

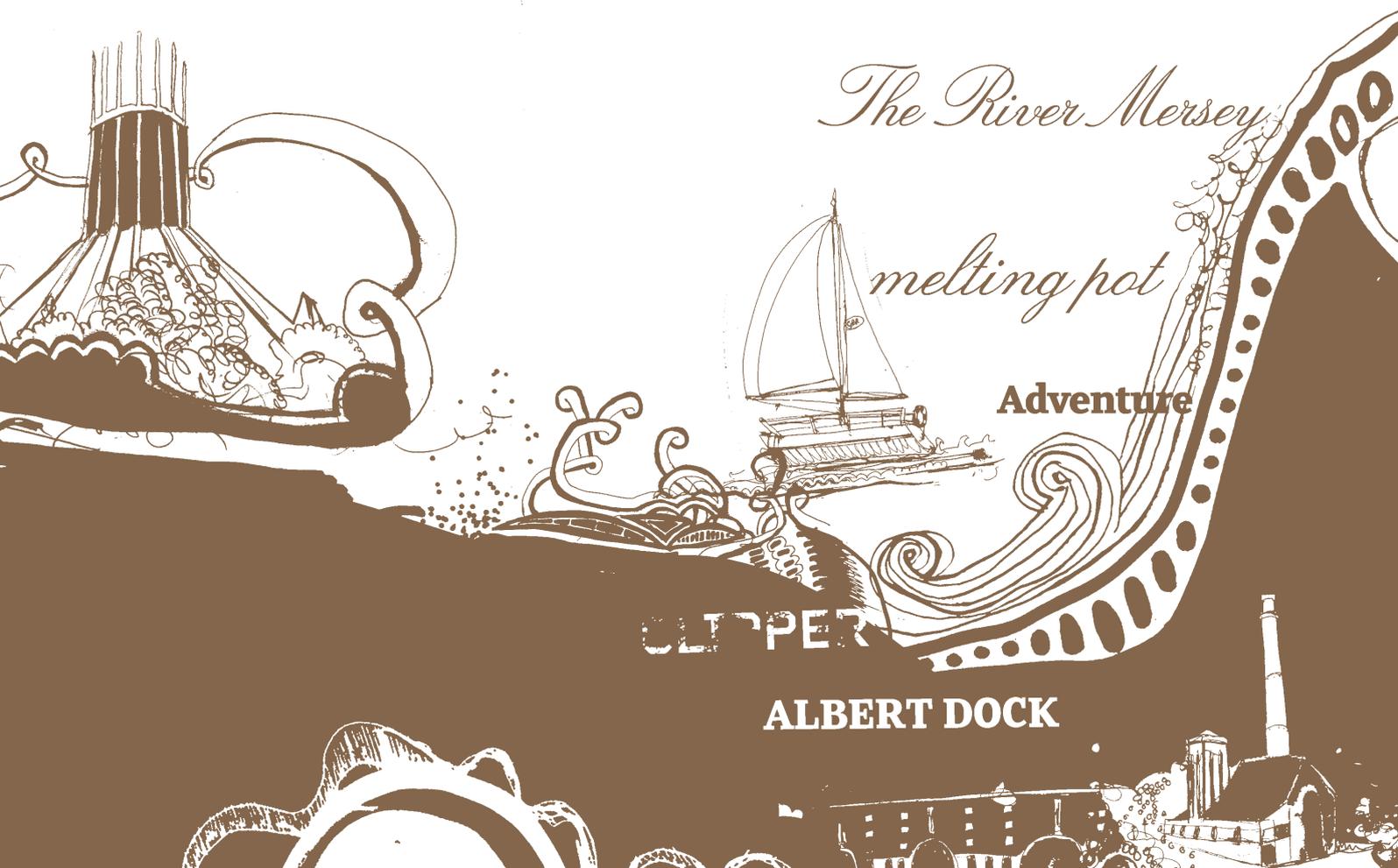


LIVERPOOL CULTURE COMPANY

Final Report 2003 – 2008

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PREFACE

THERE HAVE BEEN MANY NOTABLE POINTS IN LIVERPOOL'S 801 YEAR HISTORY. IN 1207 KING JOHN GRANTED A ROYAL CHARTER TO 168 MERCHANTS IN A SMALL TOWN AND BY THE END OF THE 19TH CENTURY LIVERPOOL WAS ONE OF THE GREATEST TRADING CITIES IN THE WORLD. 2008 WILL BE REMEMBERED AS THE YEAR WHEN LIVERPOOL RESTATED ITS CLAIM TO BE A GLOBAL CITY OF INTERNATIONAL SIGNIFICANCE.

Recognition should be given to those with the vision and courage to bid for the title in 2003 as well as the many organisations and individuals who delivered that vision so spectacularly. The difference in the city from that point in time is clear to see. The physical transformation has been immense. The new Arena and Convention Centre, Cruise Liner Facility, Liverpool ONE, restored and renewed St George's Hall and Blue Coat Arts Centre are very visible legacies from the year. What is less visible, but is arguably more important, is the confidence and ambition that 2008 has generated amongst those who live and work in the City.

The phrase that perhaps best summarises 2008 is "A Year Like No Other". It was like no other because of the sheer scale, quality and diversity of the cultural programme offered to the 3.5 million people who visited the city for the first time during the year. It was like no other because of the 67,000 school children who participated in the 7,000 events that took place during the year. And it was like no other because of the strength of partnership that delivered the most successful ever European Capital of Culture by any measure.

This report is the story of 2008.

Bryan Gray
Chairman
Liverpool Culture Company Ltd



GATEWAY TO

*In Every
business*

**SEA SHANTIES
AND SALTY SEA DOGS**

TALL SHIPS

LIVERPOOL – EUROPEAN CAPITAL OF

1. INTRODUCTION

This report is the final report of the Liverpool Culture Company Board prior to the formal winding up of the company which is due to take place by 31 July, 2009. It describes the outcomes and financial performance of the Liverpool Culture Company itself, and the extent to which the original aims set out in the bid have been achieved. The report concludes by describing the arrangements which are in place to build on the success of 2008.

2. BACKGROUND

On 4 June 2003, Tessa Jowell the then Culture Secretary, announced that Liverpool had been chosen by the independent judging panel to be the UK's nomination to be European Capital of Culture for 2008. Formal endorsement of the UK's nomination by the European Parliament followed in November 2003. It was the culmination of a bidding process involving 12 UK Cities and began with an invitation to bid for the nomination in 1999.

Liverpool was emerging from a lengthy period in the economic wilderness, and it was felt that a bid which took the City into the final shortlist would be seen as a success. A separate company, The Liverpool Culture Company was created to act on behalf of, but at arms length of the City Council, to co-ordinate the bid, attract relevant stakeholders and deliver the artistic programme if successful.

A combination of a strong bid, overwhelming public support from within the City and a sense on the part of the judges that Liverpool would really make the most of the opportunity were the deciding factors.

Following the announcement there was a degree of scepticism from parts of the national media questioning whether Liverpool could be considered a capital of culture and what the benefits of the award would mean for the City and wider region.

Six years on, we can now look back on a year that, in the words of EU President Baroso, was:

*“One of the most successful
Capital of Culture programmes
that we have ever had.”*

It was a year which brought great headlines around the world, and also brought delight to local people of all ages who were able to enjoy over 7,000 events, both in the City centre and deep in the hearts of their communities.

The year also brought significant economic benefits to the City and the City Region, particularly through increased visitor numbers. Their positive reaction to the quality of the built environment in the City and its retail and leisure facilities, the strength and variety of the cultural offer and the warmth of the welcome they received should ensure a positive impact for years to come.

3. THE LIVERPOOL CULTURE COMPANY OBJECTIVES

The objectives of the Company were as follows:

- i. To create and present the best of local, international and national art and events in all genres
- ii. To build community enthusiasm, creativity and participation
- iii. To maintain, enhance and grow the cultural infrastructure of Liverpool
- iv. To increase the levels of visitors, inward investment and business growth within the City of Liverpool
- v. To support Liverpool City Council and their partners to reposition Liverpool as a world class city by 2008
- vi. To provide efficient and effective management of the Company programme and
- vii. To develop a succession strategy for the role of the Company post 2008 in the areas of cultural development in the City of Liverpool.



CULTURE 2008

4. MOVING FROM BID TO DELIVERY

The successful bid team, led by Sir Bob Scott, consisted of 15 people, many co-opted from departments within the City Council. Professor Peter Toyne was Chair of the Board which oversaw the bidding period, and membership is shown at Annex A.

Once Liverpool's successful candidacy had been confirmed, the project moved into delivery mode. The Culture Company was registered as a company, limited by guarantee, and integrated with the Council's former Culture and Leisure Services Department.

The main functions of the Culture Company were:

- Artistic Programming
- Creative Communities
- Event design and delivery
- Arts Infrastructure (including grant funding to the City's Cultural organisations)
- Heritage
- Tourism
- International Relations
- Welcome (including responsibility for developing Volunteers)
- Commercial (private sector sponsorship and merchandising)

The Company also contained dedicated marketing, communications and media, programme funding and monitoring, finance and administrative support teams. More detail on the specific contributions of the functions is contained in Section 5 of this report. The structure was largely in place by mid 2005. It remained broadly, until the end of 2008, albeit with some changes of senior personnel during the build up to 2008.

Initially the Board of the Culture Company comprised 21 members which operated to a large degree as a senior stakeholder forum, meeting on a quarterly basis. Sir Bob Scott stood down as Chair of the Culture Company in 2005, and was replaced by Professor Drummond Bone, Vice Chancellor of Liverpool University. Sir Bob retained a role as International Director until the end of 2008. In September 2007 a new Board structure was introduced.

This much smaller board was designed to focus on the organisational structures required for programme delivery. Bryan Gray, Chairman of the Northwest Regional Development Agency (NWDA), was appointed as Chairman of the Culture Company, Councillor Warren Bradley, Leader of Liverpool City Council was reappointed as Deputy Chairman and Phil Redmond was also appointed as Deputy Chairman and Creative Director.

Some further changes to senior personnel included the appointment of Bernice Law on secondment from the NWDA as Chief Operating Officer, and the appointment of Kris Donaldson as Director of Liverpool 2008, following the departure of the Chief Executive, Jason Harborow.

4.1 Developing the Programme

The development of the programme was initially the responsibility of the Artistic Programme Director, Robyn Archer, who joined the organisation in 2005. The Artistic Programme Team expanded to include an Artistic Programme Manager and producers to develop the Music, Visual Arts, Performance and Literary elements of the programme.

A key element in terms of programme development was the use of themed years, as set out in the bid. These designated a theme for each year in the lead up to and also beyond 2008. The aims of this approach included:

- Building capacity on the part of the "wider 08 team"
- Building awareness locally, nationally and internationally
- Developing relationships with stakeholders, especially those whose topic areas were integral to particular themed years.

The themes were:

- 2003 – Learning
- 2004 – Faith
- 2005 – The Sea (Liverpool's theme was also the National theme – Sea Britain)
- 2006 – Performance, which included bringing some new types of artistic work to the City as a taster for 2008
- 2007 – Liverpool's 800th birthday year. This brought a strong emphasis on the City's history and heritage, and included the official reopening of St. George's Hall.



