CONTENTS

1. FOREWORD ................................................................. 4
2. HULL 2017’S VISION ......................................................... 6
3. HULL 2017 AND ITS RESPONSIBILITIES – WHO WE ARE AND WHAT WE WILL DO .... 10
4. PARTNERSHIPS, DEVELOPMENT AND FINANCE – DELIVERING ON THE PROMISE .... 16
5. EDUCATION AND SKILLS – THE LIFELONG LEGACY ........................................ 22
6. HEALTH AND WELLBEING – A LIFESTYLE DIVIDEND ........................................ 28
7. THE PROGRAMME – FOUR SEASONS ............................................ 30
8. MARKETING AND COMMUNICATIONS – TELLING THE WORLD ............................. 34
9. CITY READINESS – HULL TAKES CENTRE STAGE ........................................... 38
10. LEGACY – THE BEGINNING NOT THE END .................................................... 42
11. MILESTONES ................................................................. 44
12. KEY PERFORMANCE INDICATORS: DELIVERING THE BID ................................. 48
This year Hull made it into The Sunday Times list of top 25 places to live in the UK. The citation in the newspaper was unequivocal. Hull is the UK City of Culture 2017 and that single fact has changed its position in the national consciousness. More importantly our bid promised much change for the city and its varied communities and as Chair I am determined to deliver on that promise.

I am confident that the year, its lead up and its legacy will change Hull. All of the city’s residents, wherever they live, will have the opportunity to participate in and experience the transformational power of culture. Equally, the rest of the nation will be invited to come and see what lies in Hull’s streets and communities, and be welcomed by its people. Our media and marketing campaigns will reinforce the message that Hull is, not for the first time in its history, the place to be.
As Chair of Hull 2017 it is my job to keep the project on time and on budget. I am proud to have recruited a diverse board with a wide range of skill sets and backgrounds that I will encourage collectively to ask searching questions and demand precise answers from the executive team.

Delivery will require multiple funding sources, public and private. It will be complicated. It will be difficult, with many hurdles ahead. But we have a brilliant and experienced team, led by our Chief Executive Martin Green, and a set of stakeholders who share the will to succeed.

It is time to roll our sleeves up and deliver our promises, not only in terms of a wonderful celebration, but also a profoundly meaningful one, one which will celebrate history, acknowledge the present and welcome the future for Hull.

Rosie Millard
Chair, Hull UK City of Culture 2017 Ltd

‘TELL THE WORLD!’

I am incredibly proud that Hull will host UK City of Culture in 2017. Being UK City of Culture will enable the city to maximise the impact of cultural regeneration and is a key milestone in Hull’s 10 year City Plan, which has as one of its key ambitions to make Hull ‘a world class visitor destination’.

Winning the title has already had a significant impact on the city. Since the announcement, major economic developments and investment have added to confidence in the city and we have demonstrated a desire and ability to sustain and develop new partnerships.

The immediate impact of this new confidence includes increased tourism and hotel occupancy, a significant number of new business start-ups in the city centre, increased applications to the University and a rise in visits to cultural and arts venues and events. Cultural alumni from the city have demonstrated an enthusiasm to engage in developing programmes and we have opened up constructive dialogues with our international partners. The value to the city of positive media coverage has reached £20m and contributed further to the confidence the city has in its future.

In addition, the city has recruited a world class team to lead the delivery of 2017, including the build-up programme and the planning of the legacy, working with the existing cultural capacity within the city.

Finally, in preparing for 2017, the city has been able to accelerate its investment in a number of major capital programmes, including significant investment in the city centre public realm as well as in developing existing venues and public spaces in readiness for 2017.

I strongly believe that the Council, with our partners, is custodian of this important national project. We want to build on the success of Derry-Londonderry, which demonstrated the positive impact that hosting a year-long event can have, culturally, socially and economically.

Hosting UK City of Culture in 2017 will enable us to deliver a transformational opportunity for the next generation of young people and will allow us to share the incredible cultural talent that exists across the city, as well as opening up Hull to new experiences and to a world class cultural programme.

Councillor Steven Bayes
Vice Chair, Hull UK City of Culture 2017 Ltd
Portfolio holder: Visitor Economy, Hull City Council
City of Culture Cabinet Lead
HULL 2017’s VISION

BY MARTIN GREEN

I am proud to introduce the Strategic Business Plan for Hull UK City of Culture 2017 Ltd (Hull 2017). The information contained here and in the myriad conversations, consultations and planning that have occurred in its evolution sets out the road map to success. It is a document that we will refer to time and again on the journey to and beyond 2017 and that allows our partners to evaluate us and measure what success looks like.
UK City of Culture makes Hull the centre of cultural activity and debate for the whole of the UK for a year.

As only the second iteration of the project, and the first in England, it allows us to build on the success of Derry-Londonderry and evolve the blueprint for cities in the future.

The future is bright for Hull, as Rosie Millard and Councillor Bayes spell out in their forewords. Our company relishes the role it can play in contributing to the overall transformation of the city by producing a world class programme, supporting the marketing of the city through the programme and excelling at building lasting and productive partnerships.

As part of the city’s already successful 10 year City Plan, we will focus on three areas: programming; positioning; partnerships. For this reason the business plan falls broadly into these three areas, which in themselves were drawn from the city’s readiness programme, also described in this document.

It is important to note that we are not starting with a blank canvas. The bid was excellent: the bid won. It was created from comprehensive and imaginative consultation and will remain our cornerstone reference document. However, bid documents are designed to win bids rather than set out a strategic and affordable road map. Our bid was submitted two years ago and there are three years to go until the end of the project. Such a lag negates the contemporary: the Northern Powerhouse conversation which we fully want to embrace and support and the constantly evolving Hull cultural scene are just two examples. Our job is to curate the bid into a meaningful artistic programme that clearly describes Hull’s future and reflects its heritage, and to scope this ambition within the reality of the funding available. We will be able to fully report on both of these by the end of 2015.

