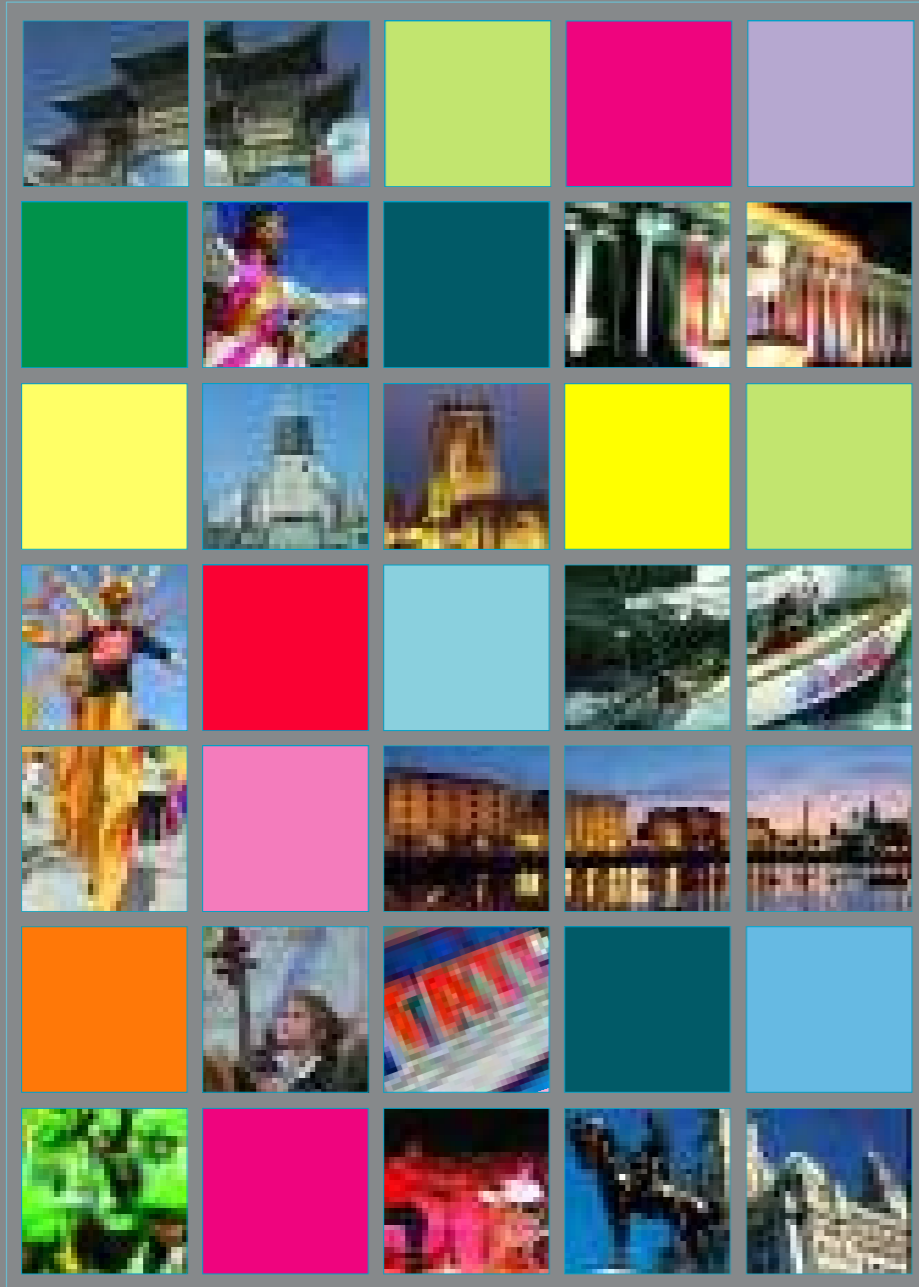


Liverpool Culture Company
Strategic Business Plan 2005-2009





Liverpool Culture Company Strategic Business Plan 2005-2009

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I INTRODUCTION



Liverpool is a city undergoing a thrilling renaissance. The speed of transformation in the physical infrastructure of the city has captured both people's imagination and naturally shaped their views about what 2008 means.

Being a European Capital of Culture of course means many things, not least a responsibility to inspire, encourage and showcase the creative forces of the city to a national and international audience.

In Liverpool, the focus is on people and participation.

The Liverpool Culture Company is spearheading this movement to ensure everyone is given the opportunity to be part of our Capital of Culture.

The Creative Community Programme in 2004 alone funded many culturally diverse projects from dance to drama, poetry to comedy and film to theatre. More than 1,400 artists and 65,000 people took part and it is already the biggest community art scheme in the UK.

Part and parcel of a programme which will create excitement internationally, our own communities will ensure that there is a strong Liverpool accent to the celebrations.

Liverpool won the 2008 race because people - the city's greatest asset - were at the heart of its bid.

That ideal is now at the heart of everything we do. And by empowering the people, the city is creating solid foundations for a new Liverpool to announce itself on the world stage in 2008.

A new Liverpool full of confidence, fizzing with creativity from the high street to high art, where people of the world can feel at home - a Liverpool which will make Britain proud not just in 2008 but for decades to follow.

Professor Drummond Bone

Chairman of Liverpool Culture Company



Being European Capital of Culture 2008 is a once in a lifetime opportunity for Liverpool - to create a better future for our people, businesses and visitors.

According to analysts, the city can expect at least £2bn of investment, 14,000 new jobs and 1.7 million extra tourists.

It is with the responsibility to fully maximise the opportunities 2008 presents that both the city council and Liverpool Culture Company have invested so much time, energy and millions of pounds to make Liverpool the best ever European Capital of Culture.

A team of 80 dedicated, professional staff are working with literally thousands of people to deliver a programme of events and initiatives that will help reposition Liverpool as a better place to live, work, visit, learn and play.

It is fair to say the next three years will define the city for generations to come.

Since 2000, Liverpool has become a Unesco World Heritage City, become home to Europe's fastest growing airport, created its lowest unemployment rate in 40 years and witnessed the start of developments such as the £900m Liverpool One and the £390m Liverpool Arena.

This is the new Liverpool. A premier European City.