A place of learning

Further themed years were planned for 2009 (Environment) and 2010 (Creativity and Innovation) to ensure that momentum continued beyond 2008.

A crucial element of the bid involved the City's key cultural partners in delivering a wide number of cultural events for the year. The bid was predicated on demonstrating that Liverpool had a cultural offering of international quality. To achieve this required a shared ambition and a close working relationship between key cultural institutions, the Culture Company and Liverpool City Council.

In November 2006 the highlights of the 2008 programme were previewed in Liverpool and in London. The London launch illustrated strong marketing of the programme – the use of 2008 to promote and reposition Liverpool as a major cultural tourist destination. The event took a prominent place at the World Travel Market in London, and was an example of a growing and positive relationship with Visit Britain and the use of Liverpool 2008 as an “attack brand” for Tourism in North West England in 2008.

The Media launch of the 2008 Events and Cultural Programme took place in September 2007 with a series of presentations at Tate Liverpool. The key message was that the Culture Company was going to deliver a very strong programme and year with effective leadership and management from the new Board led by the Chair Bryan Gray on behalf of stakeholders by Creative Director Phil Redmond on behalf of the creative community and by Warren Bradley on behalf of the City Council.

Following the launch of the programme in 2007, which received strong critical support both locally and nationally, a series of events raised anticipation for 2008 itself. These included:

- The Turner Prize held at Tate Liverpool (19th October – 13th January)
- The Royal Variety Performance at the Liverpool Empire (3rd December)
- The Liverpool Nativity with the BBC (16th December)

Each was seen as prelude to the European Capital of Culture year. National and international media and broadcast coverage indicated that the media coverage of the project was turning from negative to positive.

The programme officially opened on Friday January 11th 2008. The People's Opening which took place on St. George's

Plateau attracted some 50,000 people who braved the cold on a raw January night. They heard the tale of how Liverpool had transformed from the “Big Dig” to the “Big Gig”. The visually spectacular event was concluded by Ringo Starr playing his new single, ‘Liverpool 8’, from the roof of St. George's Hall.

The following evening, Saturday January 12th 2008, a spectacular concert, ‘Liverpool The Musical’, told the story of Liverpool's 800 years, through the music of the City and opened the new Liverpool Echo Arena, the City's new £154M 10,000 seater venue. Liverpool's European Capital of Culture Programme was well and truly underway.

4.2 Developing Engagement

During the build up, a number of initiatives were developed to encourage participation and engagement on the part of local people. These included:

- The development of the 08 Volunteer programme
- The 08 Ambassador programme which developed a database of several thousand local ambassadors who received a weekly e-blast keeping them informed about events
- The 08 Road show bus, which was a mobile 08 information centre and visited communities and neighbourhoods throughout the City region
- A series of community based updates where members of the Culture Company and its partners held open evenings
- The 08 Welcome programme which provided workshops and information packs for front line staff
- The continued development of the Creative Communities programme (described in more detail in Section 5.2) with particular emphasis during the themed years on education, environmental projects and neighbourhoods, building links with the City's Neighbourhood Managers.
- A strong emphasis on heritage which included the re-opening of St. George's Hall by HRH Prince Charles on 23rd April 2007.

4.3 Using Culture to Regenerate a City

The European Capital of Culture title did not in itself attract any direct funding for the physical regeneration of the city. It did however bring forward both public and private sector investment in the City to deliver transformational infrastructure based around maximising the City's heritage and visitor appeal. The change in the city has been remarkable and is a very clear legacy which has transformed the fabric of the city.



As the programme built momentum, so the face of the City changed, with cranes on the skyline announcing the development of Liverpool ONE, the Echo Arena and BT Convention Centre, the Cruise Liner Facility, the Met Quarter and the refurbishment of key parts of the City's heritage including St. George's Hall, the Bluecoat and the Pier Head. The extent of construction works across the city was a major challenge in both delivering large scale cultural events and maintaining a high quality visitor offer.

It is difficult to overestimate the value of the partnerships which developed across organisational and functional boundaries. A particularly good example was the Countdown Group, a multi stakeholder group established under the chairmanship of the Chief Executive of Liverpool Vision, the City's then Urban Regeneration Company. This brought together the Council with other representatives to coordinate:

- Signage
- Transportation
- Volunteers
- Tourism information
- The build up to the Arena and Liverpool ONE openings
- The Look of the City – which provided an imaginative range of banners, building wraps and other features which gave the City a real festival feel
- The 2008 Opening

The group also provided briefings to key stakeholders in the countdown to 2008 and was a key component in helping maintain the momentum and enthusiasm for the programme itself.

4.4 Tourism Development

The focus of the Tourism team was to maximise the tourism impacts of Capital of Culture and increase the level of visitor numbers. This was achieved through close partnership working with the public and private sectors to set the strategic framework for the industry and to deliver tourism development projects in key areas such as Music, the Beatles and World Heritage.

The tourism team worked with partners in The Mersey Partnership to deliver a joined up marketing approach for tourism, producing such collateral as the Day Visitor and Liverpool Visitor Guide.

The tourism team was also responsible for both the operational management of the new City Council owned Cruise Liner Facility (opened in 2006) and for the operation and management of tourist information services for the City. This included the Culture Company's flagship, 08 Place. This won an award as England's Tourism Information Centre of the year for 2008, and saw its visitors grow by 150% in 2008.

4.5 Welcome

Whilst the Tourism function focused on developing the City's tourist infrastructure, the complementary 08 Welcome initiative focused on front line staff. 08 Welcome aimed to ensure that Liverpool was seen as the friendliest and most welcoming City in Europe – ensuring maximum spend, positive word of mouth and repeat visits. It delivered a range of interventions to front line businesses, focusing on professional, knowledgeable and authentic service. These interventions included Welcome workshops, information packs, language materials and quirky activities such as modern art for taxi drivers. In total over 5,000 front line staff participated in a welcome workshop (including 2,000 taxi drivers) and over 2,500 information packs were circulated.

4.6 Measuring Impacts and Success

From the outset the 2008 Programme aimed to track the impact of the Year through the most detailed and robust measurement and evaluation every undertaken by a city of culture.

The Culture Company jointly commissioned Liverpool University and Liverpool John Moores University to undertake a longitudinal research project that would track and evaluate the social, cultural, economic and environmental effects of Liverpool hosting European Capital of Culture. The research programme "Impacts 08: the Liverpool Model" examines the progress and impact of this experience on the City and its people. Interim reports have been published and a final report will be shared at the end of 2009.

This model will be able to be replicated and used by future European Capitals of Culture as well as London 2012. Further, more detailed evaluation is being developed by the Impacts 08 programme and also by a separate evaluation by Ecotec Limited, commissioned by the European Commission.

5. 2008 – THE PROGRAMME

The Artistic programme was built around a number of key strands:

- Specially Commissioned work – examples include the 2008 Opening event with Ringo Starr; 'La Machine', the story of a giant spider roaming the City's streets in September; 'Liverpool Sound', the concert starring Sir Paul McCartney at Liverpool's Anfield Stadium. Also included was 'The Liverpool Commissions', a programme of collaborative new work by local artists and including 'The Shankly Show' and the 'Rightful Owners of the Song'.
- The City's main Cultural Partners – The 'Big Eight' as they became colloquially known (National Museums Liverpool, The Royal Liverpool Philharmonic, Bluecoat, FACT, The Biennial, Tate Liverpool, The Liverpool Theatres Trust and Unity Theatre) were given additional funding to bring extra special events and exhibitions enabling them to highlight the quality they bring to the City year in year out.
- Major events and festivals – like the Mathew St. Music Festival and Sound City and including maritime events such as The Tall Ships Race and also events which represent Liverpool's diverse communities, were also given additional support.
- The Creative Communities – developed culture in the City's neighbourhoods and is outlined further in Section 5.2.
- A series of conferences, debates and discussions involving the Universities, visiting lecturers, and International cultural conferences like the British Association's Festival of Science.

In all some 7,000 events took place in Liverpool during 2008 including 60 European and World Premiers. There were two Beatles, a giant spider, a flock of Superlambananas. Major exhibitions including the award winning 'Art in the Age of Steam' at the Walker Art Gallery and the record breaking 'Gustav Klimt' exhibition at Tate Liverpool. A list of many of the major events is available in Annex B.

5.1 Articulating the Programme

Details of the year's events were covered in the 2008 Yearbook, published at the beginning of the year, in a series of quarterly guides, in the 'Impacts' brochure produced early in 2009 and in a DVD which has been produced recently to reflect many of the year's highlights. A comprehensive list of all main publications issued in the build up to and during 2008 is shown in Annex C.

5.2 Participation

Liverpool's bid to be European Capital of Culture was built on the founding principle of participation which was central to everything that was delivered during 2008. 70 per cent of events were free to attend, and the City Centre was used as a stage and a canvass throughout the year.

At the heart of the participation process was attendance at one of the many events that took place throughout the City. In all some 15 million people attended a cultural event during 2008. It was evident, both from data collected (75% of people were attracted to attend an event by the fact that the Capital of Culture year raised their awareness) and from what people said, that the City turned out to see and experience a huge range of events.

However, as well as simply going to an event, an exhibition, to a concert or the theatre, there were a number of other ways in which people participated in the programme.

Creative Communities

This £11 million programme was the largest public and community arts programme in Europe. In partnership with a number of public and private sector bodies Creative Communities delivered a four year grass roots programme of activity which connected with every district of the City, and the Boroughs of Greater Merseyside. Core activity focused on neighbourhoods, children and young people, environment, health and well being, heritage, sport and diversity. Some of the key programmes are described in more detail in Annex B.

One of the most significant elements of the Creative Communities strand of programming was Creative Education. This programme engaged 67,000 school children from Liverpool and the broader city region in initiatives such as Friendship, Generation 21 and The Orrery. Further information on these projects is available in Annexe B.

In addition to Creative Education projects, other work to link 2008 to learning outcomes included extensive work on Heritage and work with Community Colleges and learning providers to create cultural enhancements to a number of modern apprenticeships.

Volunteers

Over 2,500 volunteers signed up to the 08 Volunteering programme via the 08 Website since it began in summer of 2005. Of these, around 1,000 were active participants up to and during 2008. Participation levels from equality groups are also very encouraging, with around 13% of active volunteers considering themselves to be from minority ethnic or disability groups.

The aims of the Volunteer Programme were to:

- Engage and involve local people throughout the sub-Region
- Offer opportunities to develop skills
- Add value at cultural events
- Provide a special personal Welcome for visitors during the year

These aims included enabling Citizens to play an active role in the Liverpool 08 cultural programme. Also, through our partners, we used volunteering as one of the ways of engaging more people from disadvantaged backgrounds to build confidence and gain skills, especially in dealing with the public at cultural events.

In all we delivered just under 7,000 Volunteering days in the period from the start of the programme until the end of 2008 and supported over 1,000 events. The programme is still continuing to provide Volunteers to support the City's events.

Open Culture

This was a collaboration between the International Centre for Digital Content (ICDC) at Liverpool John Moores University (LJMU) and local media, Liverpool Daily Post and Echo, Radio City, City Talk and Radio Merseyside. This was a unique alliance to take advantage of the media's ability for mass engagement projects that encouraged the creation and not merely the consumption of culture. Created with the purpose of getting people and organisations involved in 2008 on their own terms, Open Culture provided a platform to a range of opportunities that would otherwise have been out of reach (these included use of satellite TV Channel OC167).