PROGRAMMING

The programme for Hull 2017 will draw on the past and present of the city in order to define and celebrate its future. We will work with, and for, the diverse communities of Hull and mount programmes in the city and beyond the city limits. We will work with the artists of Hull and celebrate the culture of the city and its place in the wider cultural offer of the north. There is no better time or place to be making art than in the North of England and it’s important that the Northern Powerhouse is much more than an economic conversation. We will make Hull a cultural destination for must-see events.

As any good party host knows, you shouldn’t spend all night talking about yourself. As such, the balance between the local, national and international becomes important if Hull is to assert its place as an outward looking, progressive European city, and proudly face the country to say “We are Hull”. That means welcoming artists and ideas from further afield (as you have welcomed me!) to describe an ambitious city that firmly puts itself on the national and international map. We plan to play host to world-class work from the rest of the UK and internationally. Hull was a city defined by its place within the UK and its relationships with the rest of the world. That legacy continues into 2018.
POSITIONING

Hull 2017 is just one of the strategies for change set out in the City Plan. As such, we have a part to play in the overall positioning of the city as a place to live, work, play, study and visit. UK City of Culture provides a strong and influential brand which can support local enterprise and inward investment, bringing economic benefits to both business and consumers. We will show that UK City of Culture is a shop window for other strategic agencies and partners to use, an imaginative and accessible way to describe not only the year of culture but also the longer term city strategies.

Hull 2017 has a responsibility to use the artistic programme to promote the city and to improve the way its citizens and visitors access the city’s cultural offer. There is no doubt that a more efficient ‘one stop shop’ for event, accommodation, ticket and travel information is required, and we will work with our partners to achieve that.

The programme will help position the city as a cultural powerhouse as strong as any other in the north and across the UK. It will help promote Hull abroad, particularly in Northern Europe, as a gateway to Yorkshire and the rest of the UK, and as a destination in itself. We will continue to celebrate the historical and contemporary links with those countries with which Hull has maintained historical ties, in particular Sierra Leone, a relationship built by the city over many years.

Our aim is to remind the UK of the extent of Hull’s contribution to the growth and success of the country and to find Hull’s unique and lasting cultural offer that continues to draw people to the city.

PARTNERSHIPS

Hull 2017 exists solely on a project basis to deliver the city’s promise to mount a transformative year of culture. A key project is to build capacity in organisations across cultural and other sectors so that they can continue and capitalise on what the year begins. Hull 2017 has a major part to play in the delivery of legacy, and we will set up the opportunities for legacy that the city will take forward.

Thus Hull 2017 needs to be a great partner, primarily with Hull City Council but also with other organisations across the city and further afield, and it needs to use its commercial relationships to provide for future opportunities way beyond 2017. As such, I will constantly push the team to deliver best practice in every aspect of our work, from the way we run and operate our business, to the delivery of the programme and, equally importantly, the way we research and evaluate the effect the year has had on Hull and what legacy it will leave.

I urge you to take the time to read the whole plan in detail. We have aimed for a clear and concise document and have tried to make what can often be a dry document inspiring. I continue to commit myself and the work of the extraordinary team we have recruited to a year of culture that, when it finally draws to a close, loudly and joyously states that “you ain’t seen nothing yet!”

Martin Green
Chief Executive, Hull UK City of Culture 2017 Ltd
3. **HULL 2017 AND ITS RESPONSIBILITIES – WHO WE ARE AND WHAT WE WILL DO**

Hull UK City of Culture 2017 Ltd was established as a private limited company at Companies House on 27th June 2014 and is currently in the process of applying for charitable status. The Company’s registered office is Pacific Exchange, 40 High Street, Hull. The company is referred to as Hull 2017 throughout this document.
BOARD OF TRUSTEES

Whilst day-to-day and operational management is delegated to our Chief Executive, our Board of Trustees is ultimately responsible for all that we do. This includes:

- Accepting ultimate responsibility for directing the strategic affairs of the company, and ensuring that it is solvent, well-run, and is achieving and delivering the charitable aims for which it has been set up for the benefit of the public

- Ensuring that the company complies with charity law, and with the requirements of the Charity Commission as regulator; in particular ensuring that the Trustees have collective input in the preparation of an annual trustees’ report and that this report and accounts are submitted to the Charity Commission on time

- Ensuring that the company does not breach any of the requirements or rules set out in its governing document (its “Articles of Association”) and that it acts within its powers and remains true to its charitable aims

- Complying with the requirements of other legislation, including company law, which govern the activities of the charity as a charitable company, and ensuring that annual returns and accounts are also submitted to Companies House on time

Our Board brings together a wide range of expertise and a wealth of experience led by Chair Rosie Millard and Vice Chair Councillor Steven Bayes.

Councillor Steven Bayes
Vice Chair

Portfolio Holder for Visitor Economy, Hull City Council

Steven was a key member of the team behind the bid to bring the UK City of Culture title to Hull. A nurse at Hull Royal Infirmary, he was first elected in 1985 to the then Humberside County Council.

Rosie Millard
Chair

Journalist, broadcaster and author

Former BBC Arts Correspondent and Arts Editor, theatre critic and writer for the New Statesman, Rosie now writes comment pieces, features and interviews for national publications, makes television and radio documentaries and is a regular guest on live comment programmes.
Alicia Jardine-Laurie
Chartered accountant

Originally from Doncaster, Alicia studied law at the University of Hull and from then on made the city her home. After graduating, she trained and qualified as a chartered accountant. She was appointed to the Board for her considerable expertise in finance and accounting.

Tapan Mahapatra
Consultant surgeon and Chair of the Hull and East Riding Hindu Cultural Association

Tapan is familiar to many for his work as a consultant onco-plastic breast surgeon in the Humber region. Since becoming Chairman four years ago, he has led the Hindu Cultural Association through a period of rapid growth.

