13. Culture, Place and City Centre
Service Profile
(2026/27)

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Purpose of Plan

This Business Plan provides an overview of the service, and sets out its key priorities, high level objectives, key deliverables, and key performance measures. It will be supported by individual team plans which contain more detail about how teams work towards meeting priorities and measuring success.

The priorities and actions set out in the Business Plan focus only on key areas of development, improvement, and transformation, and does not cover all detailed aspects of service delivery. The identified priorities will link directly into the Council's contribution towards the Community Plan and achievement of productivity and savings targets.

Progress against the service plan will be reviewed on a regular basis within directorate teams, by the Corporate Strategy Team, and in consultation with Cabinet Portfolio Holders.

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1. Service Overview

Service Description

Culture, Place and City Centre Service
The Culture, Place and City Centre Service leads Hull's ambition to be a globally recognised, community-led cultural destination. Rooted in the **Culture & Heritage Strategy 2025–2030**, the service drives city-wide cultural development, strategic partnerships, and place activation to enhance civic pride, wellbeing, and economic growth.
It brings together specialist teams to:

- **Deliver flagship events and activations** that celebrate Hull's identity and heritage, transforming public spaces into cultural hubs.
- **Champion cultural governance and advocacy**, facilitating networks and boards that connect local, regional, and international partners.
- **Enable inclusive cultural programming and volunteering**, embedding opportunities across health, education, regeneration, and tourism.
- **Integrate culture into the visitor economy**, curating experiences and campaigns that position Hull and East Yorkshire as vibrant destinations.

A key component of this work is the **Hull and East Yorkshire Local Visitor Economy Partnership (LVEP)**, nationally accredited by VisitEngland. Hull City Council acts as the **accountable body**, leading delivery through its Tourism Team and working in partnership with East Riding of Yorkshire Council and the private sector. Guided by the **Visit Hull & East Yorkshire (VHEY) Growth Plan**, the LVEP aims to:

- Build a **£1bn+ visitor economy by 2029**.
- Develop distinctive, sustainable destinations that showcase Hull's cultural identity.
- Support productivity through connected business support and skills development.
- Align local priorities with national visitor economy ambitions, focusing on sustainability, accessibility, and inclusivity.

Through collaboration, evidence-led planning, and community engagement, the service ensures culture, heritage, and tourism are catalysts for regeneration, sustainability, and global competitiveness.

Strategic Direction / Future Plans

Hull's Culture, Place and City Centre Service is positioned to lead a **transformational agenda** that integrates culture, heritage, and tourism as drivers of regeneration, wellbeing, and economic growth. The next five years will focus on:

1. Embedding Culture & Heritage Across City Priorities

- Deliver the **Culture & Heritage Strategy 2025–2030**, ensuring culture is a strategic partner in health, education, regeneration, and climate action.
- Champion **community-led culture**, amplifying local voices and fostering inclusive participation, with the Creative Communities programme – Our City, and HEY Volunteer hubs across the city.

2. Strengthening Governance and Partnerships

- Facilitate leadership networks and boards (Culture & Heritage Partnership Board, Music Board) to align city-wide cultural ambitions.
- Expand national and international partnerships, including UNESCO and VisitEngland, to raise Hull's global profile.

3. Driving Visitor Economy Growth

- Lead the **Hull & East Yorkshire Local Visitor Economy Partnership (LVEP)** as the accountable body, guided by the **VHEY Growth Plan**.
- Target **£1bn+ visitor economy by 2029**, embedding sustainability, accessibility, and cultural distinctiveness.

4. Place Activation and Destination Marketing

- Transform public spaces into cultural hubs through flagship events, festivals, and creative programming. Developing event plans and programmes for Parks and reinforcing existing sites.
- Position Hull and East Yorkshire as vibrant destinations through integrated marketing and storytelling.