Links to the Boroughs

Regular stakeholder meetings took place with all of the Merseyside Boroughs ensuring synchronicity of cultural programming. Several Capital of Culture projects such as "Streetwaves" were also delivered across the Boroughs. 08 Volunteers were drawn from all over Merseyside and provided support to other Borough events, and key events including the Open Golf in 2006 and 2008, together with key elements of The Tall Ships Race.





ANTHEMIC

The pulse the beat

jazz

6 REPOSITIONING THE CITY

Repositioning the city in the minds of national and international audiences was a critical aim of the Capital of Culture year. There was a strong sense that the physically reinvigorated City and its assets should be showcased throughout the whole of 2008 ensuring that Liverpool would become as synonymous with Culture as it was with football and The Beatles.

It was vital therefore that marketing, PR and tourism activity should tell the story of Liverpool's renaissance. It was equally important that the City be ready to welcome the anticipated uplift in visitor numbers that this activity would attract, and that the City should look visually appealing. A customer service initiative (08 Welcome described in Section 4.5) and a City dressing programme (Look of the City) were developed to ensure that this happened.

6.1 Marketing

The marketing of Liverpool 2008 was a major success. The Culture Company's marketing team was able to generate huge levels of national and international coverage for the City and its renaissance as well as provide the marketing and branding for the programme and for specific events.

The main drivers of marketing activity were to:

- Reposition Liverpool as a world-class City by 2008
- Increase the levels of visitors and inward investment to the City
- Present the best local, national and international arts and events across all genres
- Build community enthusiasm, creativity and participation

The ambition was to promote Liverpool as a "must see" European City. Whilst acknowledging this as a primary goal, it was also important to ensure that the rewards of this marketing activity included benefits for the broader region. In

this respect Liverpool was used as an attack brand for the entire Northwest region whose other sub regions each hosted a special theme for 2008 to complement Liverpool.

- Manchester World of Sport 08 hosted 5 sporting international championships
- Cumbria Year of Adventure 08 capitalised on the Lake Districts unique adrenaline sports offer
- Cheshire's Year of Garden 08 created cultural events in the region's prestigious public gardens
- Lancashire's Year of Taste 08 focused on events linked to the counties local and fine food produce

The marketing campaign for 2008 started with the launch of the 08 Brand in summer 2004 and continued beyond the end of 2008. Marketing activity comprised three strands, local, regional/national and international and the marketing team worked with key partners including The Mersey Partnership, NWDA and Visit Britain to gain maximum impact at all these levels.

The 08 Brand

A key component of all marketing activity was The 08 Brand. This brand was launched in 2004 with large size hoardings and building wraps revealing the new 08 logo to residents and the media overnight.

The 08 logo was developed by Liverpool advertising agency, Finch. The logo was designed to appeal to a national and international audience, as well as local people and media and its attributes included dynamism and creativity as well as impact and reference to unique Liverpool attributes such as the waterfront.

Unlike the previous Bid logo the new 08 brand logo was protected. This meant that the logo could be used as a source of commercial revenue via the Commercial programme. In order to minimise any negative response from business, additional logos which referenced the brand were created and available for businesses to use if they engaged with 08 businessconnect or the 08 Welcome programmes.



Local charitable and public sector organisations were also allowed free access to the 08 logo, providing they complied with the brand guidelines.

Local Campaign

The local campaign focused on encouraging creativity, uptake of cultural activity and attendance at events. This campaign used the strap line "It's our time, it's our place". Channels of communication included Liverpool City Council magazine (issued to every household in the City), updates delivered via commercial partners Radio City and Liverpool Post and Daily Echo, mail inserts and promotion of the 08 Place as a point of contact.

The local campaign also included the 08 card which allowed local residents access to special offers and deals and the 08 Ambassador programme. This was an e-mail based information update service which engaged several thousand ambassadors including a number of celebrity Ambassadors and Liverpool Alumni.

Regional / National Campaign

The regional and national campaign focused on broadening knowledge of the wealth of Liverpool's cultural assets and its status as the European Capital of Culture. To achieve this, collaborative efforts with TMP, NWDA and Visit Britain focused on consumer and trade marketing campaigns and press inserts in publications such as the weekend editions of The Times and Guardian newspapers. In addition the NWDA used Liverpool 08 as the lead message for an 18 month campaign to promote Culture in the Northwest to people living in and around London.

International Campaign

The Culture Company benefited from the support by Visit Britain of a post within its London HQ. The purpose of this dedicated post was to promote Liverpool as a premier destination internationally, using the European Capital of Culture programme as a key UK "attack brand". Activity also focused on the City's new Cruise Liner Facility and the opportunity for cruise call ins. Visit Britain also supported the delivery of a number of key pre 2008 programme launches which were helpful in gaining wider European recognition.

Look of the City

Look of the City was a dressing programme designed to engender a festival feeling in the City throughout the year. It focused on dressing, cleaning and greening. The dressing programme included building wraps, street banners and temporary flagpoles.

The artwork for this programme was developed through a series of consultation workshops with all interested parties. The master artwork told the story of Liverpool through 8 key themes art, music, heritage, maritime, sport, creativity, people and the beat of a different drum. This artwork was used on all collateral for 2008 and was also made available to partners to ensure a cohesive, joined up approach.

6.2 Public Relations

A small but highly effective Communications team delivered media management of the year. The team succeeded in facilitating hugely positive local, national and international media coverage. They achieved £200m worth of global media value with some 14,000 articles about Liverpool in the UK alone.

Media centres were staffed by the team at major events such as the Mathew Street Music Festival, La Machine and The Tall Ships Race. The Culture Company communications team also established a Merseyside-wide PR group representing all cultural organisations and other stakeholders with an interest in 2008. This met monthly and was part of the crucial media planning process for the Capital of Culture year.

7. EUROPEAN DIMENSION TO 2008

The European Commission requires Cultural Capitals to bring a "European Dimension" to their programme.

The programme itself brought collaborations with a wide range of European partners including some of the best Street Theatre for the Streets Ahead weekend, and the unforgettable La Machine. There were also two specific European projects, described in Section 7.1 and 7.2.

But in many ways, Liverpool's major contribution was through the sharing of our experience in using culture as a driver for so many aspects of positive change – what is becoming known as "the Liverpool Model".

The City tried to shape a programme which could be adopted by other countries and visiting cities. There was huge international interest in Liverpool and its organisation. In 2008 we hosted around 120 International delegations and conferences, many from future candidate Cities. Liverpool was also instrumental in the establishment of a network of European Capital of Culture Cities which met regularly to share ideas and experiences. The EU has consulted extensively with this group over plans to develop the European Capital of Culture "brand". This is in no small measure due to the profile Liverpool has given to the European Capital of Culture project.

Sir Bob Scott is now the Chair of the International judging panel for selecting and monitoring future Cultural Capitals, so the influence of Liverpool at the European level will be wide ranging beyond 2008. Our European projects are described below.

7.1 Intercultural Capital

The Liverpool Culture Company's project, Intercultural Capital was designated the United Kingdom's Intercultural Dialogue project for 2008, in line with the EU's theme for the year. The project was put together under the premise that Liverpool's year as European Capital of Culture would provide a number of examples of high profile projects which addressed issues of dialogue, engagement and participation. Its essence has been to develop and showcase those projects which were given

extra profile and resource as Year of Intercultural Dialogue projects. We also brought an added European dimension to a number of projects, engaging some of Liverpool's twin and partner Cities.

Projects included key Creative Communities projects such as 'Four Corners' and 'Portrait of a Nation', together with participatory and engagement programmes like the 08 Volunteer Programme. 2008 as a whole brought a strong sense of interculturalism – promoting dialogue between different cultures, faiths and age groups, using engagement in a high profile cultural programme as its driver. The final project booklet has been produced in 4 languages and has been widely distributed across Europe.

7.2 Cities on the Edge

Cities on the Edge was a unique partnership of six world famous port cities Liverpool, Bremen, Gdansk, Istanbul, Marseilles and Naples. Under the leadership of Liverpool these maritime cities worked together to examine their roles as on the one hand second cities within their respective countries, and on the other, gateways to international shipping and migratory routes.

Through a diverse and innovative, multi-disciplinary one year programme of events the cities together challenged and embraced "edgy" characteristics that they are often associated with. The Cities on the Edge artistic programme used 16 unique projects, ranging from opera, youth theatre, film, photography and literature, to conferences, debates and exhibitions to explore and celebrate the characteristics of these six port cities and proved beyond a doubt that all were central and vital to their respective national identities.

Through Cities on the Edge Liverpool has proven its position in both the European and international artistic arena, and has been key in unlocking both new audiences across a wider geography, and cementing new relationships across Europe for Merseyside based artists and arts organisations. Cities on The Edge projects alone involved over 900 artists and events/performances were seen by in excess of 777,000 people. Importantly this project also produced new work, publishing 3 brand new books, and launching 3 short films.



8. BUDGET AND FINANCE

The total investment in Liverpool's European Capital of Culture celebrations from 2003/4 to 2008/9 was £122.4 million (this represents spending over a five-year period, including an £11m community programme, a series of themed years, and major City events and festivals). The figure is broken down as follows:

Year	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	Total
£m	7.5	11.2	19.4	21.8	26.4	36.1	122.4

8.1 Source of Funds

Funding for the full Capital of Culture programme was secured from a variety of sources:

	£m	%
Liverpool City Council	75.1	61.3
Grants*	30.8	25.2
Commercial Programme	12.5	10.2
Miscellaneous (including ticket sales and merchandising)	4.0	3.3

* The major public funders were Arts Council England, DCMS, EU Objective One and the NWDA.

Funder	Amount (£m)	Targeting of Funds
ERDF	11.5	Funding provided at 34% of total costs, with match funding found from other funding streams. The ERDF grant therefore provided part funding for Marketing, Tourism, 08 Welcome and the Commercial programme
DCMS/Arts Council	5.2	Funding for the Artistic and Creative Communities programme
NWDA	2.8	Funding for the national and international marketing campaign
European Funding	1.3	Funding for the Cities on the Edge and Intercultural Dialogue projects
UCP (Urban Cultural Programme)	1.2	Funding given in 2004/2005 for additional grants in connection with expanding the impacts programme
TMP	0.6	Funding for the marketing programme



8.2 Commercial Programme

Commercial Sponsorship was responsible for a significant level of revenue generation for the Culture Company. The Commercial Programme also played a fundamental role in managing relationships between the 2008 Programme and business, securing the involvement of the private sector in plans for 2008.

Commercial activity focused on:

- sponsorship and revenue generation
- engagement with the wider business community through the Capital of Culture business club (08 businessconnect)
- licensing and merchandising.

The sponsorship programme was launched in 2004. This allowed for potential involvement of some sponsors over a four year period. The sponsorship model delivered by the Culture Company was largely based on that used by large sporting events like the Olympic Games and Commonwealth Games.

This model utilises a tiered system, with four levels of involvement available. All figures are a combination of cash and Value in Kind.

Official Partner	£2.0m
Official Supporter	£1.2m
Supplier	£0.5m
Friend	£0.02m

Benefits available to the sponsors were scaled according to their tier of support. Benefits included exclusivity, access to hospitality at events and use of the brand (a key component of this sponsorship model was use of and access to a strong brand - See Section 6.1).

