

## 4 LIVERPOOL CULTURE COMPANY STRUCTURE

### 4.1 INTRODUCTION

In this section we outline the organisational structure of the Liverpool Culture Company.

Board membership is detailed in Figure 4.1. Section 4.3 outlines the role and membership of the Executive Management Team and structure for the Board.

### 4.2 MOVING FROM A BIDDING TO A DELIVERY ORGANISATION

The Liverpool Culture Company was originally established to manage the bid to win the UK nomination for European Capital of Culture 2008. The company proved to be a highly effective vehicle for providing greater inclusivity in the bid preparation. It was also successful in achieving a distinctive brand. The managing of the bid process and investment in the infrastructure was put at the heart of the city council's recovery agenda. It is fair to say that other bidding cities did not have the same level of connectivity nor inclusivity. Another crucial factor in the success of the structure of the bidding organisation was the meshing of a variety of public, private, community and voluntary players behind an aligned agenda.

In turning the bidding operation into a delivery business it is important to recognise the strengths of the approach on the bid, also its organisation. We should also learn from comparable events.

The Liverpool Culture Company must be organised to capture the strengths of both the public and private sectors; it should be innovative and entrepreneurial whilst being democratically accountable and concerned with social justice.

### 4.3 MANAGEMENT ARRANGEMENTS

With the theme of integrational activity very much at the forefront, an Executive Management Team for the Company has been created with the following membership:

- Chief Executive Officer
- Chief Operating Officer
- Marketing Director
- Artistic Director
- Communications Director
- Executive Director (Resources)
- Assistant Executive Director (Regeneration)
- Head of Finance

One of the determining factors in winning the bid was the advisory panel's view that "Liverpool's bid, crucially, best combines strong central direction, civic leadership, with wholehearted public participation". This approach has been continued with the creation of an Executive Management team with extensive experience of Company operations gained at the highest level.

The Executive Management Team meets on a weekly basis. The Chief Operating Officer holds weekly briefings with the Liverpool Culture Company Department Heads who in turn hold briefings with their teams.

The structure of the Board has been re-organised to draw on expertise of members and provide strategic direction into Liverpool Culture Company management and delivery. Board members are responsible for chairing Sub Groups looking at a particular aspect of company operation and acting as the champion for this at board level. The Board meets four times a year. There is also an Executive Group made up of the Chairman, three Deputy Chairs, Chief Executive, Chief Operating Officer and the Chairs of the Boards Sub Groups which meet eight times per year.

The Board Sub Groups are as follows:-

- Arts, Culture and Heritage
- Marketing, Public Affairs and Public Relations
- Creative Communities
- Science and Technology
- Stakeholder Relationships
- Business Planning, Finance and Commercial
- Welcome, Events and Tourism

The Sub Groups will also ensure the region as a whole is engaged in the process, and will co-opt as members from time to time people from across the region with specific skills and expertise.

The Board Sub Groups liaise directly with Senior Officers of the Liverpool Culture Company and ensure Board support.

### 4.4 COMPANY BOARD MEMBERS

The Board was formed in July 2000 and proved to be an effective mechanism for driving forward the strategic direction of the bid process. Delivery of 2008 and the build up to it will require a different and more demanding delivery capacity and so the Board membership has been recently refreshed since the successful bid. The Board as established with effect from May 2005 is outlined in Figure 4.1.

**FIGURE 4.1 LIVERPOOL CULTURE COMPANY BOARD (MAY 2005)**

Name	Position	Representing
Prof Drummond Bone	Chairman	Vice Chancellor, University of Liverpool
Cllr Mike Storey CBE	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
Sir David Henshaw	Chief Executive	Liverpool Culture Company / Liverpool City Council
Graeme Creer	Company Secretary	Assistant Executive Director, City Solicitor, Liverpool City Council
Cllr Joe Anderson		Leader of the Opposition, Liverpool City Council
Tom Bloxham MBE		Chair, Arts Council England North West
Cllr Warren Bradley		Executive Member for Leisure and Culture, 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 MBE		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

## 5 RESOURCE BUDGETING AND STAFFING

### 5.1 OUTLINE BUDGET

This section provides an overview of the financial commitments of the company over the next four years. Figure 5.1 sets out the current budget for 2005-9.

Of this, Liverpool Culture Company has either secured, or has a commitment from funders, to over 90% of the minimum target of £94.9 million.