Phil Benson
Entrepreneur and co-founder of Xing Smoothies

Phil co-founded Xing Smoothies in 2006 while studying for a business degree at the University of Hull. The company now runs education programmes across the country, in which students learn business skills by running Xing smoothie bar franchises in schools and colleges. Phil brings this knowledge of the youth demographic to the Board.

Steve Liddle
Education consultant and former headteacher

Steve has 35 years’ experience in education, including 10 years as headteacher of a large inner city school. In his school he supported the continuation of the creative and performing arts at all stages, thereby ensuring that students received a curriculum with breadth and balance that would allow their talents to grow.

Neil Hodgkinson
Editor, Hull Daily Mail

Neil began his career in journalism in 1979 and has worked in national and regional media, collecting five UK Newspaper of the Year awards over the years. He sits on the Board as representative of Hull’s City Leadership Board.

Sameera Anwar-West
Corporate lawyer working in the entertainment and media industry

Sameera is a Hull resident and a senior in-house lawyer who has worked in a variety of industries during her career, including banking, insurance broking, utilities and retail. She brings legal expertise to the Board.

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Sameera is a Hull resident and a senior in-house lawyer who has worked in a variety of industries during her career, including banking, insurance broking, utilities and retail. She brings legal expertise to the Board.
Jon Moss
Co-founder of C4DI
Jon represents Hull’s digital and technology community, in which he plays a fundamental part. He is the co-founder of C4DI, the Centre for Digital Innovation, which supports tech start-ups and helps organisations innovate and grow through using technology more effectively.

Professor Lord Bhikhu Parekh
Emeritus Professor of Political Philosophy at the University of Hull
Lord Parekh brings considerable expertise in minority communities to the Board. He has been teaching at the University of Hull since 1964, and is also a visiting professor at several international institutions. He was Deputy Chair of the Commission for Racial Equality from 1985 to 1990, and chaired the Commission on the Future of Multi-Ethnic Britain, whose report (Parekh Report) was published in 2000. He has also authored ten widely acclaimed books in political philosophy which have been translated into 15 languages.

Karen Okra
Community support worker
Karen is a community support worker who has lived in Hull all her life. She represents the city’s grassroots communities. She is a trustee of the Black History Partnership and also sits on the Board of Hull’s Freedom Festival Trust.

Malcolm Scott
Chartered surveyor
In 2012 Malcolm retired from Scotts Property, the practice he set up in 1990, to pursue other projects. He now runs Kardomah 94, a café/bar and intimate theatre space in Hull city centre, and is involved in several other cultural projects. He sits on the Board as the representative of the Humber Local Enterprise Partnership.

Professor Darryl Stephenson
Chief Executive, Hull City Council
Darryl has been Chief Executive of three local authorities, and has experience within all types of Council. He retired as Chief Executive of the multi award-winning East Riding of Yorkshire Council, which he set up from scratch, in 1995, and in 2012 was asked by Hull City Council to take up his current role to provide strategic leadership at a time of considerable uncertainty but also considerable opportunity.
OUR VISION

To deliver 365 days of transformative culture through a range of diverse and high profile cultural events and projects.

OBJECTIVES OF HULL 2017

PROGRAMME

■ To deliver a world class arts programme, with something for everyone across the city and beyond
■ To drive engagement and participation
■ A sense of history will inform our present whilst always pointing us towards the future
■ A particular focus on support of young people and health and wellbeing
■ To bring together Hull’s diverse communities

POSITIONING

■ To position Hull as the cultural centre of the UK for the year
■ To support the marketing of Hull as a great place to live, work, study and visit
■ To make the city a “shop window” for inward investment
■ To build on the renewed confidence of the city
■ To create champions for Hull
■ To create a blueprint for the delivery of a year of culture and to support the UK City of Culture brand

PARTNERSHIPS

■ To be a great partner
■ To raise money to deliver the programme
■ To play our part in the delivery of the City Plan
■ To build capacity and cultural infrastructure in Hull
■ To deliver an innovative education programme
■ To deliver on time and on budget
■ To be a best practice organisation
■ To research and evaluate our impact
■ To play our part in the delivery of a legacy

COMPANY VALUES

Collaborative
World class
Diverse
Distinctive

Creative
Vibrant
Exemplary
Northern
COMPANY STRUCTURE

The company is structured into five departments:

Partnerships and Development
Education, Skills, Health and Legacy
Marketing and Communications
Programming and Delivery
Corporate

Staffing Structure

Hull UK City of Culture 2017 Board
Chair: Rosie Millard

Chief Executive
Martin Green

Executive Assistant
Liz Draper

Partnerships and Development
Fran Hegyi

Marketing and Communications

Education, Skills, Health and Legacy
Phil Batty

Programming and Delivery
Sam Hunt,
Henrietta Duckworth
& Chris Clay

Corporate
Jo Franklin

The Hull 2017 team is co-located with the region’s tourism partnership, Visit Hull and East Yorkshire (VHEY), the City Arts unit, and the Events team, in order to pool experience and develop skills.
UK City of Culture is a once in a generation opportunity for Hull. Like any major project of this size, it cannot be delivered by any one organisation alone. Hull 2017 presents opportunities for companies, networks and people connected to the city to come together in an unprecedented way.

In line with other cultural enterprises, Hull 2017 will seek its funding from a variety of sources, including public and private funders, trusts and foundations, businesses and individuals.

Since winning the bid in November 2013, we have been developing a number of strategic and funding partnerships to support the delivery and legacy of Hull 2017. As a result we have raised our ambitions around fundraising and income, increasing the total budget for the project to at least £18m.
PARTNERSHIPS & DEVELOPMENT

Within the Company, the responsibility for securing the £18m income rests with the Chief Executive and the Partnerships and Development team.