The first Official Partner announced in autumn 2004 was Hill Dickinson, a major City legal firm. This was followed by United Utilities, Radio City, Enterprise, NWDA, Alliance & Leicester Commercial bank, Sayers, Trinity Mirror, Merseytravel, BT and Virgin Trains.

The Official Supporters were Northern Rail, Merseyrail, Trans Pennine Express and EMI.

Official Suppliers were: Cains, Arriva, Liverpool John Lennon Airport, Ethel Austin, MSP, Land Securities and English Partnerships.

Friends comprised: Ethel Austin Properties, John Lewis Plc, Beetham Organisation Plc, Mando Group Ltd., Royal Liver Assurance, Forestry Commission, CBS Outdoor, Gusto, The Living Room and Korova Corporation.

In total the sponsorship programme delivered £12.5m of revenue, which was of fundamental importance to the delivery of the Capital of Culture programme. In addition the provision of Value in Kind allowed key functions to lever a greater impact than their allocated budgets allowed. This was particularly true of the Marketing and Welcome teams. For example VIK for volunteer uniforms and refreshments brought additional resource support of over £300k into the 08 Volunteer programme.

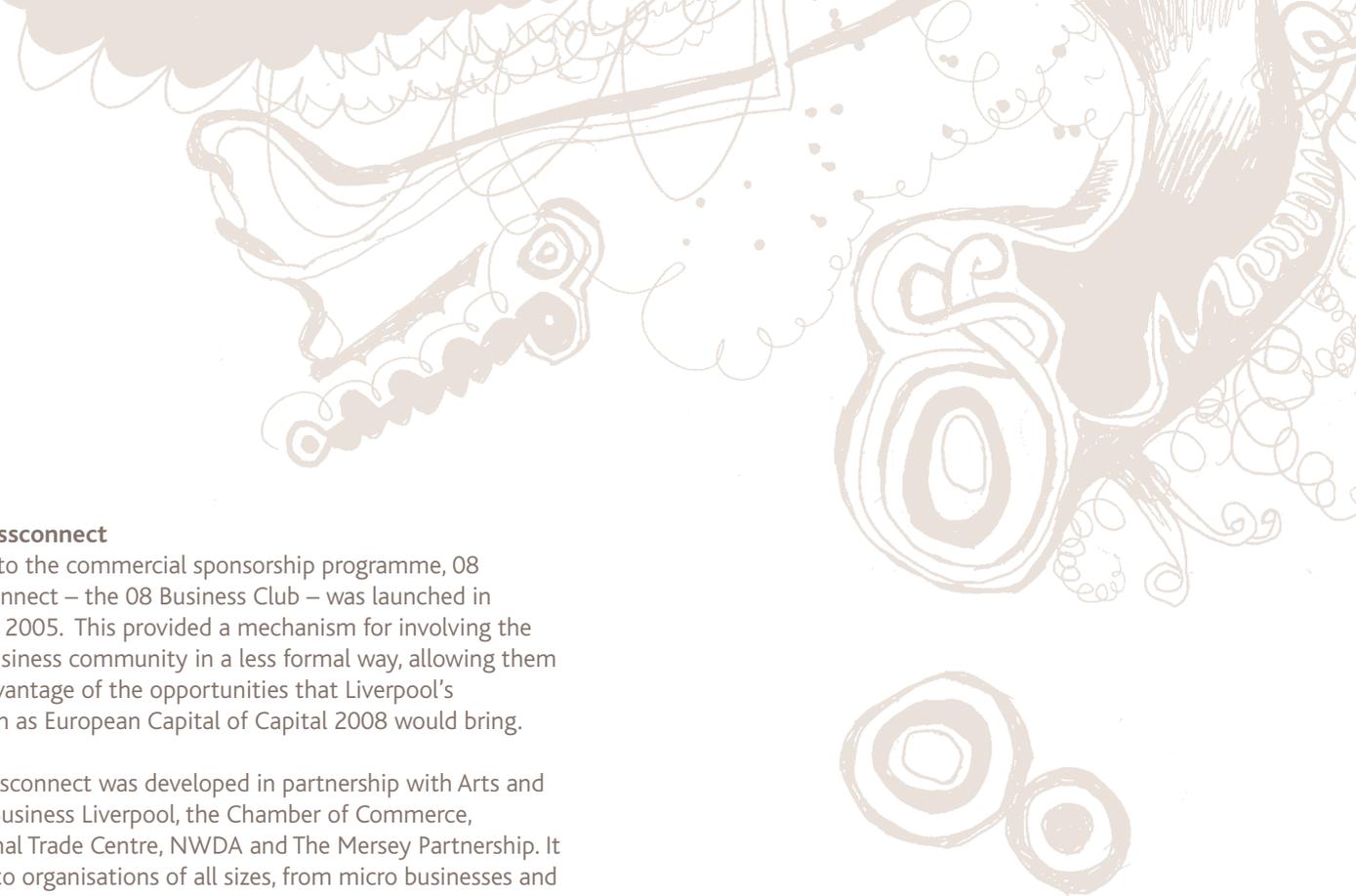
An interim report by impacts 08 on the sponsorship programme "Who Pays the Piper? Understanding the experience of organisations sponsoring the Liverpool European Capital of Culture" is available via the impacts 08 website www.impacts08.org

Licensing and Merchandising

Licensing and Merchandising while falling under the income generation remit also added value through the dissemination and profiling of the 08 brand. Activity was again based on the sporting model and had four key components

- The development of artwork relating to the official brand
- The sourcing of licensees to deliver products using the above artwork
- The establishment of a retail network to sell the products
- The creation of an online shop via the official Liverpool 08 website

A range of products were produced, primarily falling within the lower price range. These included: T-shirts, pens, pencil cases, calendars etc. The range was launched to coincide with the launch of the brand in 2004 and was periodically updated to reflect the themed years.



08 Businessconnect

In parallel to the commercial sponsorship programme, 08 businessconnect – the 08 Business Club – was launched in November 2005. This provided a mechanism for involving the broader business community in a less formal way, allowing them to take advantage of the opportunities that Liverpool's designation as European Capital of Capital 2008 would bring.

08 businessconnect was developed in partnership with Arts and Business, Business Liverpool, the Chamber of Commerce, International Trade Centre, NWDA and The Mersey Partnership. It was open to organisations of all sizes, from micro businesses and SME's through to national and multi-nationals. Membership was free and member benefits included

- Use of a 08 businessconnect logo
- Tender alert service
- Invitations to business events
- Weekly e-bulletins

By the end of 2008 08 businessconnect had over 5,000 members. It still has an online presence.

9. POST 2008 SUSTAINABILITY

With the winding down of the Culture Company, to maintain both the momentum and impact of work, Liverpool City Council developed two new business units to build on the success of the year.

Culture Liverpool

Led by Culture Company Executive Producer, Claire McColgan, this will be a new focus for the City Council's cultural activity, services and events. This is based on retaining a core of more than 25 staff from the Culture Company.

Its business plan for 2009/10 includes the following objectives:

- i. To secure Liverpool's place as a thriving international City of culture by providing creative vision, leadership, drive and direction.
- ii. To develop and consolidate the cultural infrastructure of the City ensuring a cultural offer that is tenacious and dynamic and speaks of a sense of place.
- iii. To Develop cross sectoral partnerships and cross City working to ensure the legacy and future of culture is delivered across partnerships and cultural boundaries.
- iv. To empower the communities of the City to have ownership of their cultural organisations ensuring the offer is strong, of substance and complements the neighbourhood agenda.
- v. To share the 2008 story nationally and internationally to the economic benefit of the City.
- vi. To support the economic growth of the City economy through facilitating regional, national and international film and television productions.

Tourism

The Tourism function now sits as a separate business unit within Liverpool City Council, but the impact of Tourism, and the opportunity to maintain and develop the forward momentum in visitor numbers gained during 2008 will be a key feature of 2009 following a review of the service. It is worth pointing out that Liverpool saw a growth in visitor numbers of 28% in the last year.

Cultural Strategy

A new Cultural Strategy for the City has been developed as a collaborative process with full partner engagement. Its Action Plan containing a list of key recommendations will be finalised in the second half of 2009.

This forms a key element of the sustainable community plans of Liverpool First, the City's Local Strategic Partnership.

Funding of Cultural Organisations

Liverpool City Council has committed to a £8.45 million two year funding programme delivered via Culture Liverpool to the City's arts and cultural organisations. This maintains Capital of Culture funding levels and 67 organisations within the City will benefit.

The two year programme divides funding across three categories - Cultural Drivers, Cultural Contributors and Grass Root Innovators.

- **Cultural Drivers** are those organisations whose programme forms the backbone of the city's annual cultural offer in terms of their performance/exhibition programme and has a well developed, sustained participation programme that engages with the wider community as a core element of their activity
- **Cultural Contributors** make up a range of arts and cultural organisations that are seen as making a key contribution towards the development of world class arts and culture infrastructure and the role that they play in creating a unique offer for the City. Successful projects had to meet one of the following criteria; Festivals, Young People and Communities and Innovation.

- **Grass Root Innovators** is a strand which replaces the previous small grants programme. This is open to voluntary and community groups working with arts organisations or individual artists to deliver activities and projects at a community level.

New events

The success of events such as La Machine and Go Superlambananas have encouraged the City to bid successfully for ERDF funding which will fund new major events – three in the summer using the waterfront as a stage and one throughout the festive period (A Winters Trail). These new major events will be a key part of the City’s strategy moving forward, as will bids to host national and international events, such as the 2018 World Cup.

Other Cultural Organisations

Liverpool Arts Regeneration Consortium (LARC)

One of the key successes of the Capital of Culture bid and delivery programme was the fostering of a strong collaborative ethos between the major cultural institutions in the City. These institutions have formed a consortium, LARC to ensure that they play a significant role in the ongoing regeneration of the City region. LARC has a fundamental belief in the power of art and culture to change lives and aims to increase the role of the cultural sector in civic leadership by working collectively. LARC operates through a series of regular meetings and has secured funding for a number of pioneering programmes.

Cultural Collective

This is a small City Regional advocacy unit Chaired by former Culture Company Director Phil Redmond and supported by the NWDA, LCC and Liverpool John Moores University. It will continue the dialogue and collaborative cultural conversations that developed through 2008. The aim is to add value through the exchange of knowledge whilst maintaining the sense of unity and purpose engendered by 2008.

Merseyside Cultural Forum

Other mechanisms for cultural management within the city region include the Merseyside Cultural Forum, a bi-monthly meeting of local authority members who lead on culture and lead council officers. The Core Cities cultural group on which Liverpool is a key member is a significant forum for the promotion of the cultural agenda nationally.

Impacts 08 Study

The major programme of pre and post 2008 measurement from the joint project by the University of Liverpool and Liverpool John Moores’s University is due to report at the end of 2009. In addition, the University of Liverpool, in conjunction with Liverpool City Council has secured funding to develop the research framework with partner European Capital of Culture Cities in order to produce a common framework for measuring cultural impact.

Examples of case studies from Liverpool 2008 will also be developed together with those from partner Cities More information from (www.impact08.org). A legacy website has also been established and developments to that site will enable people to look back on the year, as well as providing information to students and other future Cultural Capitals.

