Hull Culture & Heritage Strategy 2025-2030 - Delivery Plan

INTRODUCTION

This delivery plan outlines our five-year journey to cement Hull as one of the world's most forward-thinking cities in community-led culture and heritage. It is to be read in conjunction with the Hull Culture & Heritage Strategy 2025–2030.

Welcome

This delivery plan needs to be read together with the Culture & Heritage Strategy, and it is important to know that we see this as a 'living strategy' and therefore this delivery plan needs to be flexible and adaptable. We will update this plan regularly and undertake ongoing evaluation so that we can make the most of opportunities as they arise. The strategy sets out an ambitious path, over the next five years, for Hull to realise its full potential as a major hub for culture and heritage across the North and the UK. This delivery plan lays out key areas where partners and communities will come together to ensure that culture and heritage are agents for positive change.

Councillor Rob Pritchard,
Portfolio Holder for Culture and Leisure

A city-wide effort

The Community Plan has already told us that the people of Hull recognise the importance of our culture and our heritage in our city. For the Culture & Heritage Strategy to be realised it is essential everyone plays their part. History shows that Hull is at its strongest when it is open, collaborative, and responsive to the needs of its communities. We hope this delivery plan will galvanise a city-wide effort, showing the world that Hull is an action-focused city that listens actively, takes time to understand, appreciates difference and celebrates commonalities.

This document lays out shared responsibilities to ensure we deliver against our stated ambitions and see demonstrable change over the next five years. While there is a clear plan in place, we must also acknowledge this is an active delivery plan and (as we have learnt from our recent history) we will need to flex and shift depending on external factors which impact us all. This delivery plan will evolve, will change, and will adapt. Over the next five years we will need to come together to collectively develop solutions and share the responsibilities and accountabilities of delivery.

Listening and learning

To get to this stage, we have undertaken a period of significant outreach with the people of Hull. From the 2023 engagement in the development of the Community Plan, specific sector commissioned research, to the engagement and consultation of this strategy. However, that work does not stop here, and we

will continue to listen to the voices of local groups and individuals as the strategy unfolds. As we move forward with this delivery plan, culture and heritage organisations and networks such as Cultural Collisions involving the city's NPO's, the Local Visitor Economy Partnership, and the Film and TV network, to artist-led groups such as We Are Creative, Hull Artist Research Initiative, and Feral Arts School, will play an active role in delivery. They will be supported by Libraries and Hull Museums and Galleries as lead for the regional Humber Museums Partnership (comprised of East Riding, North Lincolnshire, and Northeast Lincolnshire), along with the East Riding and North Lincolnshire Museums and Heritage Forum [facilitated by Museums Development North].The Humber Music Hub, led by Hull's Music Service who also leads the Hull Music Board, will all join the collective approach to engaging audiences and participants. Together, they participate in the city's quarterly Culture & Heritage Network, organised and facilitated by Hull City Council. Individual creatives, artists and makers, take part in Hull City Council's City Arts and Music Forums, as well as engaging directly with arts organisations and advocacy groups. Audience feedback is received through active and ongoing dialogue in the city, for example through the monitoring and evaluation work of Hull's National Portfolio Organisations, direct visitor feedback to our venues, and in-person evaluation of live events.

These systems for communication and feedback are essential to ensure information exchange from grass roots to strategic level. These active connections between organisations, networks and individuals enables all partners and stakeholders to continue listening, learning and developing together.

The city will also come together at the annual Cultural Tides and the Visit Hull and East Yorkshire Tourism conferences. These moments provide an opportunity to hear the latest information from national bodies, to share case studies from international speakers and for the sector to network and forge new collaborations and networks, both conferences acting as a cross pollinator.

Key Milestones – as Gantt Chart - critical path

In addition to the delivery plan, key milestones will help to galvanise the transformation and development work of the city. These are special moments to come together, celebrate and consolidate the delivery plan actions.

2025 UNESCO Creative City Bid and 600 years Anniversary the Hull Trinity (March 25th, 2025)

2025/26 Maritime Programme launch

2027 100 years of Culture in Hull Centenary: Ferens Art Gallery and Hull University, 20 years of Freedom Festival, the Albermarle Venue and Hull Children's Book Award, 10 years of the Big Malarkey and from Hull, UK City of Culture 2017.