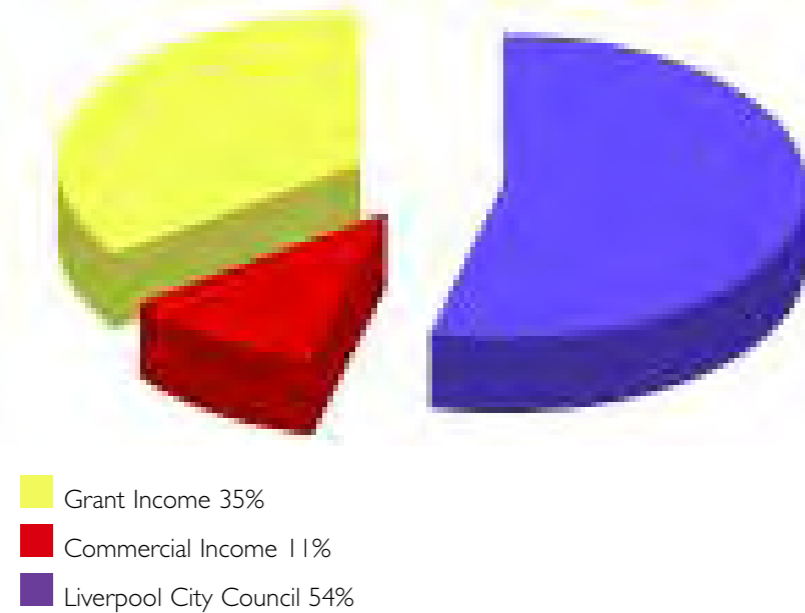
**FIGURE 5.1 LIVERPOOL CULTURE COMPANY BUDGET 2005 - 2009**

	2005/06 £	2006/07 £	2007/08 £	2008/09 £	Total all yrs
<b>Objective 1: To create &amp; present the best of local, national and international art and events in all genres</b>	<b>4,910,270</b>	<b>5,030,016</b>	<b>7,045,238</b>	<b>17,367,764</b>	<b>34,353,288</b>
<b>Objective 2: To build community enthusiasm, creativity and participation</b>	<b>2,762,505</b>	<b>2,791,065</b>	<b>2,818,311</b>	<b>2,852,054</b>	<b>11,223,935</b>
<b>Objective 3: Maintain, enhance and grow the cultural infrastructure of the city</b>	<b>5,503,172</b>	<b>6,612,309</b>	<b>6,983,617</b>	<b>7,232,522</b>	<b>26,331,620</b>
<b>Objective 4: Investment</b>	<b>1,438,031</b>	<b>1,476,662</b>	<b>1,510,234</b>	<b>1,518,914</b>	<b>5,943,841</b>
<b>Objective 5: To reposition Liverpool as a World Class city by 2008</b>	<b>2,914,279</b>	<b>2,993,616</b>	<b>3,060,468</b>	<b>3,077,938</b>	<b>12,046,301</b>
<b>Objective 6: To provide efficient and effective management of the European Capital of Culture Programme</b>	<b>1,220,743</b>	<b>1,252,331</b>	<b>1,282,132</b>	<b>1,288,808</b>	<b>5,044,014</b>
<b>TOTAL cost all objectives</b>	<b>18,749,000</b>	<b>20,156,000</b>	<b>22,700,000</b>	<b>33,338,000</b>	<b>94,943,000</b>

In addition to a significant level of support from Liverpool City Council, funding from public sector agencies and Commercial sponsorship comprises the core of Liverpool Culture Company income 2005-9 (Figure 5.2). We acknowledge the support from all our funding partners. This funding will target areas of expenditure as outlined in Figure 5.3.