Within these foundations is also a culture of co-operation, with both the public and private sector and fundamentally with the people of Liverpool.

2008 is about many things - a year long celebration, a global platform to showcase Liverpool and its culture - but above all a chance for Liverpoolians to open themselves to new experiences, stretch their horizons and achieve new ambitions.

That is why we are investing record amounts of money in the arts and our Creative Community Programme.

As Britain's European Capital of Culture we want to make the nation proud of Liverpool and its people.

I and everyone at Liverpool City Council and the Liverpool Culture Company look forward to working with you all in shaping this next exciting chapter in the city's story.

Councillor Warren Bradley

Leader of Liverpool City Council

Liverpool Culture Company's funding to deliver 2005-9 is nearly in place. It has secured, or has a commitment from funders, to over 90% of its budget of £94.9 million.

1.1 CHANGING, DELIVERING

Cities in the future will be differentiated not just by their physical environment but also by the quality of experience they offer. Liverpool is releasing its latent energies, moving completely away from old-style city governance to a new model where creativity is at the core of innovative regeneration, education, tourism and social responsibility. Ours is a creative city agenda; a liberating agenda, which empowers its citizens and stakeholders and helps unleash their creative potential. Liverpool is changing.

Planning and delivering a European Capital of Culture is itself a challenge to creativity. It requires new structures and alliances, new methods of engagement and new means to realise new possibilities. For Liverpool, the process of change and transformation has already begun. We are a city willing to take risks and apply new approaches and solutions to our problems and challenges.

The European Capital of Culture 2008 in Liverpool is being planned and delivered through a new inclusive organisation - the Liverpool Culture Company.

1.2 LIVERPOOL CULTURE COMPANY

Formed on 10 July 2000, The Liverpool Culture Company was originally established to prepare and submit the bid to become the UK nomination for European Capital of Culture status. Its principal purpose in the first instance was to engage with a wide variety of individuals and organisations at National, North West, Merseyside and Liverpool level to enlist their support in drawing up the formal bid documentation for the Department of Culture, Media and Sport (DCMS). It also worked closely with all of Liverpool City Council portfolios and the council's cultural services.

Liverpool City Council and the Liverpool Culture Company have aimed to establish robust and sustainable systems for the cultural agenda in the city. Over the next six years the city will see the expansion of its cultural sector through regeneration investment of some £2billion. Public sector partners are planning cultural investment schemes worth £1 billion with a further £1 billion of private sector investment anticipated. This investment will bring forward developments in the city and on the Waterfront, as well as projects to increase participation and learning in the cultural industries. Initial estimates indicate that employment in the 'cultural sector' (defined as tourism, sports, heritage and the creative industries) could grow by about 14,000 jobs in Liverpool by 2012. This is based on trend growth, new cultural investments and a successful European Capital of Culture 2008.

The Liverpool Culture Company has a key role to play in the continued development of culture and creativity in the city. This role will be practical and 'hands on', and will see the company spearheading the drive towards increased cultural diversity and growth in the city. One of the key tasks of the Liverpool Culture Company will be setting the strategic direction, coordinating and supporting the city's cultural infrastructure with public, private and not-for-profit sector partners. This infrastructure reflects the city's characteristic creativity and underpins Liverpool's future position as a premier European destination for culture, tourism and investment.

Following the announcement of Liverpool as the winner of the competition to become the UK's nomination for European Capital of Culture on 4th June 2003, the transition of Liverpool Culture Company from a bidding to delivery organisation began.

When announcing their decision, the advisory panel set up to evaluate the bids of the six shortlisted cities stated that:

Liverpool's bid, crucially, best combines strong central direction, civic leadership, with wholehearted public participation.

The Panel decided that, from a strong field, Liverpool was most likely to deliver a successful year-long celebratory festival in 2008, and would represent the United Kingdom to Europe and the world with flair, energy and distinction.

Liverpool City Council, which is the Accountable Body for the Liverpool Culture Company, built upon this success and these strengths by vesting a much broader range of functions into the Liverpool Culture Company. These include events management, tourism development, funding management and enhanced marketing, commercial and artistic capacity.

Membership of the Culture Company Board has been refreshed to reflect the changing demands of delivery, and operation organised to draw more on the expertise of the Chair, Deputies and Members.

This business plan sets out how the Liverpool Culture Company is positioning itself to deliver the thematic activities in each year leading up to 2008, including the 2007 Liverpool Birthday Celebrations and the Capital of Culture year of 2008 itself. The thematic plan for succeeding years and the cultural legacy thereafter is also summarised.

1.3 BUSINESS PLAN STRUCTURE

This report is structured as follows:

- Liverpool's Ambition (Section 2);
- Vision and responsibilities of the Culture Company (Section 3);
- The organisational structure of the Company (Section 4);
- How the Company will manage resources and budget (Section 5);
- Company reporting, monitoring and evaluation (Section 6);
- The impact of 2008 (Section 7); and
- Conclusions (Section 8)