We will do this by:

■ Entering into partnerships with organisations – public, private, charitable trusts and foundations and individuals – to provide the resources required in return for agreed benefits or outcomes
■ Reducing the call on Hull 2017’s budget by securing products, services, people and waivers wherever possible
■ Creating the environment, networks, contracts and partnerships to enable Hull 2017 to deliver on its targets and help the City of Hull to leave a lasting legacy
■ Developing a series of relationships and benefits which meet the needs of our funders and supporters
■ Hosting a programme of events, meetings and opportunities which deliver value both to our funders and supporters and to Hull in 2017

BUDGET

Our revised budget for the entirety of the project over its lifetime is at least £18m (bid: £15m cash & value in kind). This includes some legacy activities taking place after 2017.

Our starting point is that where a partner or third party can provide a service or product that we need to deliver the year, that meets our standards, we will use this rather than buying in services.

INCOME

In keeping with the UK cultural sector, we will draw our income from a range of sources: public, charitable, private and individuals. Contributions are anticipated to be both cash and the provision of value-in-kind (VIK) relationships. Currently, our major identified partners or potential sources include:

■ Hull City Council – our major stakeholder and a principal funder
■ Lottery distributors – such as Arts Council England (ACE) and the Heritage Lottery Fund (HLF)
■ Strategic public partners – BBC, University of Hull, British Council
■ Trusts and foundations – e.g. Spirit of 2012, Ellerman Foundation, Hull & East Riding Charitable Trust
■ Commercial partners – local/national private businesses
■ Individual donations – contributions from individuals and charities

Our approximate budget breakdown of target income by source:

<table>
<thead>
<tr>
<th>Source</th>
<th>Budget (cash &amp; value in kind)</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public/Lottery</td>
<td>£10,875,000</td>
<td>60%</td>
</tr>
<tr>
<td>Trusts, foundations and individuals</td>
<td>£3,525,000</td>
<td>20%</td>
</tr>
<tr>
<td>Private</td>
<td>£3,600,000</td>
<td>20%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>£18,000,000</td>
<td>100%</td>
</tr>
</tbody>
</table>
PARTNERSHIPS

Our partnerships will be governed by a set of consistent partnership agreements setting out clearly the relative roles and responsibilities of each organisation.

Our partnerships include:

STRATEGIC PUBLIC PARTNERSHIPS

These are partnerships with major organisations who will help us put in place the conditions and resources to make 2017 a success. These partnerships are essential in enabling us to deliver our ambitions in areas such as programming, skills, marketing and legacy, by bringing their resources, funding, staff, networks and advocacy. They include:

- Hull City Council – our major partner providing infrastructure, staffing, strategic advice and backing to Hull 2017
- Arts Council England – funding for programming, commissioning and support for local NPOs (National Portfolio Organisations) and national cultural infrastructure
- BBC – through programming, production support, events, promotion, profile building
- British Council – bringing an international dimension to our work through support in exchange (cultural, ideas, artistic, young people), programming, digital
- HLF (Heritage Lottery Fund) – potential programme support around cultural histories and stories; community oral histories; support for public realm and landscape work
- Spirit of 2012 – funding for health and wellbeing, volunteering and programming
- University of Hull – research and evaluation, programming, mobilisation of staff and students
- Visit Britain – tourism and marketing, positioning Hull as a visitor destination with international and domestic audience

FUNDING PARTNERS

These include local and national trusts and foundations and lottery distributors. They will help Hull 2017 to deliver its core activities including programming.

DELIVERY PARTNERSHIPS

These are a critical set of partnerships with local, national and international producing houses, artists, companies, venues and organisations which will deliver the content and work to our audiences.

CORPORATE PARTNERSHIPS

We will enter into partnerships with private sector businesses which will deliver across a range of areas including marketing, distribution, sponsorship activation, commissioned content, and staff resources. In return Hull 2017 will provide packages of rights, commensurate with the level of investment. We will form partnerships with major local and national/global corporates followed by smaller suppliers of product and VIK.
SUPPLIERS

Where possible, we will award contracts for the technical, supply and production delivery of the UK City of Culture within the local economy. Where the capacity or skills do not exist locally we aim to partner local companies with larger regional or national suppliers. These partnerships will allow local companies to tender for work that they might not have previously had the capacity to bid for and will enable them and their staff to gain experience of large-scale work.

At ‘Meet the Buyer’ events we will brief suppliers and contractors on the activities of Hull 2017 and the range of contracts that they will be able to bid for.

Our suppliers will comprise companies providing products and services as VIK at an agreed rate card. This important category relieves the call on Hull 2017’s cash budget.

Categories include:

- Legal advice
- Financial services
- Project management
- Research
- Food and beverage
- Event logistics
- Catering, cleaning and waste services
- Technical and production services and equipment
- Telecommunication
- Travel
- Freight

FRAMEWORK

We are fortunate to have already secured a number of corporate supporters through the Hull 2017 Bid Angels scheme. This delivered important support and resource throughout the bid phase of the project and was recognised in the national Arts and Business Awards in 2014.

An outline Partnership Framework is presented below. Our approach needs to be sufficiently flexible and broad to accommodate major national companies and organisations, local business and smaller contributors and also public and charitable funders.

The level or tier of Partnerships is determined by the value which the Partner is able to bring both in cash and in kind. In return, a bespoke and commensurate package of rights and benefits, including designations, is created for each Partner.

In addition, in 2016 we will open the 2017 Business Club which will offer benefits throughout the year specifically designed for smaller local businesses.
GOVERNANCE AND MANAGEMENT

To ensure that any issues are addressed at an early stage and that opportunities for additional income or activities are explored we will convene a group of our key major strategic, funding and corporate partners.

All partners will have a named contact within the Partnerships and Development team. The contact will report on the progress of the partnership and associated expenditure of funding.