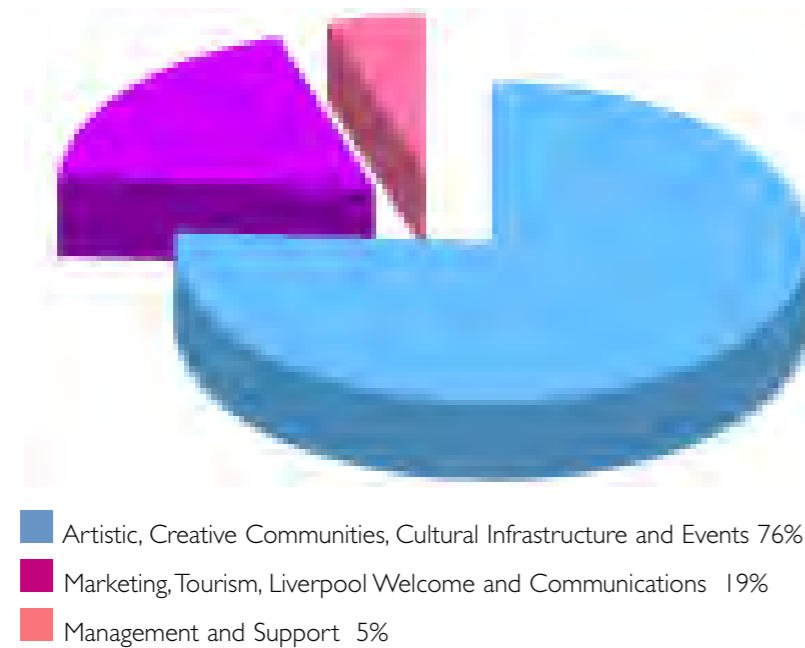
**Figure 5.2**

**Liverpool Culture Company Budget 2005-9: Summary of Income**



**Figure 5.3**

**Summary of Expenditure 2005-9**



## 5.2 STAFFING

Posts within Liverpool Culture Company are filled by:

- direct recruitment and appointment to the Liverpool Culture Company;
- short/medium/long term secondment from the public, private and voluntary sector; and
- dual post holding, particularly in respect of senior officers of the city council.

This mixture of recruitment and working arrangements ensures that staff at the Liverpool Culture Company are strongly connected into the Liverpool and Merseyside cultural economy.

By providing a greater variety of experience via placements, it is intended that post holders will stay longer. For secondments, staff will be able to work as required for Liverpool Culture Company whilst retaining their links to organisations such as the city council. This will enable council staff to gain new work experience and enable deeper linkages with the council's operational areas.



## 6 MONITORING OF ACTIVITIES

### 6.1 INTRODUCTION

A comprehensive draft project and programme monitoring and evaluation framework has been produced for the Liverpool Culture Company by ERM Economics, and is available as a separate document. This contains a timeline for the introduction of cost effective monitoring and evaluation systems by the Liverpool Culture Company. A revised and updated framework, linked to annual Delivery Plans, will be provided by the Chief Executive to the Board for approval at each AGM.

This section provides summary information and proposals for inclusion in the more detailed annual Delivery Plans.

### 6.2 COMPANY REPORTING

The Chief Executive is responsible for the performance of the Liverpool Culture Company, and will report regularly on the overall performance of the Company against its objectives to the Company Board and to the Council's Executive Board and scrutiny Committees.

The financial performance and accountability of the company will be the direct responsibility of the city council's Executive Director of Resources. Monthly programming and monitoring information will be the responsibility of the Lead Finance Manager and the Programmes Manager in the Liverpool Culture Company.

Internal accounting systems have been installed by Liverpool City Council and these will be further developed as part of its responsibilities as the Accountable Body for the Liverpool Culture Company.

Liverpool City Council will conduct periodic auditing of financial systems and the company will be subject to annual auditing.

### 6.3 PROGRAMME MONITORING

The level of scrutiny and degree of business planning will be appropriate to the scale and type of project. Each project will have a designated lead that will be responsible for the delivery of the project.

The lead will have a Service Level Agreement with the Liverpool Culture Company that will cover:

- delivery plan for the project including key dates and actions;
- project management information requirements;
- project reporting and performance monitoring arrangements;
- resource plan for the project; and
- key success and risk factors.

The Liverpool Culture Company will receive regular management information on the progress of individual projects. The delivery contract will specify the appropriate level and frequency of reporting for individual projects. Liverpool Culture Company will expect the lead agency to take appropriate action in the case of poor performance. In extreme cases, the company will agree with the project partners to remove the lead agency and appoint another agency in its place.

The project delivery plans will be summarised into an annual delivery plan by the Head of Programmes for agreement by the Chief Operating Officer before the end of each financial year. The annual delivery plan will identify key performance targets for the programme as a whole. The Chief Operating Officer will present the draft delivery plan to the Company's Executive Board for discussion and agreement. Summary performance reports on the programme will be submitted on a quarterly basis to the Company Board, together with recommendations for addressing issues arising.

### 6.4 EVALUATION OF 2008

Liverpool Culture Company and its partners recognise the importance of seeking to install a monitoring and evaluation framework for its programme that will:

- provide timely monitoring data in the run-up to 2008, in order that projects and programmes can be designed and managed so as to ensure maximum impact;
- enable policy makers and partners to assess the impact of projects and programmes in order to guide investment and funding policies;
- enable residents and organisations to participate in the planning and running of projects; and
- contribute robust data and analysis enabling a full contribution to national and international research and debate on culture, social cohesion and regeneration.