2 LIVERPOOL'S AMBITION

2.1 INTRODUCTION

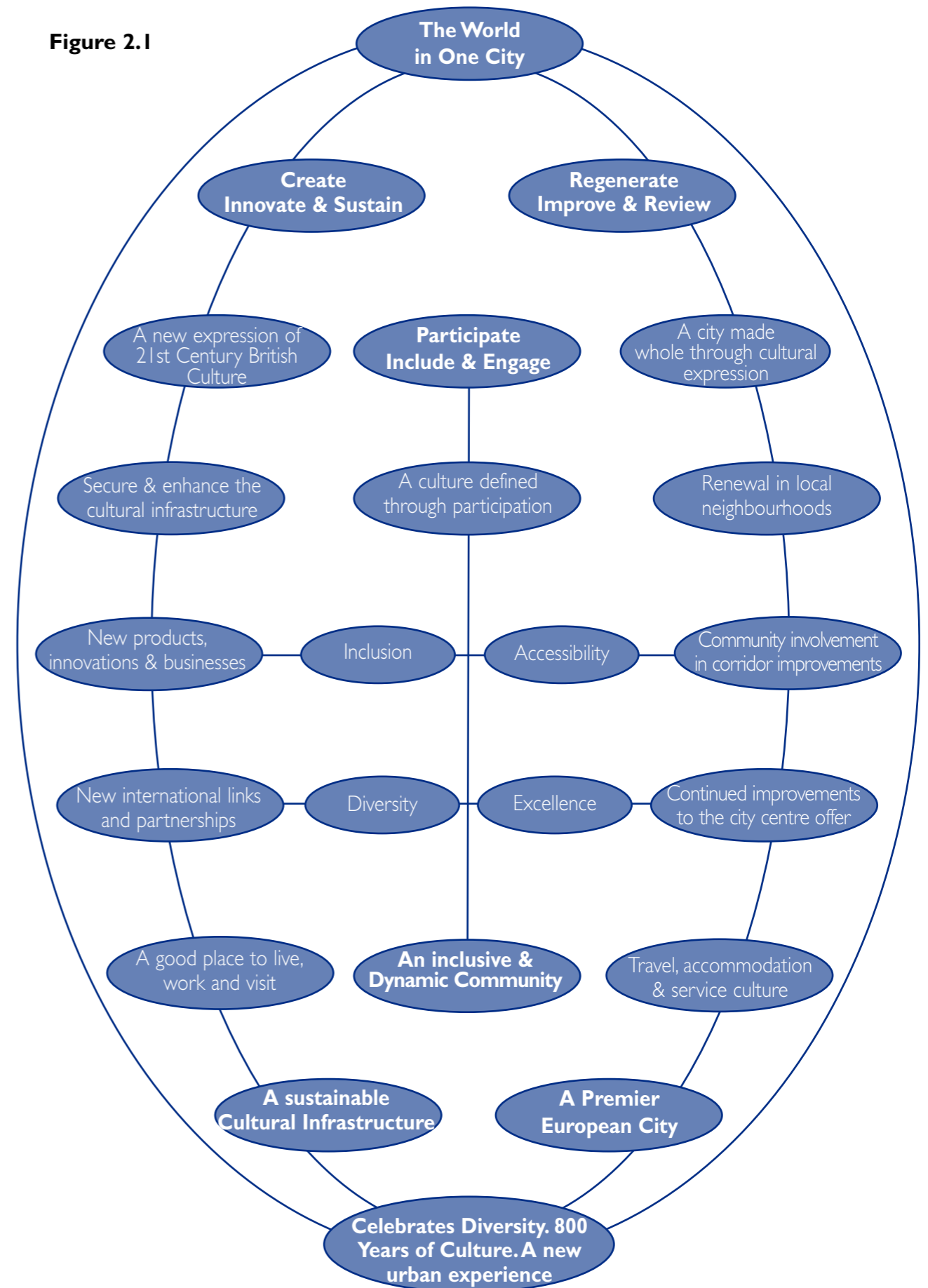
Liverpool's approach to European Capital of Culture 2008 is built on its history as a city with world links through trade and transportation. Liverpool's central theme for 2008 is The World in One City. The outcomes that the city wishes to achieve as European Capital of Culture are seen as threefold:

1. Sustainable Cultural Infrastructure: Developing our cultural capital by increasing and enhancing the cultural infrastructure, encouraging new products, processes and enterprises in the cultural and creative industries sector;
2. An Inclusive and Dynamic Community: Developing social and human capital by increasing local participation in cultural activities to increase community cohesiveness; and
3. A Premier European City: Developing our economic capital by improving the range and quality of the city's infrastructure with city centre and community renewal.

Figure 2.1 provides an overview of this approach and the way in which each element supports the overall aims of the organisation.



Figure 2.1



2.2 THE AMBITION

The European Capital of Culture year in 2008 will be an opportunity for Liverpool to shine, presenting itself as a premier European city on a world stage. Work, within the context of the themed years building to 2008, will focus on increasing the quality and range of our annual programmes, bringing together arts, events and community activities to display an increasingly seamless unity of creativity and community. Our ambition is for these annual programmes truly to represent the wide variety of taste and activity in the city, appealing not only to citizens of Liverpool and the region but crucially to national and international visitors.

Our approach is to look to 2008 and the decade beyond. Our strategy is to strengthen the existing cultural infrastructure. Our relationship with existing institutions and events will take many forms including collaborations, co-productions, and commissions. The Creative Communities programme is an integral part of the delivery in 2008 in terms both of audience development and of ensuring that the people of the city are central to the celebrations.

Investment in the sector and its infrastructure by Liverpool Culture Company will come through the additional financial resources allocated to the arts programme, the ongoing and increased resources invested in events and the work of the creative communities strand of activity. The cultural grants programme will continue as the ongoing mechanism for investing directly into the arts sector.

The 'World in One City' started in 2003 with a 'time-line' of themed years – 2003: Year of Learning, and 2004: Faith In One City - commencing the process of strengthening Liverpool's ability to stage the European Capital of Culture Year. The annual programmes will increase in scope and scale leading to a 12 month festival in 2008.

Themed years leading to the European Capital of Culture year in 2008 are:

2005 Sea Liverpool

2006 Liverpool Performs (Arts, Business, Sport)

2007 800th birthday (Year of Heritage)

2008 European Capital of Culture

It is vital that the legacy impacts are maximised. In order to achieve these after 2008 the city will run with themed years that look to the future:

2009 Environment

2010 Innovation

For the purpose of programming clarity these years are calendar years, and therefore overlap the financial years covered in this plan.

These programmes will combine with the existing programmes of work delivered annually by the city's many arts and cultural organisations to produce an offering rich, varied and of the highest quality.

2005 - SEA LIVERPOOL

This themed year links into the 'Visit Britain' Year of the Sea initiative and we have used the opportunity to focus on highlighting Liverpool's maritime heritage and future. A strong programme of new and existing events on the theme of the sea will run parallel with the Creative Communities programme themed 'Around the City in 80 days' focusing on the many cultural influences to which the city is open.

In commemoration of the 200th anniversary of the Battle of Trafalgar, the year celebrates Liverpool's own unique involvement in maritime history. The sea-themed events include the 25th Annual Mersey River Festival with new attractions for families and the incorporation of the Pier Head into the Festival site.