10. CONCLUSION

When the original decision to bid to be European Capital of Culture was taken, few people could have anticipated just how successful the year of 2008 would be for Liverpool. At all levels 2008 exceeded the expectations set out in the original bid document. As the then Culture Secretary, Andy Burnham, said:

“Liverpool’s Year as European Capital of Culture has surpassed all expectations.”

The Artistic Programme itself was inspired by the culture of the City, celebrating its past but looking firmly to the future. It demonstrated an extraordinary range from high art to big, outdoor music events, from provocative new theatre to the huge popular hit that was Go Superlambananas.

In all 7,000 events attracted 15 million people to see them. Many people took themselves out of their comfort zone to go and see challenging and thought provoking work as well as some of the more accessible and popular events. The City’s Cultural venues enjoyed remarkable year on year growth, with continued strong attendance in 2009.

The extraordinary physical regeneration of the City is not yet finished. The re-launch of the World Heritage waterfront is being completed, and the new Museum of Liverpool will provide a powerful addition to the renaissance which took place in the build up to 2008. And on reflection, the imperative to complete a number of projects in time to be enjoyed in 2008 provided not just a wonderfully re-energised built environment, but enabled the City to stay a step ahead of the recession. Other Cultural Capitals are feeling those effects.

Liverpool’s repositioning as a vibrant, safe and welcoming City has been affected by hugely successful marketing and communications work by a range of organisations, and by the people of Liverpool themselves. Their friendliness and warmth, and the explosion of civic pride brought about by the positive changes to the City, and their enjoyment of the spotlight, have reinforced the sense that they are the City’s principal asset.

Indeed the sense of coming together as a City, which came about through the ability to participate in and contribute to the year, has been in many respects the year’s most palpable success story. It is one which the City needs to keep hold of, both to overcome the economic difficulties which face us and to use 2008 as a platform for the next stage of the City’s development.

Inevitably in a project as complex and ambitious as this one, there were significant challenges. Nevertheless, the problems which have been solved, the difficulties overcome and the sense of achievement which has resulted from the delivery of such a scale of activity to deadline and on budget has created a culture which expects to succeed. This will be crucial in the task of maintaining the momentum of 2008.

The Local Strategic Partnership has set of the goal of making Liverpool “A Thriving International City by 2024”. 2008 saw Liverpool make a quantum leap on that journey.

A series of new structures and initiatives are in place to build on 2008 and to take the City forward. These include the establishment of a new structure to deliver Culture and Events in the City, and to use the successful international reputation of Liverpool to drive further economic and tourism benefits. The Liverpool Pavilion planned for the World Expo 2010 in Shanghai is an example of the scale of the City’s future ambitions. As a recent editorial in the Liverpool Daily Post put it:

“Cultural institutions...have managed to carry on a lot of the momentum they built up in 2008, making the City a far more attractive place to do business”

In the final analysis, 2008 was a huge effort by a wide range of partners. The Capital of Culture Board would like to express its appreciation to all of the many people who contributed to this incredible project.

11. ANNEXES

More background material is available in four Annexes:

Annex A

Liverpool Culture Company Board Membership

Annex B

2008 Programme Event Listing

Annex C

Key publications

Annex D

Summary of Liverpool 2008 in Numbers



contemporary
challenging
Inspirational
avant garde
the bluecoat

LIVERPOOL EMPIRE TR
The Walker
TATE
OpenEyeGallery



ANNEX A: LIVERPOOL CULTURE COMPANY BOARD MEMBERS

Board as of 2000

Prof. Peter Toyne, Chairman	Vice Chancellor, Liverpool John Moores University
Tom Bloxham MBE	Group Chairman, Urban Splash
Wally Brown CBE	Principal, Liverpool Community College
Louise Ellman MP	MP for Liverpool Riverside
Dorothy Kuya	Member, Executive Committee of Granby Residents Association
Stuart Melhuish	CEO, Amaze
Gillian Reynolds MBE	Programme Controller, Radio City
Brenda Smith	Managing Director, Ascent Media Group
David Wade Smith	Chairman, Wade Smith
Cllr Mike Storey CBE	Leader, Liverpool City Council
Cllr Joe Anderson	Leader of the Opposition
Sir Bob Scott	CEX, Liverpool Culture Company
Sir Richard Foster	Director, National Museums Liverpool
Graham Creer, Company Secretary	Solicitor, Liverpool City Council

September 2001 – August 2003

Prof. Peter Toyne, Chairman	Vice Chancellor, Liverpool John Moores University
Tom Bloxham MBE	Group Chairman, Urban Splash
Wally Brown CBE	Principal, Liverpool Community College
Louise Ellman MP	MP for Liverpool Riverside
Dr. David Fleming OBE	Director, National Museums Liverpool
Dorothy Kuya	Member, Executive Committee of Granby Residents Association
Stuart Melhuish	CEO, Amaze
Gillian Reynolds MBE	Programme Controller, Radio City
Brenda Smith	Managing Director, Ascent Media Group
David Wade Smith	Chairman, Wade Smith
Cllr Mike Storey CBE	Leader, Liverpool City Council
Cllr Joe Anderson	Leader of the Opposition
Sir Bob Scott	CEX, Liverpool Culture Company
Cllr Gideon Ben-Tovim	Liverpool City Council
David Henshaw, Company Secretary	CEX, Liverpool City Council



September 2003 to April 2005

Sir Bob Scott, Executive Chairman

Wally Brown CBE

Louise Ellman MP

Brenda Smith

Cllr Mike Storey CBE

Cllr Joe Anderson

Cllr Warren Bradley

Tom Bloxham MBE

Prof. Michael Brown

Sir Neil Cossons

Ruth Gould

Sir David Henshaw

Roger Lewis

David McDonnell

Sir Nicholas Serota

Susan Woodward

Bryan Gray MBE

Prof. Drummond Bone

Roy Morris

Sue Street, Observer

David Henshaw, Company Secretary.

CEX, Liverpool Culture Company

Principal, Liverpool Community College

MP for Liverpool Riverside

Managing Director, Ascent Media Group

Leader, Liverpool City Council

Leader of the Opposition

Executive Member, Liverpool City Council

Group Chairman, Urban Splash

Vice-Chancellor & CEX, Liverpool John Moores University

Chairman, English Heritage

Creative Director, North West Disability Arts Forum

CEX, Liverpool City Council

Managing Director of Classic FM

Chief Executive Worldwide, Grant Thornton International

Director, Tate

Managing Director, Granada

Chairman, NWDA

Vice Chancellor, Liverpool University

Chairman, The Mersey Partnership

Permanent Secretary, Dept Culture, Media and Sport

CEX, Liverpool City Council



May 2005

The structure of the Board was re-organised to draw on the expertise of members and provide strategic direction in to Liverpool Culture Company management and delivery. Board members were responsible for chairing Sub Groups looking at a particular aspect of company operation and acting as the champion for this at Board level (see below). The Board met 4 times a year. At this point there was also an Executive Group with membership as follows:

Prof Drummond Bone – Chairman
Loyd Grossman – Deputy Chair
Mike Storey – Deputy Chair
Sue Woodward – Deputy Chair
David Henshaw – Chief Executive Liverpool City Council
Jason Harborow – Chief Executive Officer, Liverpool Culture Company
Roy Morris
Prof Michael Brown
Ruth Gould

Board Sub Groups :

- Arts, Culture and Heritage (chaired by Loyd Grossman)
- Marketing, Public Affairs and Public Relations (chaired by Sue Woodward)
- Creative Communities (chaired by Ruth Gould)
- Science and Technology (chaired Drummond Bone)
- Stakeholder Relationships (chaired by Prof. Michael Brown)
- Business Planning, Finance and Commercial (chaired by Mike Storey)
- Welcome, Events and Tourism (chaired by Roy Morris)
- International (chaired by Sir Bob Scott)



Board membership from May 2005 to January 2006

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 North West / Chairman, National Museums Liverpool
Susan Woodward OBE, Deputy Chair	Managing Director, Granada
Sir David Henshaw OBE, Chief Executive	Liverpool Culture Company / 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 & 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 Liverpool Riverside
Lady Derby	The Countess of Derby
Cllr Steve Foulkes	Leader, Wirral Metropolitan Borough Council
Ruth Gould	Creative Director, North West Arts Disability Forum
Cllr Tony Robertson	Leader, Sefton Metropolitan Borough Council
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
Sue Street, Observer	Permanent Secretary, Dept Culture, Media and Sport
Graeme Creer, Company Secretary	Assistant Executive Director, City Solicitor, Liverpool City Council



February 2006 – August 2007

Prof Drummond Bone, Chairman	Vice Chancellor, Liverpool University
Cllr Warren Bradley, Deputy Chair	Liverpool Culture Company / Leader, Liverpool City Council
Loyd Grossman OBE, Deputy Chair	Chair, Culture North West / Chairman, National Museums Liverpool
Susan Woodward OBE, Deputy Chair	Managing Director, Granada
Sir David Henshaw Chief Executive	Liverpool Culture Company / Liverpool City Council
Cllr Joe Anderson	Leader of the Opposition, Liverpool City Council
Tom Bloxham MBE	Group Chairman, Urban Splash
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 Liverpool Riverside
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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
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 NW Regional Sports Board
Phil Redmond CBE	Chair of International Centre for Digital Content

September 2007 – July 2009

Following endorsement by the Board of the final programme of events for 2008, the decision was taken to slim down the Board to ensure that it was able to react more quickly and fast track decisions for the delivery of '08.

Bryan Gray MBE, Chairman	Chairman, NWDA
Cllr Warren Bradley, Deputy Chair	Leader, Liverpool City Council
Phil Redmond CBE, Deputy Chair	Chair, ICDC
Prof. Drummond Bone	Vice Chancellor, Liverpool University
Cllr Mike Storey CBE	Executive Member, Liverpool City Council
Tom Bloxham MBE	Chairman, Arts Council England (North West)
Anthony Wilson, Company Secretary	Hill Dickinson

ANNEX B: 2008 PROGRAMME MUSIC

Emilia di Liverpool

St George's Concert Room December 31 – January 5

The recently restored splendour of the Concert Room played host to Donizetti's rarely performed 1824 Opera, Emilia di Liverpool, performed by the European Opera Centre. Supported by the Culture Company as part of its Cities on the Edge programme and critically acclaimed in both local and national press, with accolades such as "the highlight of Capital of Culture has already happened!"

Wayne Shorter with the RLPO

Liverpool Philharmonic Hall January 5

The flagship event of the new Fresh Festival combining cutting edge jazz, world and contemporary music with international artists alongside home grown talent saw multi-Grammy Award winner Wayne Shorter perform with the RLPO.

Tavener Requiem

Liverpool Metropolitan Cathedral February 28

Commissioned specially for the European Capital of Culture programme by the Liverpool Culture Company, and performed in the Metropolitan Cathedral by the RLPO with Vasily Petrenko conducting, this world premiere was universally acclaimed as one of the musical high points of the year.

Viennese Balls

St George's Hall April 12 – 13

One of the jewels in the 08 crown must be the Viennese Balls at St George's Hall when the city once again danced the waltz as it did in the 1830's. A hugely successful community event with over 250 people taking advantage of the free dance classes given by a team of professionals. Over 700 dancers took to the floor with Strictly Come Dancing stars Erin Boag and Anton Du Beke, as Vasily Petrenko conducted the RLPO in a night to remember.