The recommended evaluation framework is intended to be an integrated set of indicators, allocated to categories that allow Liverpool Culture Company and its partners to engage in the full cycle of policy formulation, implementation, monitoring, evaluation, policy review and continued development.

A research team will be appointed in summer 2005 to undertake a major programme of research, monitoring and evaluation of the Capital of Culture programme; this programme will be known as the Liverpool Model.

The Model will be overseen by a Steering Group comprising representatives from the Culture Company, City Council, Liverpool's Universities and Culture NorthWest.



## 7 IMPACT OF 2008

The start of this document outlined the outcomes that the city wishes to achieve as European Capital of Culture. This section considers these in more detail, and assesses the likely impact of a successful European Capital of Culture 2008.

The European Capital of Culture award was established in 1985 and has a strong profile throughout the continent. Since its launch, the initiative has been more and more successful and has had a growing cultural and socio-economic impact. Furthermore, the experience of previous cities suggests that the social and economic impacts of awarding the title 'Capital of Culture' is a two-way street, with selected cities experiencing significant economic and social benefits as a consequence. Such benefits have been felt through increased visitor numbers (both during the year itself and thereafter, as a legacy of the title), higher expenditure in the cultural sector, an improved cultural 'offer' for tourists and residents alike and an improved image domestically and internationally.

### 7.1 OUTCOMES AND IMPACT

ERM Economics was commissioned by Liverpool City Council in February 2003 to undertake a socio-economic impact assessment of the European Capital of Culture bid. The primary focus of the commission was on assessing the economic impact that a successful Capital of Culture award could make to the city, Merseyside and the North West region. The findings of the report, **'Socio-Economic Assessment of Liverpool's bid'** (May 2003) are outlined below. As described at section 6.4, further work is currently underway, building on the ERM research, to measure the long term impacts of the European Capital of Culture 2008 programme.

Reflecting the three outcomes the city wishes to achieve as European Capital of Culture, ERM's approach was to focus on the potential benefits arising from three key areas:

**Increased competitiveness** - The extent to which the tourism product of Liverpool becomes more competitive from the cultural investment taking place;

**Participation** - The proposed range of activities and how the bid programme seeks to increase the involvement of the resident population and under represented groups; and

**Creative industries** - The promotion of creative industries within the Capital of Culture bid programme and the supporting wider investment programme.

### SUMMARY OF SOCIO-ECONOMIC IMPACTS

#### PARTICIPATION

Increased community participation in cultural activity – 300,000 people (75% of the city's population) – as a result of a successful European Capital of Culture in 2008.

#### TOURISM

By 2012, an extra 1.7 million visits are expected, attracted by new projects and the Capital of Culture 'legacy effect'.

## INVESTMENT

City-wide investment by public and private sector partners of over £2 billion up to 2008.

## EMPLOYMENT

Employment in the cultural sector (defined as tourism, sports, heritage and the creative industries) could grow by 14,000 jobs in Liverpool by 2012 based on trend growth, new cultural investments and a successful European Capital of Culture 2008.

Source: ERM Economics and Liverpool City Council, May 2003

### 7.2 DELIVERING THE CITY - THE BROADER CONTEXT

2008 is viewed by the city council and its partners as integral to the overall vision for Liverpool. This is expressed in the five key objectives of the Local Strategic Partnership for the City, led by the Liverpool First Board and Partnership Group. (Figure 7.2)

#### Figure 7.2 Liverpool First Board/Partnership Group Mission Statement and Objectives

Our mission is to put Liverpool first. We aim to make Liverpool a premier European City by developing a more competitive economy, building healthier, safer, and more inclusive communities and enhancing individual life chances. The objectives of the city's Community Plan are to:

- Create an inclusive European Renaissance City by 2010;
- Be a 'Business Friendly' city in 2008;
- Ensure national targets for schools, qualifications and employment are met by 2008;
- To reduce levels of poor health, preventable death and disability towards the national average by 2010;
- Grow the population by 2013.

In recent years, the city has experienced substantial economic and jobs growth. Between 2002 and 2003, the city had the fastest rate of economic growth of all of the core cities, and was in excess of regional and national rates of growth. The regeneration of the city centre, the growth of our knowledge-based industries through projects such as Liverpool Science Park and our Housing Market Restructuring Programme are all contributing to the economic resurgence of the city. Liverpool is fast becoming an international destination city of choice for investors, businesses, tourists, workers and residents. Winning the title of European Capital of Culture 2008 is providing the rocket fuel to accelerate this process further and together with other major projects such as the Paradise Street Development, it will play a major part in redefining Liverpool in the 21st Century.