EXPENDITURE

By far the greatest expenditure (45%), will be on the programme. Because we want to present cultural activities on every day of the year.

Whenever possible, our principle is to prioritise spending on the Programme and public-facing activity.

Our broad areas of planned expenditure are:

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>Budget (cash &amp; value in kind)</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programming</td>
<td>£8,000,000</td>
<td>45%</td>
</tr>
<tr>
<td>Marketing and stakeholder engagement</td>
<td>£3,600,000</td>
<td>20%</td>
</tr>
<tr>
<td>Core business costs</td>
<td>£4,500,000</td>
<td>25%</td>
</tr>
<tr>
<td>Education, skills and health*</td>
<td>£1,000,000</td>
<td>5%</td>
</tr>
<tr>
<td>Contingency</td>
<td>£900,000</td>
<td>5%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>£18,000,000</strong></td>
<td>100%</td>
</tr>
</tbody>
</table>

*This figure relates to operational costs for the Education, Skills and Health Department. The Department’s objectives will be delivered through the Programming budget.
Hull’s City of Culture bid was rooted in the social and economic impact that a year of culture could achieve. Our Education and Skills Programme is centred on this vision.

Young people are at the heart of the programme and it is this group who will inherit the longer-term benefits. However, the opportunity for education and skills is much broader than this age group alone. For Hull to truly realise the benefits of 2017 it is essential that all residents, families and key partners feel that they can play their role in Hull 2017; it is our job to make sure they want to do this.

We can do this by breaking down the barriers that make people feel that they can’t access culture while enhancing our core programme with a wider offer of learning, development and participation.
STRATEGIC PRIORITIES

Our priorities for the Education and Skills Programme are outlined below:

1. Develop a Hull 2017 Education Programme that will support raising the aspirations and learning of children and young people.
   We will achieve this by:
   ■ Promoting active participation and access for all
   ■ Linking core programme and cultural projects to key areas of the curriculum, in particular literacy and numeracy
   ■ Teaching and celebrating local history, heritage and culture
   ■ Supporting and enabling children and young people to shape their own interpretation of what culture means to them

2. Help to build a Skills and Participation Programme that benefits Hull’s cultural infrastructure.
   We will achieve this by:
   ■ Making participation and volunteering central to the work we produce
   ■ Collaborating with partners to create training, learning and development opportunities
   ■ Using local supply chains, where possible, to ensure knowledge and experience is retained within the city long term
   ■ Finding ways to recognise and accredit the contribution and development of individuals

3. Put personal and professional development at the core of our offer to all our creative, production and education partners.
   We will achieve this by:
   ■ Sharing the expertise and knowledge gained through our partnerships
   ■ Creating CPD opportunities linked to UK City of Culture; alongside outreach work to give every teacher and support worker the opportunity to experience the Hull 2017 programme
   ■ Building capacity amongst the city’s artists and culture creators

4. Support and collaborate with local talent.
   We will achieve this by:
   ■ Identifying and mentoring local organisations and individuals who demonstrate that they want to deliver exemplary programme and events beyond 2017
   ■ Inspiring young people and local artists to create ambitious work
   ■ Transferring partnerships and insight to strategic arts organisations and key partners within the city to ensure momentum is maintained throughout 2017 and beyond
5. Pioneer a digital offer for Hull 2017 that uses technology to enhance people’s experience of culture and learning, whilst broadening access to the year itself.

We will achieve this by:

- Aligning digital learning and resources to the 2017 programme
- Using new technologies to enhance our artistic offer
- Using the internet as a springboard to understand the opportunities of different art forms and events
- Embedding digital skills development into the education programme in areas such as coding, sound design and video/film-making
- Working with key partners, such as the BBC, to take our work to wider audiences through online streaming and broadcast

6. Support community cohesion and build on the pride that already exists in the city.

We will achieve this by:

- Celebrating and recognising Hull across our artistic and education programmes
- Using art as a means to break down cultural barriers, bringing communities together to share in common values
- Maximising the title of UK City of Culture to communicate with the wider world what Hull has to offer which will change perceptions of the city forever
- Establishing cultural ambassadors; individuals within schools, colleges, communities and workplaces who feel empowered to talk about the city’s cultural offer

We will use these strategic priorities to map out what Hull 2017 intends to deliver and the partners with whom we will work to develop this offering.
WORKING ACROSS THE LOCAL EDUCATION LANDSCAPE

Hull 2017’s education programme needs to reach into classrooms, communities and homes. As part of our development work we will collaborate with teachers, youth workers and community organisations to shape products that fit an international cultural programme but that really resonate with a local audience.

This process will extend right through from primary and secondary schools to sixth forms, colleges and the University.

We believe that by working with the education sector to reach and involve young people, Hull 2017 and education institutions can:

- Offer exciting and engaging cultural content to help enrich the curriculum
- Provide unique opportunities for young people to experience a world-class 365 day programme of cultural events, opening their eyes and raising aspirations
- Support young people to improve their knowledge, understanding and links with potential future employers, enhancing their employability
- Help to cultivate or strengthen young people’s passion and pride for living in Hull
- Utilise the role of education institutions within local communities to help engage parents, families and local residents
- Maximise the facilities and spaces available within education institutions to provide local and accessible opportunities to engage with Hull 2017, enabling young people to help deliver performances

This partnership approach will bring about and solidify relationships between the education and cultural sectors, leaving a lasting legacy.
COMPREHENSIVE NATIONAL PARTNERSHIPS

A programme running alongside our core education and skills offer will be a series of bespoke projects, competitions and initiatives that maximise the opportunities available through the national arts partners visiting Hull during 2017.

As part of the major commissions undertaken by these organisations we will identify areas of the city that would benefit most from a targeted outreach programme and build this into the scope of their work. In some cases this will involve audience participation, in other cases workshops and community initiatives.