2029 730th Birthday of the City of Hull

The delivery plan is presented in the four themes of the strategy: community led, inclusive leadership, insight and intelligence, collaboration and communication. However, the detail does not specifically describe individual performance indicators per workstream, instead we have focussed on key bellwether indicators for the strategy. These indicators will be reported on an annual basis and will confirm we are on track with our objectives and ambition.

Outcome Metrics for the strategy / objective

1. Increased investment in culture & heritage delivery
2. Growth in local and national media coverage of hull's cultural initiatives
3. Economic value of cultural sector in Hull (value / number of employees or volunteers)
4. Increased national and international collaboration across culture & heritage
5. People are confident that Hull is a place to develop and grow a creative, cultural or heritage business or career

Bellwether KPI metric's

1. Number of participants in culture and heritage
2. Audience numbers for culture and heritage activities and events
3. Number of Visitor to the city
4. Number of opportunities and events across the city's communities

Our delivery plan focusses the work across the four themes of the strategy.

As stated, this delivery plan will be adaptable, agile, and will flex to the changing circumstances we face as a city. We have learnt from our recent past, that things happen beyond our control therefore, ensuring we are not of a fixed mindset will be essential to ensure the success of the strategy.

We have also laid out key areas of work that will be delivered over the five-year period of the strategy. Across this delivery plan, there are areas of work which rely on partnership, some depend on the success of external funding, and some require other pieces of work to happen first to remove any barriers or lay foundations for successful project delivery.

WHAT WE NEED TO DO…….

1 - Community led

- **Visibility & Promotion**
  - Culture Hull Website
  - Community Connection (Council)
- **Communities and Relationships**
  - Council & Sector: relationship building (communities)
  - Cross council approach
- **Equality, Diversity,Inclusion**
  - Inclusive programming
  - Asset mapping
  - identify under represented/target groups
  - review transport connections
  - map relationships: lifelong learning
  - address barriers

2 - Inclusive Leadership

- **Connected Leadership**
  - Partnership Boards established
  - Communication and sharing information
  - Strategies and Policies
- **Equality, Diversity, Inclusion**
  - Leadership programmes (Org)
  - C&H Citizen Panel
- **Collaborative Programmes**
  - Investment/sponsorship exploration
  - Active contribution to Health and Wellbeing
  - Volunteers
- **Strategic Partnerships and relationships**
  - Plans and frameworks
    - Film & TV
    - 4-Year Music Plan
  - Commercial partnerships
  - Local partnerships
  - Collaborations:HCAL/Maritime
  - Hull & East Yorksire Local Visitor Economy Partnership - Delivery Management Plan
- **Partnerships: National and International**
  - identify national & international partners
  - UNESCO Creative City Application

3 - Insight & Intelligence

- **Supportive Infrastructure**
  - Asset Mapping
  - Understand Communities
  - Understand existing activity, reach and audience
- **Evidence and Monitoring**
  - share intelligence and opportunties
  - shared system for evaluaton
  - sharing impact and outcomes
- **Skills**
  - Community: Business up-skilling
  - Use intelligence to maximise investment opportunties, planning and bids
- **Investment**
  - support NPO bid development
  - Council funding reform
  - Collaborative approach to levering funds

4 - Collaboration & Communication

- **Place based coordination**
  - Baseline current positon: engagement, skills dev and programme coordination
  - All programme outreach focused
  - 3-year LCEP young people ACE funded programme
  - support artists and creatives to develop and grow their business and profile
- **Visibility & Promotion**
  - Tell our story - culture, heritage and communities
  - Promotion and Marketing Strategies (inclusion focused)
  - Activate Culture Hull Website

5 YEAR OUTCOMES…..

1 - Community led

- **Visibility & Promotion**
  - Culture Hull: maximised and valued
  - Communities connected and reflected with culture
- **Communities and Relationships**
  - the sector and business strengthening communities through relationships
  - Everyone feels part of the culture and heritage offer
  - Review of the Leisure Commissioning Contract
- **Equality, Diversity and Inclusion**
  - Inclusive representative programming
  - people celebrate their heritage and share commonaities
  - a coordinated culture and heritage sector
  - increased audience diversity
  - improved access and visibility of transport and connectivity
  - continuous learning and skills for all
  - plans to overcome barriers to participation
  - Sector relationships embedded in communities
  - Regenerative tourism and accessibility in all activity