Into the Little Hill – a lyric tale in two parts

Pacific Road Arts Centre April 17 – 18

The UK premiere of a lyric tale in two parts by George Benjamin and Martin Crimp. Co-commissioned by the Liverpool Culture Company and produced by the Festival d'Automne and the Ensemble Moderne. 'Martin Crimp's enigmatic and contemporary reimagining of the Pied Piper fable has been ravishingly illuminated by George Benjamin's music' Lynne Walker – The Independent.

Liverpool Sound Concert

Anfield Stadium June 1

Anfield football ground witnessed one of the greatest nights in its history when Sir Paul McCartney came back to where he once belonged to perform this long awaited gig. The line-up included The Kaiser Chiefs and The Zutons, but the former Beatle, who last played in Liverpool exactly five years ago to the day, stole the show with an array of hits that had the sold-out stadium on its feet for a full two hours.

Sir Simon Rattle and the Berliner Philharmoniker

Liverpool Philharmonic Hall September 2

The Liverpool-born Überconductor returned to his home city for a one night only performance with one of the world's greatest orchestras. Sir Simon returned a month later to conduct the RLPO - the orchestra which inspired him to be classical musician.

MTV Europe Music Awards

ECHO Arena Liverpool November 6

Superstars such as Kanye West, Pink, Take That, Beyoncé and The Killers took the city by storm with a stunning live show which climaxed when U2 front man Bono bestowed the MTV Ultimate Legend award on Sir Paul McCartney. Around 10,000 music fans attended and an estimated 30 million viewers tuned in.

Rightful Owners of the Song

Liverpool Philharmonic Hall November 29

One of the most original ideas for the series of Liverpool Commissions for 2008, Jonathan Raison's The Rightful Owners of the Song brought together the best of Liverpool's pub singers to perform a one-off concert of pub classics with the RLPO providing the backing music.

Eighth Blackbird - The Only Moving Thing

St George's Concert Room November 21

The stunning St George's Concert Room was the back drop for this European premiere. The Only Moving Thing featured work by Steve Reich and Bang on a Can founders David Lang, Michael Gordon and Julia Wolfe.

STAGE

Three Sisters on Hope Street

Liverpool Everyman January 25 – February 16

A vibrant new take on Chekhov's classic by Diane Samuels and Tracy-Ann Oberman this was the first of seven world premières staged by the Everyman and Playhouse in 2008. The play relocated Chekhov's masterpiece to Liverpool's Jewish community of the 1940's.

British Dance Edition

Liverpool Empire & other venues January 30 – February 2

Liverpool was delighted to host the UK's largest and most prestigious biannual showcase of the best of British dance. Presented by Merseyside Dance Initiative this event attracted hundreds of national and international dance promoters to the City in search of the latest talent.

Akram Khan – Bahok (with the National Ballet of China)

Liverpool Playhouse March 7 – 8

A UK premiere of Akram Khan's new work, co-produced by the Culture Company for 2008 with Merseyside Dance Initiative and featured as part of the City's annual dance festival LEAP.

The Shankly Show

Liverpool Olympia and Royal Court April and October

A Liverpool Commission for 2008, this play by the newly formed Footballing Legends Ltd played to 1,300 at its opening gala night at the Olympia, where Sir Tom Finney and a host of ex-Liverpool FC players were special guests. It toured to Shankly's birthplace in Scotland, and attracted an audience of 8,500 for its run at the Royal Court.

One Step Forward, One Step Back

Liverpool Cathedral April 7 – May 10

Hailed as one of the most imaginative pieces of work commissioned for 08, Brighton based arts company, dreamthinkspeak, enthralled everyone who saw this performance installation piece at the city's Anglican Cathedral. Drawing in actors, artists and technicians from across the city, the piece took audience members in small groups to many parts of the cathedral which are normally closed to the public - ending with an amazing view the City from the roof. Intriguing and spiritual, dreamthinkspeak was a sell-out, resulting in extra performances being scheduled.

Once Upon a Time at the Adelphi

Liverpool Playhouse June 28 – July 19

One of two new musicals commissioned by the Everyman and Playhouse for 2008, it transported the audience to the 1930's heyday of the hotel and the glamour of the UK's then capital of the cruise liner industry. A cast of West End names joined forces with students from Liverpool's very own performing arts college LIPA, for a production praised for its high-energy and fusion of history and humour.

Contacting the World

LIPA July 27 – August 2

Produced by Contact Theatre, this extraordinary process of creative exchange brought hundreds of young theatre makers from across the world to Liverpool to premiere 12 new plays during one week when LIPA opened the doors of its theatre to play host to these visitors to the city.

When We Dead Awaken

Unity Theatre October 23 – November 1

Unity with Riksteatern and Vasterbottensteatern from Sweden presented this international co-production of Henrik Ibsen's dramatic work in a unique collaboration for 2008. A cast and production team from the UK and Sweden worked together under the direction of Unity patron and acclaimed director Josette Bushell- Mingo.

King Lear

Liverpool Everyman October 30 – November 29

Often described as the greatest play in the English language, Shakespeare's haunting portrayal of power play at family and state level was one of the most hotly anticipated productions of 08 and sold out months before its run. The play was also an emotional homecoming for Pete Postlethwaite who began his acting career on this very stage.

Da Da Fest

Various venues September 4 – 7

The annual festival for deaf and disabled artists, musicians and dancers went truly international this year with artists and companies from around the world all contributing to this well established show case.



ART

Pipilotti Rist

FACT June 27 – August 31

Swiss video artist Pipilotti Rist's ground-breaking show was the highest attended exhibition in FACT'S five year history. The exhibition features two UK premieres of the artist's work and generated extensive media coverage nationally.

Art in the Age of Steam

The Walker 17 April – 10 August

Launched by actor and train enthusiast Michael Palin, this exhibition featured work by masters such as Monet, Van Gogh and Hopper and attracted over 100,000 visitors.

Liverpool Cityscape

The Walker May 24 – November 2

Ben Johnson completed this gargantuan depiction of Liverpool with a high profile residency at the gallery at the start of the year. More than 160,000 people saw the exhibition. The Liverpool Cityscape went on permanent display at the Walker in November. It will move to the new waterfront Museum of Liverpool when it opens in 2010.

Jyll Bradley – Fragrant

The Walker, all year

International visual artist Jyll Bradley was commissioned by Culture Company to explore Liverpool's Botanical Collection and its extraordinary history. Working with Liverpool City Council's Parks Team, Bradley constructed a show garden which won silver medals at RHS Chelsea and Tatton and Gold at Southport Flower Show. Her work concluded with an art exhibition 'The Botanic Garden' at The Walker Art Gallery and a book Mr Roscoe's Garden, published by Liverpool University Press.

Gustav Klimt - Painting, Design and Modern Life in Vienna, 1900

Tate Liverpool May 30 – August 31

One of the success stories of the year, the UK's first exhibition of this celebrated artist in more than 30 years attracted a record breaking almost 200,000 people to Tate Liverpool. In November the gallery announced it had attracted its millionth visitor for the first time in a calendar year since it opened in 1988.

Liverpool Biennial

City wide September 20- November 30

The 5th Liverpool Biennial, the UK's largest festival of contemporary visual arts, officially launched with a plethora of groundbreaking visual, public art from Tracey Emin's neon love message at Anglican Cathedral and Yoko Ono's sky-ladders installation, to a 100ft wide spider's web across Exchange Flags by Ai Weiwei.

Le Corbusier – the Art of Architecture

The Crypt, Liverpool Metropolitan Cathedral October 2 – January 18

The first major exhibition of Le Corbusier's life and work seen in Britain for more than 20 years premiered in the dramatic crypt of the Metropolitan Cathedral, organised by the Royal Institute of British Architects (RIBA) Trust in collaboration with Vitra Design Museum, Basel and the Netherlands Architecture Institute and supported by the Liverpool Culture Company.

Digital Departures

Cinemas around the city – November

A ground-breaking filmmaking scheme launched by Northwest Vision and Media together with its partners, Liverpool Culture Company, the BBC and the UK Film Council. Resulting in 3 world premiere feature films each created and filmed in Liverpool. 'Of Time and the City' Terence Davies' new film, his first for eight years, is a heartfelt and even ecstatic study of his boyhood Liverpool. 'Salvage' a horror film set in West Derby and 'Kicks' a controversial tale of two teenage wannabe WAG's obsessed with a Premiership footballer.

Homotopia

various venues November 1 – 30

Liverpool's annual gay cultural festival celebrated 08 with its biggest and best ever programme. Now in its 5th year, Homotopia delivered over 50 events including several new commissions, a new strand of international art, a dedicated TV station and the region's first Grand Vogue Ball.

STREETS

The People's Opening

St George's Plateau January 11

Nearly 40,000 people witnessed the official start to the '08 celebrations in the heart of Liverpool's Cultural Quarter. More than 800 performers from musicians, acrobats, schoolchildren to stars of the city's cultural scene including Ringo Starr, gathered for a one hour audio-visual spectacular that was beamed to an estimated 300 million people across the world.

Streets Ahead

Liverpool City Centre May 24 – 26

One of the main strands of the year's hugely high profile and successful street animation programme, over one Bank Holiday weekend Liverpool Streets Ahead transformed the city's streets as never before. Hundreds of performers from the UK Europe and beyond came to town and music, performance filled over seven of the streets and squares of the city centre and even the shop windows, where the mannequins literally came to life.

Go Superlambananas

City wide and beyond June 16 – August 25

The biggest multi-sponsorship arts project in the UK - ever. Go Superlambananas involved 125 commissioned pieces of work involving professional artists and designers, 26 community groups and five schools creating art from one design – the city's own iconic Superlambananas by Taro Chiezo. Together they produced an outstanding arts showcase incorporating many different mediums – from graffiti to fine art, mosaic and textile – on display right across the city-region and even on the top of a Welsh mountain.