### 7.2.1 LIVERPOOL CITY CENTRE URBAN RENAISSANCE

Liverpool city centre is undergoing a dramatic transformation and is propelling our drive to become a major destination city. The city centre is the engine of recovery. The overall programmed investment to be attracted through the Liverpool Vision Urban Regeneration Company to the city centre is £2billion - via Northwest Development Agency, English Partnerships, The European Regional Development Fund and the private sector. Significant progress has been made during the past year on numerous projects that are re-establishing the city centre as a major retail and business centre boosting the region's economy. Cranes are now a welcome permanent feature of the skyline and they will proliferate over the coming years.

### 7.2.2 RETAIL

Paradise Street and Met Quarter developments will re-establish Liverpool as a top five national retail destination. The Paradise Project is Europe's largest retail development and will create an extra 1 million sq ft of new shopping floorspace.

### 7.2.3 COMMERCIAL

Major developments accompanied by public realm and infrastructure improvements are transforming Liverpool's office quarter to offer 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, making Liverpool one of the UK's fastest growing business destinations.



### 7.2.4 WATERFRONT

In July 2004, UNESCO inscribed Liverpool as a World Heritage Site. Significant developments will further enhance the city's historic waterfront, including:

- a new £15m cruise liner facility at the Pier Head. This state-of-the-art facility will allow the world's major cruise lines to bring at least 40 cruise liners back to the Mersey every year.
- Kings Waterfront, a major mixed use development, will include the Liverpool Arena and Convention Centre, a multi-use arena, exhibition space and convention centre, together with apartments, offices, hotels, leisure and retail uses and high quality public spaces. The £150m worth of civic and leisure facilities comprising the first phase of the development is due for completion in 2007.

### 7.2.5 INVESTMENT

Liverpool's image and attractiveness to investors and visitors has dramatically improved. Winning European Capital of Culture status has fuelled positive perceptions. The OMIS Britain's Best Cities Index 2003-4 tips Liverpool as a rising star for future inward investment. Further independent tracking research on Liverpool's image amongst potential investors shows similar results. Liverpool's overall image score has increased by 11% in 2004, nearly twice the average increase for all other cities in the survey. Almost one third of respondents were considering investing in Liverpool in the next 12 months - Liverpool was the only city to improve its performance on this indicator. Amongst investment intermediaries (accountants, real estate agents, business and investment advisers etc), Liverpool was ranked 3rd behind Manchester and Sheffield, with 48% of respondents (up 9% from 2002) expected to consider the region as an investment location.



## 8 CONCLUSIONS

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.

Guided by the Board and working closely with cultural, artistic, community, education and private sectors, the Liverpool Culture Company is the organisation to deliver the vision for 2008.

The Themed Years focus on increasing the quality and range of our annual programmes which will strengthen the city's ability to stage 2008. Each of the years will explore a different aspect of our central Theme, The World in One City. During these years we will:

- Deliver an exciting, innovative and dramatic programme of arts, events and creative activity. The Liverpool Culture Company will not only produce work itself, but partner with existing organisations, and work alongside communities. This relationship will take many forms including collaborations, co-productions, and commissions.
- Work with the City's communities to increase participation in creative activity, develop audiences and ensure that the people of the city are central to the celebrations.
- Invest in the City's cultural institutions, events, and festivals - those which have the ability to strengthen and sustain beyond 2008 and to develop capacity to produce and present work well into the future.
- Improve the perceptions of the city and region as a place to visit, increasing the number of visitors to the city. Our Liverpool Welcome will build on the City's unique spirit, improving the experience of visitors during their stay.
- Measure the impact of 2008 through an ambitious and integrated research strategy which has never been achieved by any previous European Cities or Capitals of Culture.

The ability and commitment of the Liverpool Culture Company, Liverpool City Council and our partners will build the programme of themed years culminating in the first part of this vision – the best-ever European Capital of Culture in 2008.

As creative, accessible, vital, and enjoyable these years will be, we – together with the people of Liverpool, the region, and our partners and supporters nationally – know that the big picture is about more than just 2008.

Our legacy will be one centred on people and participation; stronger cultural infrastructure; a sense of pride; better physical environment; a more attractive destination for visitors and investment; a Premier European City.

2008 is the platform to build for future generations.





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