5. Skills, Volunteering, and Legacy

- Expand **HEY Volunteers** and cultural workforce development, creating pathways for skills and civic engagement, embedding HEY Volunteers in the Creative Communities programme, and wider reach through the National Heritage Lottery Funded programme in Goole and Bridlington – as part of the East Riding Council funded partnership.
- Embed sustainability and long-term impact through evidence-led planning and investment.
- Support stakeholder and workforce skills & development, through inclusive, accessibility and regenerative upskilling packages.

6. Data-Driven Impact and Continuous Improvement

- Implement robust KPIs and dashboards to measure cultural, social, and economic outcomes.
- Maintain a **living strategy** approach, adapting to emerging opportunities and challenges.

The service will also deliver the Transformation Programme, a five-year, financially supported initiative designed to embed culture at the heart of the city's identity and growth. Building on Hull's reputation as a vibrant cultural hub, the programme focuses on creating sustainable infrastructure for events, volunteer engagement, and cultural development. A key priority is the development of innovative income generation models within the team and in partnership with external stakeholders, reducing reliance on council resources and ensuring long-term financial resilience. By strengthening partnerships across communities, businesses, and creative sectors, the programme aims to drive economic regeneration, social inclusion, and civic pride. Through ambitious projects and place-based strategies, it seeks to empower local talent, attract national and international attention, and position Hull as a leading destination for culture and creativity.

Overall Service Priorities

Service Priority	Strategic Driver (Community Plan Ambition, Government, Organisational, etc)
Culture & Place: • Develop the UNESCO bid ready for submission 2027 • Develop CYP Culture & Heritage Strategy • Develop strategic local, national, and international relationships • Deliver year 2 of the transformation programme	Community Plan Ambition 6: Our Culture, Our Heritage, Our City Community Plan Ambition 4: Economic Growth that works for all. Pint 2: Place – Further investment in the visitor, culture & leisure offer. Culture & Heritage Strategy 2025 – 2030 (and supporting delivery plan) Hull Music Plan 2025 – 2030 Revised Public Art Policy LVEP Tourism Strategy & Action Plan 2024 – 2029 VisitEngland's Strategy & Business Plan HMGov's Industrial Strategy 2025+ Arts Council England Strategy 2020 – 2030 VHEY Business Tourism Growth Plan 2024 - 2029 HEY! Volunteers Business Plan
Arts & Culture Team: • Co-ordinate 2027 programme – celebrating anniversaries and national connections • Refresh investment strategies through revised and updated grant schemes – supporting artists, organisations on an annual basis and the next round of ACE NPO	
Events Team: • Develop new model for delivery of events in parks across the city • Support delivery of Our City – mass participation event • Procure goods and services for event and cultural delivery for 2027/2031 • Support opening launch events for Hull Maritime City and 2027	
Tourism Team (including HEY Volunteers): • Deliver the LVEP growth plan • Expand HEY Volunteers programme through Creative Communities and deliver the NHLF programme in Hull, Goole, and Bridlington • Grow the number of enrichment and volunteering opportunities, expand the existing volunteer base, with a particular focus on inclusivity and harder to reach communities. • Increase the Hull's visibility in the meeting, incentives, conference, and events, (MICE) sector & operate a proactive conference, events and associations bidding model that increases the value of the city's conference activity and spend. • Increase the city's visitor digital footprint across all activity, work with affiliates to present online packaged bookable products and maximise the distribution of targeted content. • Partner with culture, heritage and visitor economy stakeholders to animate, curate and amplify place-based initiatives that inspire visitations and	

strengthen our sense of local pride and belonging.	

2. Service Resources and Assets

Staffing and Financial Resources (including grants)

Budget 2026/27	**£000'**		
Staff Costs	1,541	**Budget Changes**	**£000's**
Other Expenditure	2,706	26/27 Efficiency Savings	
Gross Expenditure	**4,247**		
Fees & Charges	-862	25/26 Savings undelivered	
Grant Income	-3		
Other Income	0		
Gross Income	**-865**		
		Investments	1,065
Net Expenditure	**3,382**	Funding of Base Pressures	