The city once again hosts the Round the World Clipper Yacht Race and has visits from selected Tall Ships in readiness for hosting the Tall Ships Race in 2008. The Honda power boats racing team visits the city in August and the Tall Ship Grand Turk will be here in October.

Research and planning for developing the artistic activity over 2006-2008 has also begun and our main pre-occupation throughout 2005 will be to start to explore how our ambitions to invite international artists and encourage the creation of new work with and about Liverpool can interact effectively with existing institutions, events, artists and communities.



2006 - LIVERPOOL PERFORMS

Liverpool Performs will bring together the Arts, Sport and Business, offering opportunities for showcasing, spectating, and engagement through participation. The year will be a celebration of the city's performance, whether in the arts or sport; it will underline the important role the economy has to play in Liverpool's regeneration by celebrating the performance of the city's businesses.

The scope of the year offers an opportunity to showcase work taking place around the city on a local, national and international platform. In the Arts, activity spans the enhanced Liverpool Comedy Festival and the renowned Biennial. We plan to attract major international artists to Liverpool during 2006.

Major business conferences are planned, aimed at a variety of audiences: Liverpool businesses performing on a world stage; businesses seeking to perform in the city's new economy; and conferences to attract new investors to the city.

Liverpool has a history of strong sporting performance and we will celebrate this with a series of events and activities across the year. A Disability Sport festival is planned for the year, with international, national and regional events. All Liverpool Neighbourhoods will take place in the enhanced Merseyside Community Games, spreading to the Merseyside Boroughs by 2008. We will stage international sports events with TV coverage. Royal Liverpool Golf Club will host the 2006 Open Championship in July.

Liverpool Performs also offers the opportunity for us to draw people into the programme by devising and enabling exciting ways for people, including the many workforces around the city, to participate in a range of activities.

However, the year is also about transition. In the lead-up to 2008, Liverpool will experience unprecedented change. While the people of Liverpool are excited about the regeneration the city and its communities are experiencing, the pace of change can be bewildering. While all cities are constantly in a process of being torn down and rebuilt, the unnatural compression of the time frame of radical change in Liverpool is understandably unsettling for some.

By focusing on the nature of the changing city in 2006, we hope to give the citizens of Liverpool an enhanced understanding of the remarkable architecture of Liverpool's past, the way the city has always changed, and the precise nature of the way it is destined to change over the next few years.

This year of **Space - People - Performance: the city in transition** will be examined in a series of community initiatives, debates, forums, architectural walks and exhibitions, launches of new projects, the Liverpool Biennial 2006 and a range of performing arts (contemporary opera, theatre, music and film) on the subject of the city in transition.



2007 - 800TH BIRTHDAY (YEAR OF HERITAGE)

Liverpool is in a unique position in that the year prior to its capital year is its 800th birthday. This allows us to look to the heritage of Liverpool's history throughout 2007: we will celebrate past glories of the city and its people, at the same time not neglecting the unsung heroes and anti-heroes, and perhaps the laying of some ghosts. This gives a unique opportunity to step into the year of European Capital of Culture looking from the past to the present and future.

From the moment of its 1207 charter, granted by an English King who spoke only French, Liverpool has had a history in which the world existed within the city - 'the world in one city' has been true of Liverpool for a very long time. In 2007, connections with Ireland, China (Europe's oldest Chinatown is in Liverpool), Africa and the diaspora of exiles seeking their new lives via the great port of Liverpool, will all be explored through the arts.

The annual programme of work including events will continue to build and the arts and community activities in particular will focus on the theme of heritage.

Each of the major institutions will take up the theme of heritage and the past, and through a range of partnerships and collaborations the Liverpool Culture Company will bring together international artists and local artists and arts institutions to present a programme of work that explores the nature of the influences that have made Liverpool into the city it is today.

2007 is also the 200th anniversary of the abolition of the slave trade by the British Parliament: this will be commemorated by the opening of a new National Museum and Centre for the Understanding of Transatlantic Slavery.



2008 - EUROPEAN CAPITAL OF CULTURE

It is anticipated that the year will be full, and rich with cultural activity. The approach to the year seeks to place local artists, institutions and communities alongside artists invited into the 'world in one city'. Many of these invitations will have been on the basis of commissions for new works which relate to the stories and the ethos of Liverpool - its past, present and future. It is hoped that in 2008, Liverpool will begin a new era in which the city is respected for the celebration of the best of its past, the acknowledgement of its hard times, and its ability now to stand alone as a culturally confident, forward and outward-looking European city.

The draft timeline already indicates a busy year of arts, events and community activity, but not one which turns Liverpool into a transient show place or party venue alone. The detailed programme structure for 2008 is still being shaped by Robyn Archer, Artistic Director but key elements will include:

- A full arts programme lasting January through December, presenting a range of work developed through a mix of international and local commissions, collaborations and co-productions and delivered through the strengthened infrastructure of venues, programmes and festivals and a small number of carefully chosen unique events;
- The full range of events that make up the annual calendar for Liverpool, strengthened over the build up years with a focus on developing quality, visitor experience and contributing to the improved image of the city;
- Unique, specially created or invited high profile events celebrating the year and placed at strategic points along the time line, world class sporting events, award ceremonies and international conferences and symposiums;
- A creative communities programme that forms an integral part of the arts programme linking through content, subject matter, audience development and participation opportunities, with artists that work across participation boundaries.



Many Liverpool organisations will play a key part in this programme including:

Bluecoat Arts Centre - which is undergoing a £9m refurbishment will programme an unusual hybrid mix stretching from an expanded Eight Days a Week (links with artists from twinned city Cologne) to an equally enhanced Arabic Arts Festival. The programme will emphasise the relationship between the local and the global, creating opportunities for artists from the region to work with and to develop links with their international counterparts. Artists' residencies in Liverpool, and international exchanges with partner cities abroad will form an important element of 2008.

FACT (Film, Art, Cinema, Technology) - in addition to a full year round programme, will premiere its new screen-based festival Tomorrow Never Knows.

Merseyside Dance Initiative - will have strengthened to be able to present not only the annual festival LEAP, but also to host the national British Dance Edition (BDE) and a new year-round series of choreographic commissions for unusual spaces in Liverpool - Between the Cracks. In addition MDI with the national dance agency Dance Northwest will partner the Royal Liverpool Philharmonic Orchestra to develop a large scale community dance project across the Northwest region culminating in Liverpool, featuring local community groups and Dance United.