2 - Inclusive Leadership

- **Connected Leadership**
  - Shared ambitions at every level
  - Reputation for maximising relationships, opportunities and outcomes
  - Hull Culture & Heritage Partnership: Leading the way
  - Hull Maritme (Partnership activation)
  - Plans in place: Event plan, Nightime Economy Plan, Area Committee - Culture & Heritage plan, Hull Music plan Refresh
- **Equality, Diversity, Inclusion**
  - Leadership reflects the voice of communities
  - agreed approach to accessible venues
- **Collaborative Programmes**
  - cultural offer built upon fair access
  - Active collaboration with the health sector
  - increased diverse audiences
  - Valued volunteers supporting orgs
  - City Programming Group
- **Strategic Partnerships and relationships**
  - Hull: Culture and Heritage Leader for the Region
  - Increased National & International investment
  - Relocation of cultural organisation
  - NTE network and leader
- **Partnerships: National and International**
  - Agreements with Internaional partners
  - Active leader: regionally, nationally & internationally

3 - Insight & Intelligence

- **Supportive Infrastructure**
  - Understanding of growth opportunities
  - Facilities: opportunities for growth
  - programming in unusual spaces
  - assets fulfill their potential
- **Evidence and Monitoring**
  - A coordinated incusive sector
  - using robust data (learning and skills) to lever investment
  - increased investment
  - Annual reports demonstrating impact
- **Skills**
  - Intelligence led, resillient and inclusive sector
  - increased investment in skills
- **Investment**
  - NPO investment secured alongside strategic plans and Council partnership agreement (funding mix)
  - Council Funding is transparent with shared objectives
  - Greater clarity of available opportunties (reducing pressure on Council)
  - Increase in levered investment

4 - Collaboration & Communication

- **Place based coordination**
  - communities skills programme
  - Increased participation/satisfaction and cohesion
  - Increased visitor volume and value
  - Culture and Heritage Strategy for children & Young People
  - Artists and creatives networks and open studios
- **Visibility & Promotion**
  - HEY LVEP and Destination Management Plan
  - Reputation for C&H Leader: acitve contributor and collaborator
  - UNESCO Creative City Status (Music) with international collaboration
  - Marketing Strategy and Delivery Plan
  - Access to opportunities and participation
  - Increased participation
  - confidence to grow creative businesses and careers
  - increased use of assets/venues for creativity
  - Clear and available culture and heritage career pathways
- **Industry, Skills, jobs, Talent development**
  - A city where people can fulfill their employment aspirations
  - Assets that stimulate entrepreneurialism
  - Hull's Film and TV Strategy
  - Active networks creating local employment and culture production
  - Sustainable events and festivals
  - Strategic Programming Group
  - successful colaborative bids
  - global digital product distribution
  - support for direct and indirect employment

Governance – leadership and taking the strategy forward.

The Hull Culture & Heritage Partnership will be established to ensure we meet the ambitions of this culture & heritage strategy and five-year delivery plan. This is a new strategic partnership body, to provide strategic oversight, support, and monitoring for the implementation of the Hull Culture & Heritage Strategy and delivery plan. The partnership aims to foster a vibrant cultural environment, promote economic development through cultural initiatives, enhance social inclusion, and build strong community and international partnerships, in alignment with the Hull City Council Community Plan.

Key Responsibilities

- Guides the strategic direction and priorities of the Hull Culture & Heritage Strategy, ensuring alignment with the Community Plan's objectives.
- Regularly monitors, reviews, and evaluates the progress of the strategy implementation, measuring its impact against the goals of the Community Plan and SDG's.
- Fosters strong partnerships and collaborative efforts among stakeholders in the cultural, heritage, public, private, and voluntary sectors to support the Community Plan.
- Identifies and mobilises resources to support cultural & heritage initiatives and projects that contribute to the Community Plan.
- Ensures that all cultural & heritage initiatives are inclusive and represent Hull's diverse communities, supporting the Community Plan's emphasis on community-led culture.
- Upholds ethical standards and promote collaborative decision-making and accountability, in line with the principles of the Community Plan.

It will be a representational body of the city and the culture & heritage sector and will have key strategic links to regional networks such as Visit Hull and East Yorkshire, the Local Visitor Economy Partnership, and HEY Creative, the Hull and East Yorkshire Compact. There will also be links to the wider Humber regional networks led by Hull cultural & heritage organisations such as Cultural Collisions, Humber Museums Partnership and the Humber Music Hub. At a city level, it will link to groups such as the newly formed Film and TV network and Music Board.