Where feasible, we would introduce emerging local talent to national artistic and technical counterparts to benefit from mentoring and masterclass support.

All our programme partners will share in the same ethos of utilising Hull’s tenure as UK City of Culture to leave a lasting benefit in cultural infrastructure of the city.

EMPLOYABILITY AS A LONG-TERM OUTCOME OF EDUCATION AND CULTURE

It is the fusion of education, skills development and inspiring programming that will have the most significant impact on employment.

The year itself will act as a catalyst for jobs creation. In 2017 alone, UK City of Culture will generate additional tourism spend and create jobs in the growing hospitality and creative industries.

The real opportunity lies in melding artistic excellence and grass roots engagement to build the local population’s employability skills. When people judge whether we used our time in the spotlight effectively, they will first ask whether we delivered an unforgettable year. But when that immediate memory passes we will be measured by those residents working in a vibrant economy benefitting from ongoing inward investment with the skills secured locally to ensure we can transform our city forever.

VOLUNTEERING

Hull 2017 will require a significant volunteer workforce to deliver the 365 days of events. We estimate we will need around 4000 volunteers from across the city and beyond. The range and complexity of the year means that there will be a variety of opportunities for people to join the team as volunteers – from cast members to ushers and from information givers to backstage crew.

We will build upon the existing volunteering infrastructure in the city, strengthening it where necessary. There are existing pockets of expertise (e.g. the University Union) which we will work alongside to deliver an integrated volunteering programme, enabling our volunteers to receive training and in some cases accreditation.

The recruitment campaign for volunteers will ensure all residents of Hull have the opportunity and support to put themselves forward as a volunteer. This will include particular outreach activity to engage Hull’s priority families and young adults not in employment, education or training (NEETs).

We will also seek one or more corporate partners to help us deliver the volunteering programme, bringing expertise in training, logistics, and capacity in clothing and scheduling.
Art and culture can be a joyous experience that has the potential to make individuals and communities happy with an overall more positive sense of wellbeing.

Culture and its many art-forms have a longstanding relationship with health. From attendance to participation in events, art is a vehicle that can deliver social and health benefits. Combined with the evidence that people in employment lead longer and healthier lives, Hull 2017 presents a unique opportunity to support the city in line with Hull 2020 Health Vision.
STRATEGIC PRIORITIES

Our work in relation to health and wellbeing will focus on the following key areas:

- Supporting a reduction in social isolation by producing inclusive work in our communities
- Creating opportunities for physical activity through participation in the arts
- Developing employability skills through our programmes and intervention work
- Building on Hull’s reputation as a pioneer in health outreach arts activity
- Encouraging intergenerational working through an access-for-all artistic programme
- Tackling mental health using the arts
- Integrating health promoting activities in our public events

The Health and Wellbeing Strategy will help us identify our areas of focus and we will work collaboratively with local and regional health bodies, plus our strategic partner, Spirit of 2012 Trust.

Hull 2017 can contribute in particular to supporting the delivery of Outcome 1 and Outcome 2 of the Health and Wellbeing Strategy:

Giving individuals and communities the best start in life

Supporting local people to live healthier, longer, happy lives

As part of our work with Spirit of 2012 Trust and the Hull 2020 Health Partners we will bring together a baseline study of health and wellbeing outcomes and track the impact on these alongside the delivery of our artistic programme.

Hull will become a showcase for how an imaginative arts in health programme can help to build thriving communities support wider health and wellbeing outcomes for a city.
ARTISTIC MISSION

Taking the core principles of the original bid document the programme will be built around four themed seasons that will produce 365 days of events. This will celebrate the unique character of the city, its people, history and geography.

Everyone is invited; no RSVP required.
At the heart of Hull 2017 will be a year-long world-class artistic programme. The programme will:

- Enhance the existing cultural infrastructure of the city
- Develop new audiences and the visitor economy
- Reflect Hull’s unique character
- Strengthen the city’s reputation and position Hull as an ambitious, creative and dynamic place that excites, inspires and surprises

Hull 2017 will champion the act of creativity, radical and original thinking, through projects, events and commissions. It will do this by forging relationships with artists and organisations from a variety of disciplines, from those working in Hull and those with a link to the city, to creative minds nationally and from around the globe. The programme will have innovation and artistic excellence at its core and will harness this dynamic energy as the catalyst for inspiration, fun and change.

From small experiences to large scale spectaculars, live and online, Hull’s inclusive and fundamentally diverse programme will act as the focal point for the UK’s cultural conversation throughout 2017.

Working with cross media broadcasters and platforms, the Hull 2017 programme will extend beyond the performance stages and exhibition walls into globally accessible and interactive virtual spaces. Throughout the year we are inviting our artists to imagine and exploit technologies to develop new art forms and new audience experiences. In person and online, in 2017 and afterwards, Hull will be open to the world and the world to Hull.

The programme will deliver opportunities to engage with and participate in both the preparation and the delivery of the year of culture. We will bring individuals, families and communities together from across the city to create new artistic projects.

INTRODUCTION AND CURATING THE BID

The winning bid was created through detailed consultation with Hull’s artistic community and creative industries, as well as potential partners, nationally and internationally.

The process of writing the bid galvanised the arts and culture sector locally, regionally and beyond. Strengthening networks and identifying new opportunities, it helped generate the critical mass of support required to make a project with this scale of ambition a success.

The artistic programme created to support the bid was aspirational; a look at what 2017 could be like. It was rooted in extensive research and detailed financial forecasting but was not necessarily designed for delivery. We are keeping the original artistic vision in mind as we curate the bid to create the actual programme.

We will retain and support those networks which were created in the bid process and we will keep the opportunities for active participation from artists, members of the public and industry.

We will work in partnership with and benefit from the intensive programme of audience development taking place in the city through the Roots and Wings Creative People and Places project as well as building on the work undertaken by Hull City Council Arts Development Department.