La Machine

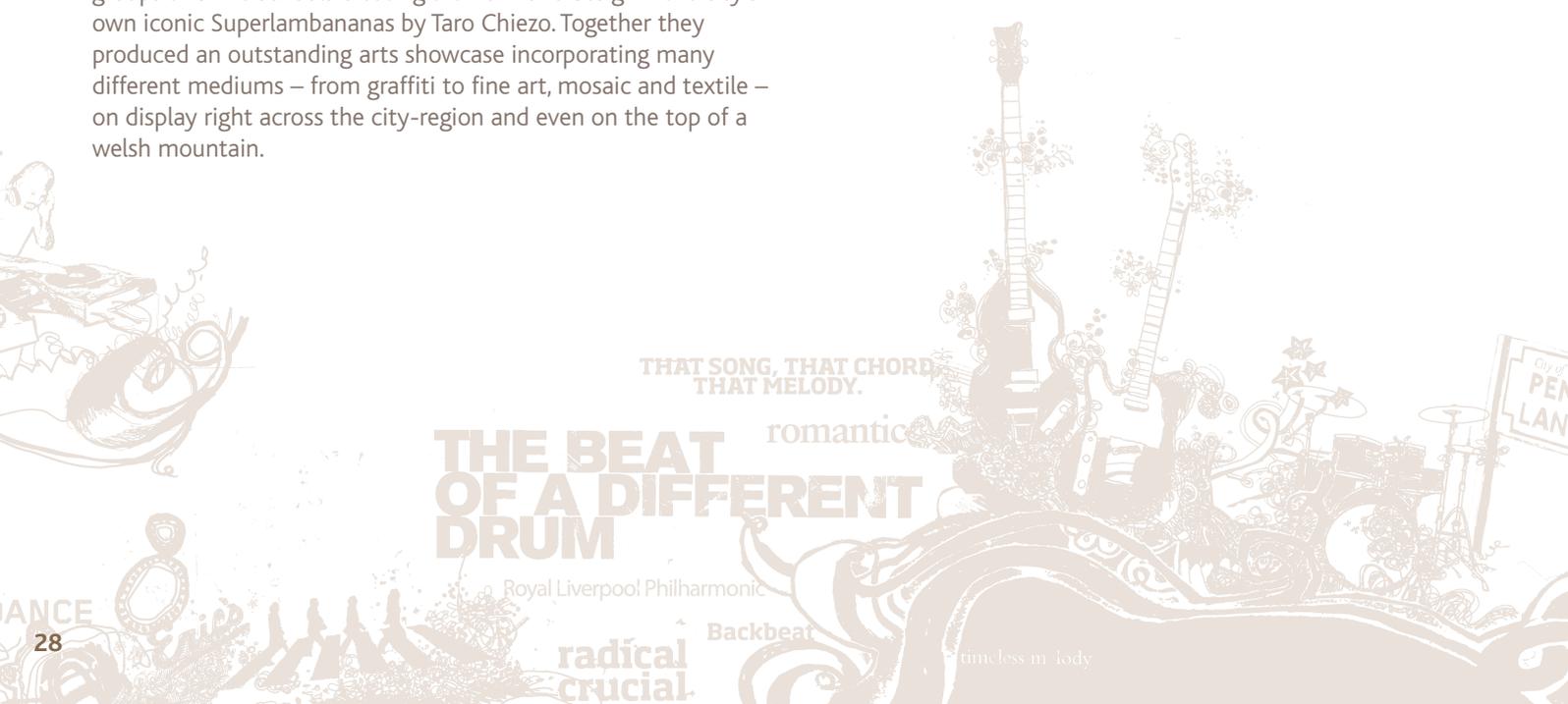
City centre and waterfront September 4 – 7

La Princess – a 50 foot mechanical spider created by French company La Machine and produced by Artichoke was specially commissioned by the Culture Company as one of the highlights of its 2008 outdoor programme. Up to 400,000 people poured into the city to watch the creature spring to life and explore the streets.

Power Plant Calderstones Park

October 8 – 12

One of the run-away successes of '08, Power Plant saw the Victorian leisure gardens of Calderstones Park transformed into a bewitching nocturnal world with one of the largest audio visual installations ever to come to Liverpool.



SPORT

The 137th Open Golf Championships

Royal Birkdale Golf Club - July 17 – 20

For the second time in three years, golf's greatest event returned to Merseyside. More than 220,000 people descended on Royal Birkdale to witness four days of world class sport culminating in Ireland's Padraig Harrington becoming the first European to win the Claret jug in successive years.

The World Firefighter Games

Various locations August 24 – September 2

More than 3,200 fire-fighters from 43 nations competed in more than 72 events in 42 venues. The events attracted more than 20,000 people over the 10-day spectacle – the world's biggest international amateur sporting event.

Clipper Round the World Yacht Race

Waterfront July 4

Up to 20,000 lined the banks of the River Mersey to welcome home the 11 yachts competing in this 35,000 mile, 10 month race involving 400 competitors. Coverage of the Clipper 07-08 Race has been seen by more than 200 million people in 202 countries.

The Tall Ships' Races 2008 – Race Start

Waterfront - July 18 – 21

After four years of planning involving 43 different agencies and 1,000 event personnel, Liverpool staged the UK's biggest maritime event of the year. Over a million people flocked to the waterfront to see one of the largest fleets of Tall Ships ever assembled on British waters.

Tour of Britain Finale

City centre September 14

Liverpool was the finishing line for the UK's most exciting cycle race this year – the first English city outside of London to stage the finale. More than 15,000 people lined the streets to cheer the cyclist's home, with Wirral rider Steve Cummings coming a valiant second in the country's biggest professional cycling event and Britain's biggest live sporting event.



CONVERSATIONS AND LITERATURE

Writing on the Wall

Various venues May 1 – 31

This award-winning festival featured almost 40 events each with its own unique slant on the processes of reading and writing and was attended by over 4,000 people. Its varied programmes attracted a wide range of writers and artists: from local aspirants to the internationally renowned. Highlights included a production of the Ragged Trousered Philanthropist and evenings with Tony Benn, Howard Marks and Stephen Poliakoff.

Chapter and Verse Literature Festival the Bluecoat

October 9 – 19

Merseyside's new annual literature festival, Chapter & Verse began on National Poetry Day and ended with a weekend of exciting events to celebrate the Liverpool Irish Festival. The 11 day festival, featured readings, book signings, talks, discussions, performances and workshops. Highlights included Jim Crace, Tariq Ali, Linda Grant, Sadie Jones, Lemn Sissay and Liverpool's own Mercy and Heart Beats.

BBC Free Thinking Festival

Various venues October 31 – November 2

A weekend of debates, talks, films, performance, music and conversations as Radio Merseyside's Free Thinking Festival returned to Liverpool for its third year. Highlights included the opening lecture by Will Self and contributions from Mark Haddon, Tony Merchant and the Reverend Ian Paisley.

The Shipping Lines Literary Festival

The University of Liverpool November 3 – 9

Seven days, fifty events, over thirty writers and two thousand literature lovers. During this festival specially created to celebrate 08, 500 people attended workshops and discussions, with special guests including Nobel Prize winner Seamus Heaney.

ReBerth

Launched December 5

The Cities on the Edge programme has linked together six European port cities with a shared history of immigration, cultural diversity, political dissent and economic reinvention for a variety of exciting projects and events. ReBerth is a new anthology of short stories from these 'cities on the edge' – Liverpool, Gdansk, Bremen, Istanbul, Marseilles and Naples – with contributions from writers including Alexei Sayle, Pawel Huelle, Murathan Mungan and Valeria Parrella.



EXPLORING

Around the City in 80 pubs

Various venues April – September

Liverpool raised a glass to pub culture with a month long toast to comedy, music, magic, talks, walks and food & drink festivals to promote the city's unique pub heritage. More than 40 – mostly free – events were held in all types of pubs and bars. Highlights included the CAMRA Real Ale Pub Festival.

Football – On the Edge of Passion

FACT December 8

Over the past 12 months French film maker Lilian Thuram has explored the nature of being a football fan in Liverpool, Marseilles and Istanbul as part of the Cities on The Edge programme. The film 'Football on the Edge of Passion' was premiered in Liverpool.

Heritage Open Days

Throughout region September 11 – 21

Liverpool marked its Capital of Culture Year with a specially extended Heritage Open Days season. Over 11 days thousands of people explored 48 historic buildings and venues in the city exploring classical greats from St George's Hall and Liverpool Philharmonic Hall to the Adelphi Hotel. One of the highlights of this year's programme was a tour of George's Dock Building Ventilation Station.

Stirling Prize

BT Convention Centre October 11

Cable rail stations and football stadiums, high-density housing, a court house, a school and the refurbishment of an iconic concert venue made up the projects on this year's prestigious Stirling Prize. Named after the great British architect Sir James Stirling (1926-1992), a graduate of the Liverpool School of Architecture, the £20,000 prize was presented outside of London for the first time and was broadcast live on Channel 4.

Portrait of a Nation

National finale St George's Hall December 1 – 2

Portrait of a Nation was an inspiring two-year long journey which resulted in a national conversation about what it's like to be a teenager in modern day Britain. Hundreds of youngsters from 17 cities across the UK converged on St George's Hall in December in order to learn more about where they come from, what makes their hometown so special, what culture, heritage and identity means to them and what their hopes are for the future.

Liverpool Culture Company 'Be Heard' Youth Advisory Group (YAG)

The YAG was established in July 2006. There are over 30 members in the group aged between 10 and 20 years and they act as a medium that draws upon the experiences and opinions of young people across the City. They are a recognised auxiliary body to the Capital of Culture and they advised and were consulted on the 2008 Programme.



PARTICIPATION

Four Corners V

Various venues – all year

A neighbourhoods' Capital of Culture project, this city wide creative community regeneration programme worked with residents, cultural organisations and neighbourhood services to examine the life of Liverpool's communities.

Streetwaves

Various venues – summer

In 2008, 30 bands performed at the 5 heats in Liverpool's neighbourhoods, involving total of 121 musicians. The five chosen bands have toured to Bremen, Istanbul, Gdansk, Naples and Marseilles and bands from each of these cities visited Liverpool in August to perform at Mathew Street Festival and Creamfields as well as spending a day in Elevator Studios to learn how to record and cut a disc.

Generation 21

All year

This was one of the Culture Company's key creative education programmes and encouraged young people to consider important environmental issues in an interesting and imaginative way. A flagship project of 2008, involving 160 schools, 21 creative collaborators and 10,000 participants, saw children and young people from across the city take on the role of city planners – designing a 21st Century Liverpool which advocates health and wellbeing.

Now That's What We Call Culture

Echo Arena Liverpool 6 – 8 August

Now That's What We Call Culture was open to the people of Merseyside and aimed to find the country's next big stars. Taking place at the New Arena and Convention Centre over 1,160 performers (450 acts) attended a full day of auditions at which celebrity judges selected finalists. The final attracted an audience of over 5,000.

Tales yearlong finale events

30 September – 2 October

Tales was a specialist arts education project involving over twenty different education partners across the six Merseyside boroughs. Young people from each of the boroughs chose a European myth or tale to explore which led to a spectacular multi-arts show in St George's Hall in Autumn '08, every performance was a sell out.

The Orrery

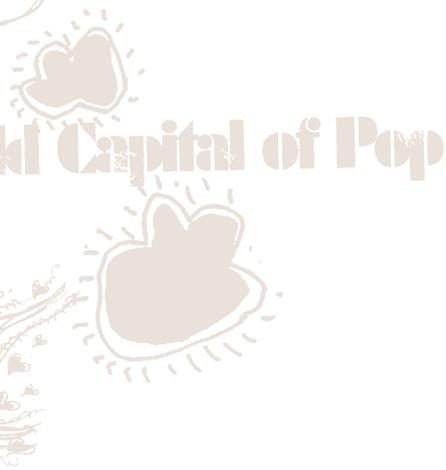
All year

The Orrery is inspired by traditional instruments which show how planets orbit the sun in the solar system, The Orrery was created to reflect Liverpool's position as 'The Centre of the Creative Universe', a reference to Beat poet Allen Ginsberg's comments following a visit to the city in the 1960s. In 2008 the Orrery visited 40 Liverpool primary schools and engaged over 10,000 young people. The Orrery attended 10 events across the artistic 08 programme, reaching audiences of over 60,000.

Waiting

All year

The Waiting programme, a unique partnership between health professionals and the arts culture sector, ensured that health and wellbeing was at the heart of the 08 programme. It has not only impacted on the design of health settings but also how the arts can be woven into the experiences of healing and wellbeing.