National Museums Liverpool - including World Museum Liverpool, The Museum of Liverpool Life*, the new Museum and Centre for the Understanding of Transatlantic Slavery, the Maritime Museum, The Walker Art Gallery, and The Lady Lever Art Gallery all have special plans for this year including: exhibitions of treasures from China at World Museum, Liverpool Music at the Maritime Museum, and the spectacular Ben Johnson painting commission of Liverpool at the Walker Art Gallery.

Playhouse/Everyman - also strengthened through 05-6-7, will stage new plays developed through invitation and commission to new, emerging and established writers. Its educational and community outreach will have expanded.

Tate Liverpool - intends to host a number of fine exhibitions including masterpieces from the Tate Collection specially curated for this year; an exhibition of contemporary Chinese art in 2007 and a summer blockbuster - a major modern master - in 2008.

The Liverpool Biennial - already strong with its various bands of International and Independent streams, and live-art component, will be enhanced by the Liverpool Biennial Commissions for Performing Arts.

The Royal Liverpool Philharmonic - a full programme of concerts at Philharmonic Hall by the Royal Liverpool Philharmonic Orchestra and a year round festival of jazz, world, contemporary and chamber music will be enhanced with performances by and collaborations with distinguished international ensembles and artists from a range of music genres and with commissions of new works. The Philharmonic's nationally acclaimed education and participation programme will continue to encourage participation, achievement and excellence in music-making and develop partnerships that, through music, contribute to community regeneration.

Unity Theatre - has expressed its desire to programme along with its usual mix of community, alternative and emerging artists, a focus on epic theatre which will combine in series, a local production with one company invited from the new world (possibly New York), and one from the old (possibly Italy or Belgium). Unity are also working on the development of a Children's Theatre Festival which it is hoped will grow by 2008 and be sustainable beyond.

* Museum of Liverpool Life will close at the end of 2005 and the brand new Museum of Liverpool is due to open in 2008.

VENUES

For the programme the Liverpool Culture Company will use a mix of existing, new and redeveloped venues and public spaces. We aim to stage activity in a variety of venues in Liverpool's neighbourhoods and the region throughout the year to improve participation and access to cultural projects and programmes.

Through use of unusual or unknown venues (such as the very fine Synagogue on Princes Road, the many parks and gardens, or neighbourhood halls and churches), we intend to take both locals and visitors beyond the areas of the city traditionally associated with cultural activity, spreading the impact of Capital of Culture.

Bluecoat - this re-development, throwing new light on Liverpool city centre's oldest building, is due for completion by 2007 and includes new performance and gallery spaces.

St George's Hall - both the Great Hall and the small concert room are undergoing a programme of refurbishment due for completion in 2006. The Great Hall is likely to be one of the venues used for a few strategically placed celebratory events amongst other things, whilst the small concert hall will be a much welcomed addition to the range of venues available for music programming in the city and will provide a superb venue for chamber music (from all cultures) throughout the year. While the western tradition is bound to dominate, there will be ample illustration of the chamber music traditions of South Asia, China, Japan, the Middle East, Africa etc - truly the world in one concert hall.



Sugar Silo - Whilst most international collaborations will take place within existing venues, there may be the opportunity to develop some very large scale site specific events. The Sugar Silo stands out as one of the preferred options for this type of work.

The new Liverpool Arena and Convention Centre - with its flexible formatting to enable conferences, concerts, exhibitions and a range of other events is due to open in January 2008 and is sure to house elements of the 2008 programme.

A number of redeveloped and refurbished venues will also re-open to the public over the build years offering improved facilities for a range of programming possibilities. Many buildings are currently undergoing redevelopment programmes but a few of the highlights include:

The Paradise Street Development - will offer public spaces that may be suitable for many types of performance, linking in through festivals and events.

FESTIVALS

Festivals form a key plank of the annual arts and events calendar, especially although not exclusively in the summer months. We will be working to strengthen all these festivals (whether produced by the Liverpool Culture Company alone or in partnership with the range of companies), focusing once more on quality and visitor experience.

FESTIVALS KEY TO THE CALENDAR INCLUDE:

Mersey River Festival, Africa Oye, Arabic Arts Festival, LEAP Festival, Brouhaha, Mathew Street Music Festival, Honda Power Boats, Clipper Race, Da Da Fest.

CONNECTION TO OTHER CITIES

Cities on the Edge is our special focus on Liverpool, Naples and Marseilles. It will begin with a major conference in January and then make connections throughout the year in truly shared projects. Throughout the year there will be connections made to Stavanger (the non-Euro capital of culture in 2008), Naples, Marseilles, our twinned cities (Shanghai, Dublin, Cologne) and those with special relationships such as Odessa and New York, other port cities and Quebec which celebrates its 400th anniversary in this year.

LIVERPOOL'S LIFE

If we combine all this with ongoing and special sporting events and the new interest in developments such as the new Liverpool Arena and Convention Centre at Kings Dock, the Paradise Street development and the proliferation of excellent new restaurants, then one starts to imagine the scale, diversity and intensity of the celebrations in this year.

While the start of the Tall Ships race will be on a spectacular scale, as will the proposed BBC live series, Mersey River Festival, the Grand National, a series of opening concerts and fireworks in January and four seasonal feast concerts, there will be care to contextualise the beautiful gems that grace the year.

There is no doubt that Liverpool will emerge from 2008 with a renewed and much enhanced reputation as a city that can rightly take its place amongst those European cities which have a particular character, a rich history and an optimistic and energetic cultural present and future. Its relationships with Europe and the wide world have always been strong: now people will recognise that fact and see Liverpool, for the first time in a long time, in its rightful context.



3 LIVERPOOL CULTURE COMPANY AND ITS RESPONSIBILITIES

3.1 LIVERPOOL CULTURE COMPANY VISION

The Liverpool Culture Company has been working successfully with its many partners and stakeholders to position Liverpool and its city region as a key destination for tourism and investment. Liverpool is seeking to ensure long-term and sustainable economic benefits for the city and North West region by maximising the momentum and profile generated by the European Capital of Culture competition. The Liverpool Culture Company is also looking to establish robust and sustainable systems for the cultural agenda in the city. It is seeking to reinvigorate the city through an emphasis on creativity in all aspects of its operations.