Hull’s key existing events will be enhanced and the arts and cultural infrastructure of Hull will be supported to continue to grow, through the City of Culture and beyond, leaving a legacy of strengthened creative industries, recognition of artists and an engaged audience who will continue to flourish in a place that remains a city of culture long after 2017 has finished.
THE PROGRAMME AND THEMES

The programme will run from January 1 to December 31 2017, with events taking place right across the city, enhancing existing activity and creating new events.

The programme will bring together arts, culture and heritage across genres and disciplines, reaching out to new and established audiences. Sometimes hyper-local and sometimes unashamedly international, there will be large-scale mass participation events through to exquisite, surprising small-scale experiences.

Embracing the rivers, waterfront, rich architectural heritage, parks, schools and neighbourhoods, Hull 2017 will enable locals and visitors alike to see and experience the city in a new way. As well as using established venues, we will bring new life to forgotten and neglected places and find different and exciting ways to use existing buildings and spaces.

The programme will ebb and flow throughout the year: it is a constantly changing line up that will retain the momentum, urgency and vitality generated by an original launch in January and building a long-lasting, sustainable legacy for the future.

SEASON 1: MADE IN HULL
JANUARY - MARCH

In this opening season, we welcome the world to Hull. Hull makes things; from theatre, music and poetry to wind turbines and caravans. Hull has long inspired great ideas, great people and great artists. Hull knows about its contribution to the world, now it’s time everyone else did.

SEASON 2: ROOTS AND ROUTES
APRIL - JUNE

Hull is a city of migration and transitions, a place, like the tidal movements that govern its rivers, that is constantly in flux, often buffeted by outside influences beyond its control.

A place rooted in history and a clear sense of itself, it is a place on the edge, seemingly remote yet at the heart of international networks, a place to enter the West and depart to the East, a terminus and start of the line.

Roots and Routes will explore Hull’s connections and its place in the networked, globalised and digital world. With a distinctly international flavour, new partnerships and collaborations will rub up against old friends.

SEASON 3: FREEDOM
JULY - SEPTEMBER

Hull played a pivotal role in the emancipation movement. It helped ignite the still unfinished global journey towards equality and social justice for all. Hull has always attracted creative risk takers and rule breakers; it is a place that seems to inspire rebellion and freedom of thought, not bound by the conventions of others, a place of pioneers.

And freedom allows people to celebrate, enjoy and to share. In the summer, as the sun shines, we will join that celebration with a party to remember!

SEASON 4: TELL THE WORLD
OCTOBER - DECEMBER

Looking to the future, exploring what’s next. We will celebrate the qualities that make Hull, and indeed the UK, stand apart. Our sense of independence, our individuality, integrity and sense of humour.

How will Hull redefine itself as a key city within the Northern Powerhouse? It will be a confident city, a city reborn and a people on the up. As 2017 draws to a close you can tell this is the start of something special for Hull and something the world should hear.

We have chosen to directly adopt three of the four themes in the bid but we have decided to evolve and extend the fourth theme from ‘Quirky’ to ‘Tell the World’. By the end of the year, the city should face outwards and take its rightful place in the UK and internationally. ‘Tell the World’ delivers on the promise of the bid – indeed, it was its strapline – and enables us to take the essence of ‘Quirky’, which was to celebrate the personality of Hull and the north, and showcase a future-facing, proud, and confident city.
Effective marketing and communications are fundamental to the success of Hull’s tenure as UK City of Culture, supporting the City Plan in its aspiration to position Hull as a world class visitor destination and to raise awareness and change perceptions of the city as a great place to live, work, study, visit and invest. Our approach will be to support the marketing of the city through the 2017 arts and cultural programme.
MARKETING OBJECTIVES

- To position Hull as the UK's centre of cultural engagement for the year
- Raise awareness of Hull's cultural offer locally, regionally, nationally and internationally and position the 2017 programme as must-see events
- Capture hearts and minds within the local community and convert this into cultural participation
- Build stakeholder, government and media interest, involvement and support for Hull and 2017
- Drive footfall into the city and to events, festivals, performances and exhibitions
- Change perceptions of the city and raise expectations and aspirations within the city
- Establish Hull as a thriving gateway to Yorkshire and a great place to live, work, study, visit and invest
- Build capacity and skills in the city and leave behind a network of public, private and third sector organisations working collaboratively in marketing the city and its cultural offering
- Build a bank of valuable and sustainable marketing and communications assets including a one stop digital shop for marketing events, arts and culture in the city
- Cement and promote the legacy opportunities and positive outcomes of 2017

Key focus areas for 2015:

The focus for 2015 will be on preparatory and developmental work. Hull is not yet ready for its time in the spotlight. We need to guard against cultural and media fatigue and not dilute the impact of 2017 by peaking too early

- Defining 2017 - the very essence of the programme and the new brand identity - our look and feel and tone of voice, which will inform everything we do
- Retiring the bid branding and building a new brand along with a free to use variant for community use
- Raising awareness of Hull and its UK City of Culture status across the UK
- Capacity building, awareness raising and supporting existing events such as Freedom Festival, Humber Street Sesh, Hull Truck Theatre productions, and the Humber Mouth Literature Festival
- Mapping and refining the local, regional, national and international target audience and how we will best reach each of them
- Building a fan base for 2017 through ongoing database development
- Stakeholder engagement – starting to build the network of cultural and commercial partners and supporters who will help us deliver a cost effective, impactful marketing and PR programmes
- Community outreach – investigating how to communicate effectively with new audiences in the community so as to have wider audience engagement with 2017
- Business outreach – targeting potential sponsors and funders but also raising awareness of the commercial and cultural opportunities for the local and regional business community
- Readiness – ensuring that our product (the city and its cultural offering) will be ready for market by 2017. We will support Hull City Council and other key partners in a variety of readiness groups

2015 – RAISING AWARENESS

This year will be all about raising awareness and putting key foundations in place for 2017. Despite a robust arts and cultural offering the city has not always been as effective as it could in its marketing.