ANNEX C – KEY PUBLICATIONS

This list represents key publications from 2005 -2009. It is not an exhaustive list of all publications and collateral produced.

The Art of Inclusion, report on the impact of Creative Communities projects, Liverpool Culture Company/Liverpool City Council, *November 2005*

08 "What's it all About", Liverpool Culture Company/Liverpool City Council, *May 2005*

Delivery Plan 05/06, Liverpool Culture Company/Liverpool City Council, *May 2005*

Sea Liverpool, Maritime History of a Great Port, Lesley Delves, Virginia Tasker, Mike Bryson, Liverpool University Press, *June 2005*

A Guide to Heritage Open Days, Liverpool Culture Company/Liverpool City Council, *September 2005*

08 Update, Liverpool Culture Company/Liverpool City Council, *Jan 2006*

Liverpool Performs, 2006 highlights brochure, Liverpool Culture Company/Liverpool City Council, *Jan 2006*

Liverpool Day Visitor Guide, Liverpool Culture Company/Liverpool City Council, *February 2006*

Delivery plan 06/07, Liverpool Culture Company/Liverpool City Council, *April 2006*

City in Transition, Liverpool Culture Company/Liverpool City Council, *April 2006*

Culture Directory 05/06, Liverpool Culture Company/Liverpool City Council, *July 2006*

The Friendship, a resource pack for teachers, Liverpool Culture Company/Liverpool City Council, *June 2006*

A Guide to Heritage Open Days, Liverpool Culture Company/Liverpool City Council, *August 2006*

'08 Highlights Programme, Liverpool Culture Company/Liverpool City Council *October 2006*

Updates in **City Magazine**, Liverpool City Council, bi-monthly, *throughout 2007*

Moving the Past Forward, A heritage investment framework for the City of Liverpool, Liverpool Culture Company/Liverpool City Council, *January 2007*

Day Visitor Guide, Liverpool Culture Company/Liverpool City Council, *February 2007*

Liverpool Cruise Supplement, Liverpool Culture Company/Liverpool City Council, *March 2007*

Sound City, A guide to Liverpool's Musical Heritage, Liverpool Culture Company/Liverpool City Council, *March 2007*

08 Volunteer Handbook, Liverpool Culture Company/Liverpool City Council *May 2007*

Liverpool 800th Birthday Celebration, commemorative brochure, Liverpool Culture Company/Liverpool City Council/Trinity Mirror, *June 2007*

Four Corners 2007, project brochure, Liverpool Culture Company/Liverpool City Council, *June 2007*

Events Guide, Liverpool Culture Company/Liverpool City Council, *June 2007*

Culture Directory 06/07, Liverpool Culture Company, *July 2007*

A Guide to Heritage Open Days, Liverpool Culture Company/Liverpool City Council, *August 2007*

Guardian Supplement, Liverpool Culture Company/Guardian News and Media Ltd., *September 2007*

Treasures Tool Kit & Book, Liverpool Culture Company/Liverpool City Council, *October 2007*

'08 Yearbook, Liverpool Culture Company/Liverpool City Council, December 2007

Liverpool – The Musical, programme, Liverpool Culture Company/Liverpool City Council, January 2008

6 x quarterly '08 Seasonal guides, Liverpool Culture Company/Liverpool City Council/Trinity Mirror, January 2008, March 2008, June 2008, September 2008, December 2008

Liverpool Day Visitor Guide, Liverpool Culture Company/Liverpool City Council, February 2008

Guardian Supplement, Liverpool Cultural Company/Liverpool City Council/Guardian News and Media Ltd., March, 2008

Viennese Balls, commemorative programme, Liverpool Culture Company/Liverpool City Council, April 2008

The Orrery, teacher's resource pack, Liverpool Culture Company/Liverpool City Council, April 2008

Liverpool Commissions, highlights brochure, Liverpool Culture Company/Liverpool City Council, May 2008

Streets Ahead, supplement, Liverpool Culture Company/Liverpool City Council/Trinity Mirror, May 2008

The Story so far, an interim report on the impacts of Liverpool European Capital of Culture, Liverpool Culture Company/Liverpool City Council, July 2008

Liverpool Sound, commemorative guide, Liverpool Culture Company/Liverpool City Council, June 2008

Four Corners 2008, project brochure, Liverpool Culture Company/Liverpool City Council, July 2008

Tall Ships, commemorative programme, Liverpool Culture Company/Liverpool City Council/Trinity Mirror, June 2008

Tall Ships, Crew manual, Liverpool Culture Company/Liverpool City Council, July 2008

Tall Ships Captains manual, Liverpool Culture Company/Liverpool City Council, July 2008

Tall Ships Liaison officers manual, Liverpool Culture Company/Liverpool City Council, July 2008

Sir Simon Rattle with the Berliner Philharmoniker, programme, Liverpool Culture Company, September 2008

A Guide to Heritage Open Days, Liverpool Culture Company/Liverpool City Council, August 2008

Guardian supplement, Liverpool Cultural Company/Liverpool City Council/Guardian News and Media Ltd. September 2008

Mr Roscoe's Garden, Jyll Bradley, Liverpool University Press, September 2008

Times Supplement, Liverpool Culture Company/Liverpool City Council/Times Newspapers Ltd., October 2008

Times supplement, Liverpool Culture Company/Liverpool City Council/Times Newspapers Ltd., November 2008

Cities on the Edge, book of photography, Liverpool University Press, November 2008

Urban Makers (Cities on the Edge) Parallel Narratives of Grassroots Practices and Tensions, edited by Emanuele Guidi, b_books, December 2008

Liverpool '08 review "**The Impacts of a year like no other**", Liverpool Culture Company/Liverpool City Council, December 2008

Portrait of a Nation, programme, Liverpool Culture Company/Liverpool City Council, December 2008

Reberth, stories from Cities on the Edge, edited by Jim Hinks, Carcanet Press, December 2008

Visit Britain Global Press Coverage Highlights, Visit Britain, January 2009

Intercultural Capital Liverpool 2008, project report, Liverpool Culture Company/Liverpool City Council, March 2009

Cities on the Edge, project report, Liverpool Culture Company/Liverpool City Council, March 2009

Light Up My Street – encouraging enterprise, Liverpool Culture Company/Liverpool City Council, June 2009

Who Pays the Piper?, understanding the experience of organisations sponsoring the Liverpool European Capital of Culture. Impacts 08, March 2009

Websites:

www.Liverpool08.com

www.Impacts08.com

ANNEX D: SUMMARY OF LIVERPOOL 2008 IN NUMBERS

Artistic Programme and Events

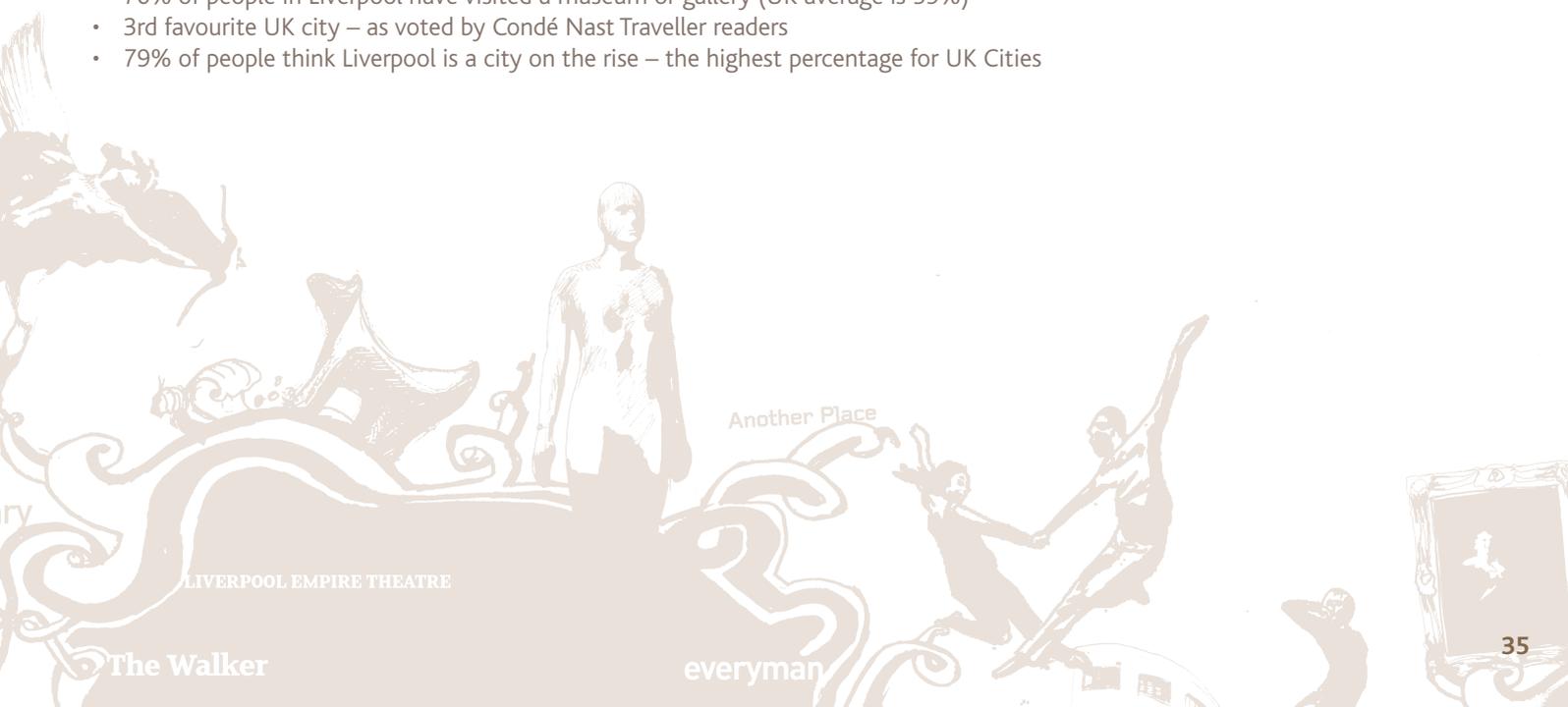
- 7,000 Events.
- 10,000 Artists
- One mechanical Spider; 119 Superlambananas, two Beatles!
- 60 Tall Ships
- 20 miles of event barriers
- 15 million visits to a cultural event or attraction
- 13 Royal visits, two Presidents and a European Commissioner

Participation

- 15 million people visiting a Cultural venue, event or performance
- 67,000 Children – every child from every Liverpool school has been involved
- 160,000 Creative Community participants
- 1,000 Volunteers and 5,000 front line staff participating in the 08 Welcome Programme

Economy and Impact

- One million visitors to both Tate Liverpool and Merseyside Maritime Museum
- One million hotel beds sold
- 77% hotel occupancy levels – year average (record 81% for October)
- 3.5 million new visitors – 25% of all tourists in '08
- 150% increase in visits to Liverpool's Tourist Information Centres
- 120 International delegations
- £200 million Global media value
- £800 million Economic benefit to the Liverpool City Region
- 70% of people in Liverpool have visited a museum or gallery (UK average is 59%)
- 3rd favourite UK city – as voted by Condé Nast Traveller readers
- 79% of people think Liverpool is a city on the rise – the highest percentage for UK Cities



Liverpool 08

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