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.

Over the next six years the image, national and international profile of Liverpool and Merseyside will be transformed by the huge programme of public and private sector investment in creativity, animation and urban regeneration.

2008 represents a unique opportunity to showcase all aspects of the improvements to the city and sub-region to a local, regional, national and international audience of investors, visitors and decision-makers and demonstrate how they will contribute significantly to the long-term sustainability of the cultural industries (defined as tourism, sport, heritage and creative industries), and support wider economic activity such as science-based and knowledge industries.

3.4 STRATEGIC ROLE

3.2 LIVERPOOL CULTURE COMPANY OBJECTIVES

- Objective 1:** To create and present the best of local, national and international art and events in all genres
- Objective 2:** To build community enthusiasm, creativity and participation
- Objective 3:** Maintain, enhance and grow the cultural infrastructure of the city
- Objective 4:** To increase the levels of visitors and inward investment in the city
- Objective 5:** To reposition Liverpool as a world class city by 2008
- Objective 6:** To provide efficient and effective management of the Liverpool Culture Company Programme.

3.3 LIVERPOOL CULTURE COMPANY CORE FUNCTIONS

The process of developing the core functions of the Liverpool Culture Company has been based on Liverpool's experience as well as examining the experience of other cities.

The core functions around which the delivery programme and organisational structure are being developed are:

- Strategic Direction and Leadership;
- Direct delivery; and
- Accountability.

STRATEGIC DIRECTION & LEADERSHIP

- Cultural
- Education
- Community
- Private Sector

DIRECT DELIVERY

- Artistic
- Events
- Marketing
- Heritage
- Communications
- Public Affairs
- Creative Communities
- Finance and Funding
- Tourism Development
- Liverpool Welcome
- International Links
- Commercial

ACCOUNTABILITY

- Liverpool City Council
- Stakeholders and Funding Partners
- Liverpool Culture Company Board
- DCMS
- Europe

The scale and ambition of Liverpool's vision requires a mechanism that enables partners to ensure that a powerful agency is directing the implementation of strategy, and co-ordinating delivery city-wide. This is the function of the Liverpool Culture Company.

The role of the Board in providing strategic direction to Culture Company management and delivery is expanded upon in Section 4.

Liverpool Culture Company views the engagement and participation of cultural/artistic partners, and community, education and private sectors as priorities in directing strategy. However, it recognises the significant amount of regeneration activity taking place in the city, delivered outside of the Liverpool Culture Company. Projects such as the Cruise Liner Terminal at Pier Head, the redevelopment of Lime Street Station, and retail development at Paradise Street are all playing their part in Liverpool's renaissance.

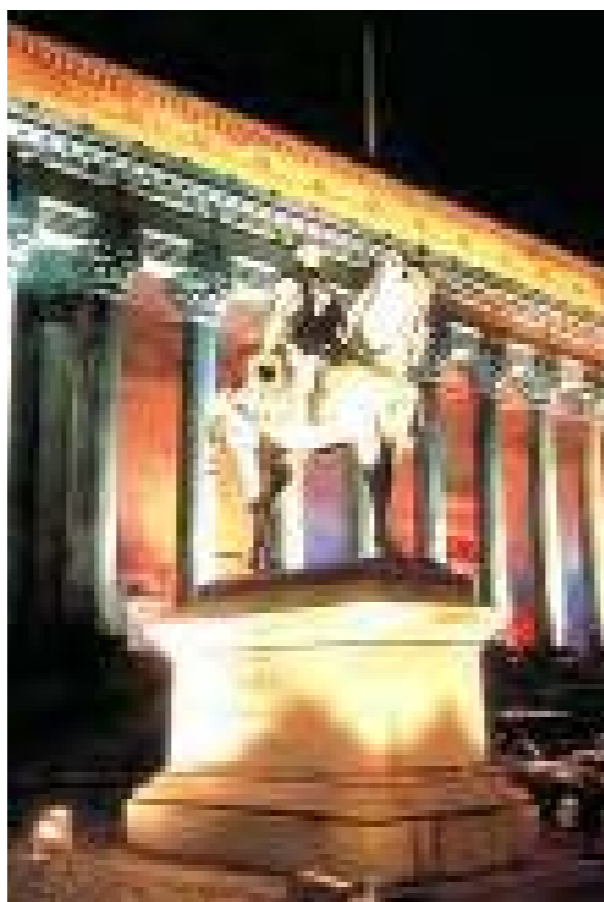
Here, the Liverpool Culture Company has a role in liaising closely with regeneration programmes throughout the city, and where appropriate further afield in Merseyside and the North West. In doing so it will aim to ensure that regeneration programmes have an appropriate cultural and creative dimension within the approach adopted and that where appropriate regeneration is culture-led and concerned with encouraging creativity.

3.4.1 ENGAGEMENT WITH AND PARTICIPATION OF THE CULTURAL SECTOR

Of key importance for each of the themed years is the nature and extent of engagement with the cultural sector.

The Liverpool Culture Company has obtained significant strategic and practical support from the North West Regional Development Agency, Arts Council England, Sport England North West, the Cultural Consortium and North West Vision (which includes Granada, BBC NW and Mersey TV). This has already helped to start redefining the Liverpool and Merseyside identity in a strong regional context.

Of fundamental importance, therefore, will be the ways in which the Liverpool Culture Company can continue to build on its work in developing positive relationships with identified strategic partners in Liverpool, Merseyside and the North West, as well as at national, European and international level. While the emphasis of the bid was very much on the cultural strengths of the city itself, which are undoubted, there are many opportunities to use the 2003-2010 programme and the 2008 festival year itself to forge closer relationships at UK, European and International level. These include working with other former and planned European



Cities and Capitals of Culture to develop inbound as well as outbound cultural products and services.

3.4.2 ENGAGEMENT WITH AND PARTICIPATION OF THE COMMUNITY

Liverpool places community participation at the heart of its planning for European Capital of Culture and is committed to raising community awareness and participation in the wide range of cultural events and activities planned for the future. This is true for the people of Liverpool as well as the wider community in Merseyside and the North West.

