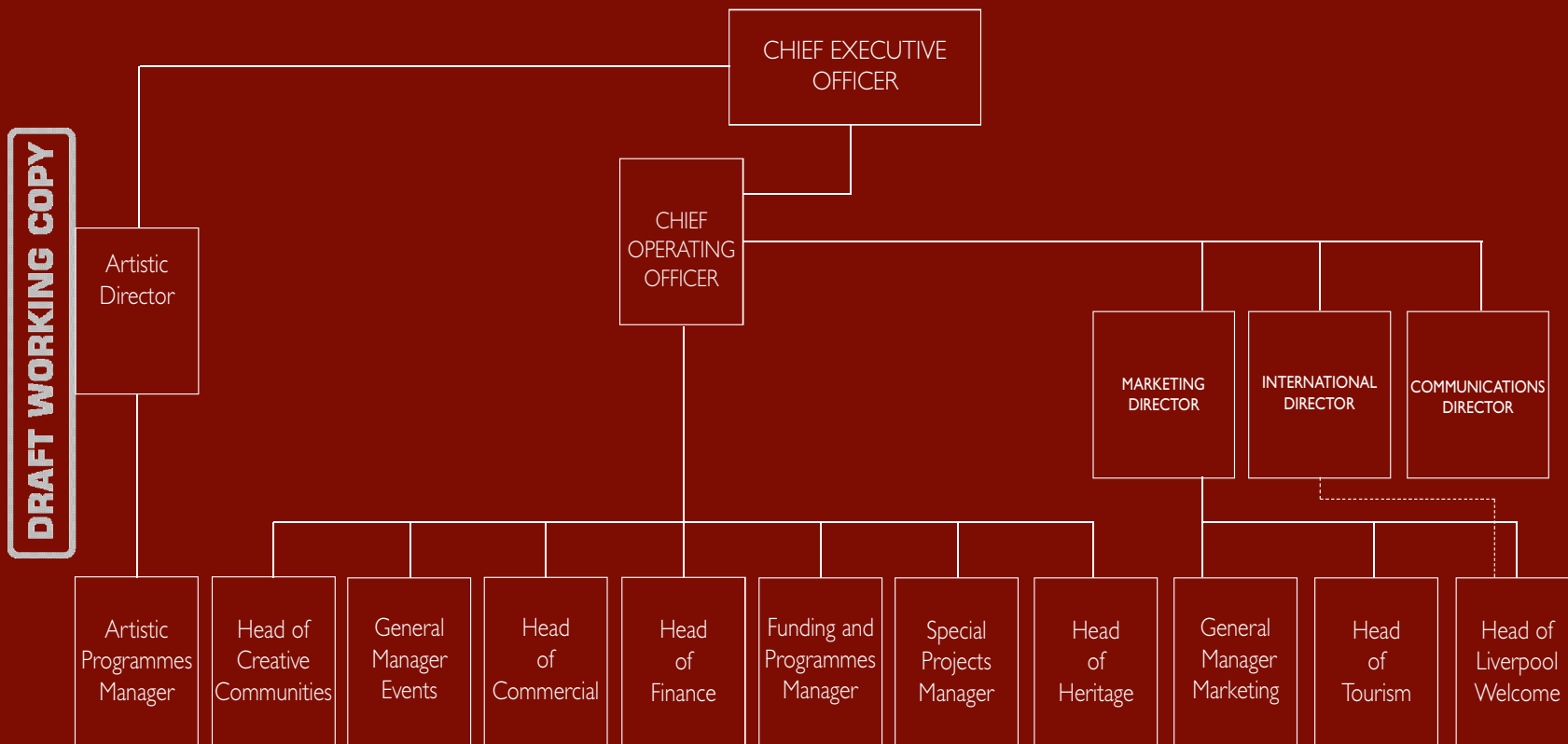
Summary of Income 2006-7



Key

- Grant Income 41%
- Commercial Income 18%
- Liverpool City Council 41%

Appendix 1: Liverpool Culture Company Management Structure



Appendix 2: Liverpool Culture Company Board (February 2006)

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Name	Board Position	Role
Prof Drummond Bone	Chairman	Vice Chancellor, University of Liverpool
Cllr Warren Bradley	Deputy Chair	Liverpool Culture Company / Leader, Liverpool City Council
Loyd Grossman OBE	Deputy Chair	Chair, Culture NorthWest / Chairman, National Museums Liverpool
Susan Woodward OBE	Deputy Chair	Managing Director, Granada
	Chief Executive	
Cllr Joe Anderson		Leader of the Opposition, Liverpool City Council
Tom Bloxham MBE		Chair, Arts Council England North West
Cllr Mike Storey CBE		Liverpool City Council
Prof Michael Brown DL		Vice Chancellor, Liverpool John Moores University
Wally Brown CBE		Principal, Liverpool Community College
Sir Neil Cossons OBE		Chairman, English Heritage
Louise Ellman		MP for Riverside
Cllr Steve Foulkes		Leader, Wirral Metropolitan Borough Council
Ruth Gould		Creative Director, North West Disability Arts Forum
Bryan Gray		Chairman, Northwest Regional Development Agency
Bernard Hogan-Howe		Chief Constable, Merseyside Police
Roger Lewis		Chairman, Royal Liverpool Philharmonic
Pat Loughrey		Director, BBC Nations & Regions
David McDonnell CBE DL		Chief Executive Worldwide, Grant Thornton International
Roy Morris DL		Chairman, The Mersey Partnership
Sir Bob Scott		International Director, Liverpool Culture Company
Sir Nicholas Serota		Director, Tate
Brenda Smith		Group UK Managing Director, Ascent Media
Andrew Worthington MBE		Chair, Sport England's Northwest Regional Sports Board

Liverpool 08

EUROPEAN CAPITAL OF CULTURE

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LIVERPOOL 08 OFFICIAL PARTNERS



LIVERPOOL 08 MAJOR FUNDING PARTNERS



LIVERPOOL 08 FUNDING PARTNER



Liverpool Culture Company, P.O. Box 2008 Municipal Buildings, Dale Street Liverpool L69 2WN
 Tel: 0151 233 4399 Fax: 0151 233 6333
 e-mail: contact@liverpool08.com
www.liverpool08.com

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 To obtain your copy please contact Liverpool Direct on 0151 233 2008.



The City of Liverpool