The functional organisation of the Liverpool Culture Company will continue to put a strong emphasis on this aspect of its work to demonstrate positive engagement and participation both on the product development side e.g. working closely with artists, community groups etc as well as building the demand or audience side.

There is also a need to use creativity to tackle and address issues such as social exclusion, the reconfiguration of neighbourhoods, environment, heritage and health. The Liverpool Culture Company will work closely with other regeneration partners to develop key projects and programmes that will help to ensure Liverpool is a creatively cleaner, greener and safer city to live and work in.

The Themed Years have proved highly successful in securing community engagement, creativity and participation. New events, activities and outcomes have resulted. Partnerships with other agencies and city council portfolios are central to this, utilising culture to deliver across the full range of action fronts in the shared priorities between central and local government. Examples of such projects include Driving Ambition (reduction in car crime), Hear I Am (impact of regeneration on North Liverpool) and Goodbye-Litter (a partnership with Environmental Services to engage people in cleaning up their neighbourhoods) and It's Not OK (a year long multi-arts programme challenging attitudes to violence and delivered by Creative Communities, Connexions, the city council's Community Safety Team and Youth Offending Teams).

3.4.3 ENGAGEMENT WITH AND PARTICIPATION OF THE EDUCATION SECTOR

As with the wider community, engagement with and participation of the education sector at all levels - primary, secondary, tertiary and life-long learning - is an important aspect of the future work of the Liverpool Culture Company. The city has pledged to make sure that European Capital of Culture 2008 touches the lives of every single school child in the city.

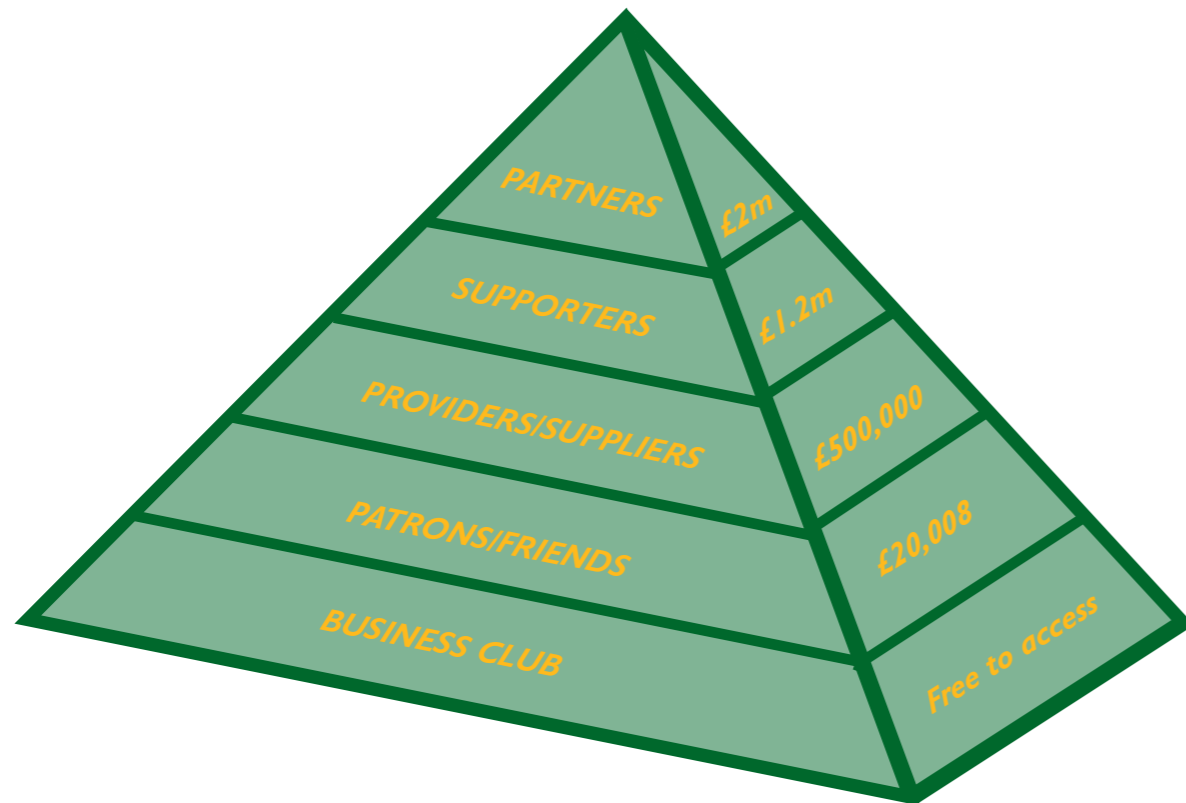
Liverpool Culture Company will implement a programme of activity that engages with the cultural and creative needs and aspirations of young people on Merseyside. The programme will create opportunities for young people to make national and international links and give them the opportunity to shape their own cultural programme leading up to 2008. There will be the opportunity to dovetail and influence with national agendas such as Every Child Matters and provide key models of good practice. An example of this is Liverpool Friendship being chosen as a national model in 2005.

Through a series of programmes dovetailing with the national curriculum we will work with partners such as NML, Creative Partnerships, and ACE to implement a series of projects that will impact on the learning of the young people of the city.

3.4.4 ENGAGEMENT WITH AND PARTICIPATION OF THE PRIVATE SECTOR

The Private Sector has a huge role to play in many ways during the lead up to 2008 and beyond.

Private sector funding is key to the success of 2008 and a commercial framework has been developed to attract investment into the programme of activity. The diagram illustrates the Sponsorship Value Train.



It will also be important to embrace and encourage the business sector to become fully involved in the supply of goods and services to the Liverpool Culture Company and its partners to ensure high quality delivery.

A measure of the success of the Capital of Culture Year will be the legacy it creates for businesses in Liverpool and the city region. Liverpool '08 will raise the profile of the City like no other event. The Culture Company is determined to maximise the associated business opportunities to deliver a successful Year and to ensure that local businesses benefit as much as possible.

We will work closely with Business Liverpool and each of its joint venture partners - Liverpool Chamber of Commerce and Business Link for Greater Merseyside – to ensure that businesses hear about sponsorship opportunities and business benefits first hand. As a company we need business support through sponsorship and engagement at various levels but recognise that there is an onus on us and our partners to promote and explain the benefits to business of their participation, engagement and support.

To assist this engagement a Business Club will be launched in 2005. It is anticipated that the Business Club will be a focus of supply opportunity, networking and commercial opportunity.

The objective of the Capital of Culture Business Club will be to maximise opportunities for economic and cultural benefit for businesses and their workforce and to increase competitiveness.

The Business Club will utilise and develop infrastructure and best practice from the North West Business Club. The Business Forum framework will enable value to be added to the planned activities of partners, such as the Liverpool Chamber of Commerce, Business Liverpool and Business Link enabling networks and links to be enhanced and made more effective. It will comprise both virtual and physical activities which will be effectively marketed and promoted. These will include:

- **Online Business Directory** - to encourage effective inter-trading of products/services.
- **Supply chain/procurement** - identification of opportunities for potential local suppliers generated directly by Capital of Culture activities. The existing capacity of the NWDA Supply Chain Team to maximise these opportunities will be harnessed, complemented by support from Business Link Merseyside. Existing systems of partners will be utilised and developed to communicate opportunities.
- **Events programme for businesses** - enhance existing events and delivery of additional events to maximise networking opportunities, on a regional basis and national basis.
- **International business activities** - to raise profile through outward trade missions/inward delegations through creation of wider network of twin business to business cities. This will include multi-lingual format for key marketing materials. The initiative would also benefit from the exploitation of existing MIDAS operational links and overseas contacts.
- **Enterprise facilitation** - development of a programme of business to business mentoring for new/developed businesses to learn from established businesses ('Adopt an Entrepreneur') and cross learning/support/partnering for new businesses ('Find a Buddy'). The initiative would link in to the range of services designated to help and develop entrepreneurial energies such as the New Entrepreneurs Scholarship run by Liverpool Chamber.
- **Developing entrepreneurs of the future** - development of a schools related programme to inspire future entrepreneurs and ultimately increase number of business starts/sustainability.
- **Business interaction/involvement with Capital of Culture programme** - communication channel for events and sponsorship related activities for individual events e.g. corporate hospitality around Clipper activities - to benefit businesses and their workforce.

Working in partnership with Arts and Business a dedicated officer will develop links between Business and Liverpool Culture Company and their Creative Partners.

To ensure a high quality visitor experience it is important that the standard of service in Liverpool's leisure, attraction and recreation sector is of the highest quality. The private sector, through Liverpool Welcome, will be offered a range of initiatives to assist in the development of the quality agenda.

3.5 DIRECT DELIVERY

Liverpool Culture Company is responsible for delivering a wide range of activities and functions in support of Capital of Culture 2008. These are set out, at a high level, below. Our detailed proposals for each year in each of these areas will be fully explained in the Annual Delivery Plans. These documents, annually updated, focus on a single year and set out, for that year, the events, activities and projects that will be delivered in support of Capital of Culture.

- **Arts and Events** - to create and present the best local, national and international arts and events in all genres.
- **Heritage Development** - co-ordinating interpretation of and access to Liverpool's Heritage assets.
- **Commercial** - securing major commercial partnerships, generating revenue through licensing, merchandising and other commercial activity. Maximum commercial investment is generated through a range of initiatives including sponsorship, merchandise sales, ticket sales and hospitality.
- **Creative Communities** - building community enthusiasm, creativity and participation. Improving the 'Look of the city' via visual art/regeneration activity.
- **Financial and performance management** - financial management, accessing external sources of funding to support Capital of Culture, directing delivery and performance via Service Level Agreements (SLAs) and close working with delivery partners;
- **Marketing** - development of the '08 brand, supporting key events and expanding the promotion of Liverpool regionally, nationally and internationally. Working with the cultural, tourism and private sectors to target and exploit market interest in Liverpool as a cultural and creative destination.



- **Communications and Public Affairs** - generating positive media and PR coverage for Capital of Culture events and activities, working with key partner organisations to become powerful advocates for the '08 message. Developing and maintaining a series of networks to act as a conduit for positive news stories to spread around the country and world. These networks range from international ex-patriot communities to London-based celebrities and from football supporters clubs to Merseyside MPs.
- **Tourism Development** - working with The Mersey Partnership to maximise the tourism opportunities of Capital of Culture and beyond. Tourist and visitor numbers increase year on year. The offer to tourists and visitors is improved.
- **Liverpool Welcome** - improving standards of service in Liverpool's hotels, bars and attractions, improving information about what the city offers to potential visitors, and developing a Volunteer strategy for the lead-up to 2008.
- **Volunteering** - The Liverpool Culture Company will introduce a volunteering programme during 2005. The programme will be a way of involving local people in supporting the events and activities in the lead up to 2008. During 2005 we intend to put in place the infrastructure to support the programme including training and a volunteer database, and to build links with other volunteering organisations on Merseyside. We also intend to work with training providers to develop a pre-volunteer course. This will offer opportunities for people from more disadvantaged groups to develop skills and confidence through involvement with the volunteering programme, leading to other employment and training opportunities.
- **International Links** - developing existing Twin City links and introducing a Friendship link with other cities to facilitate international cultural and commercial opportunities.

3.6 ACCOUNTABILITY

Given the range of its activities, the Liverpool Culture Company is accountable to a number of Stakeholder organisations.

The Liverpool Culture Company is accountable to the Department of Culture, Media and Sport, as the body which made Liverpool the UK's nomination for Capital of Culture. DCMS will look to Liverpool Culture Company to confirm its decision, and 'fly the flag' for the UK in Europe during 2008.

In terms of delivery, Liverpool Culture Company reports to Liverpool City Council and the Liverpool Culture Company Board. Both have an important role to play in ensuring that objectives are delivered and targets achieved. The Council also acts as accountable body for grant funding secured by the Liverpool Culture Company and provides a significant proportion of funding for Culture Company activities.

Finally, the Liverpool Culture Company is accountable to a wide variety of Stakeholder Groups, including communities, artistic and cultural groups, and funding partners, depending on which aspect of its operation is being considered.