We will therefore create a ‘what’s on’ website - one central place for people to access information on arts and cultural events, accommodation, tickets and travel; develop a regular programme of consumer communications – eCommunications, Twitter and Facebook; capitalise on the positive headlines generated since winning the bid.
2016 – SETTING THE SCENE FOR ‘17

Key focus areas:

- 2016 will see a general ramping up of marketing and PR activity. Key will be acclimatising our target audiences to regularly accessing our cultural information and listings.
- A new 2017 website will go live from January supplemented by fortnightly eComms to our database and bespoke Twitter and Facebook and PR campaigns around our key events.
- The use of other organisations’ communication channels e.g. sponsors to promote our work.
- Intensification of audience development work - an outreach programme to raise awareness of and engagement with 2017 amongst key sectors of our target audience.
- Supporting events such as Freedom and Humber Street Sesh and promoting these to a national level of interest.
- Development of key engagement programmes. For example: 2017 Visitor Welcome Programme; 2017 Ambassador Programme; City Dressing Programme.
- Launch of the 2017 programme which, details the full programme for the first season (Made in Hull) and giving key highlights of the other three seasons.
- Launching the 2017 app.
- Accelerating significantly PR and communications.
- London strategy – networking with key government contacts and cultural opinion formers.

2017 – DELIVERING A YEAR LIKE NO OTHER

The full roll out of the 2017 marketing and communications programme including:

- National awareness raising advertising and PR campaign.
- Bespoke marketing and PR campaigns for each event.
- 2017 website, app and digital innovations.
- International promotional activity in conjunction with VHEY, VisitEngland, VisitBritain and transport partners.
- Free seasonal events guide.
- Ambassador Programme.
- City Dressing Programme.
- Merchandise range.
- 2017 Yearbook.
- London Programme – to include government, media and stakeholder relations. In particular we will support Hull City Council in reporting to both the DCMS and the City of Culture panel on our progress.
- Hosting the UK City of Culture 2021 bidding process.
- Observer Programme for winning and bidding UK Cities of Culture.

2018 – CELEBRATING SUCCESS

Key focus areas:

- Documenting the success and positive outcomes of Hull’s tenure as UK City of Culture.
- Maintaining the momentum and concentrating on how the city is going to build on this success to deliver a quantifiable and permanent legacy for the residents, businesses and stakeholders.
- Producing a review publication of the year assessing key impacts and achievements against targets.
- A PR campaign assessing the positive outcomes and the ongoing transformation and regeneration of the city.
BACKGROUND

Hosting the UK City of Culture in 2017 requires Hull to be prepared to deliver 365 days of arts and cultural events across the whole city. In addition the city will deliver a lead up programme and legacy which will extend the potential impact to an 18 month period and beyond. This programme will be developed by Hull 2017, and will also incorporate relevant programmes delivered by key partners.

To deliver the outcomes that have been identified in the successful bid, including sustainable employment opportunities and the reputational and positive image that comes from successfully hosting such a high profile national and international event, the city and its public and private sector partners will need to coordinate their resources in order to maximise the impact of what may otherwise be seen as a ‘one off’ opportunity.
Delivering a year of world class arts and culture is only one aspect of the overall experience that residents and visitors will have. It is the ‘overall experience’ and how the city prepares for this that will leave a lasting impression on the city.

Understanding the ‘customer journey’ for residents or ‘visitor journey’ for visitors is at the centre of ensuring that the experience is of the highest quality. This will contribute significantly to the city achieving its objective of becoming a world class visitor destination, as identified in the City Plan, through repeat business and placing the destination in the consciousness of those looking for new experiences and as a destination of choice.

Maximising the impact of 2017, and ensuring the city is ‘ready’ or prepared for a significant increase in events and an increase in visitors is therefore a forward planning priority.

STRUCTURE TO DELIVER ‘READINESS’

Hull City Council has formed a Readiness Strategic Leadership Board (RSLB) to drive this agenda forward.

The members of the Readiness Strategic Leadership Board, led by the Leader of the Council, will oversee the delivery of the readiness programme, to prepare the city as a venue for 2017. It will coordinate the activity of four work programmes which will focus on:

- Place
- Product
- People
- Positioning

The Board will consider the priority outcomes of each of the work programmes, monitor progress, and identify any mitigating actions that may be required to ensure that deadlines are met.

The role of the RSLB is as follows:

- Overview of ‘readiness’ programme and define deliverable strategic priorities
- Strategic planning/ Resource management
- Allocation of lead roles and funding to readiness programme
- Reporting from four readiness programme leads (completed actions)
- Review risk assessments

Hull 2017 is represented on all four work streams, and is the lead on the People work stream. The company chief executive sits on the Strategic Leadership Board and will report back to the company on progress and any areas of risk to the company’s programme.
CITY TRANSFORMATION

Plans have been developed as part of the 10 year City Plan, which aims to create 7,500 jobs by making Hull a hub for renewable energy industries and a world class visitor destination. A £78 million capital programme has been instigated by the Council, which is designed to generate confidence and create the conditions for further, private sector-led inward investment and growth. It is estimated that this public sector pump-priming will generate a further £47m in government grants and over £260m in private-sector funding, supporting Hull’s transformation and creating over 1,400 construction jobs and 1,300 long-term jobs.

The overall aim of this activity is to ‘maximise the benefits and economic impact of Hull’s year as UK City of Culture and recent private sector investments in the city’, delivering an estimated £600m boost to the local economy each year.

Recently approved by the Council, the proposals include a number of developments, which aim to start to make the city ready for 2017:

- Development of the Fruit Market as Hull’s cultural quarter, housing digital, creative, craft, leisure and retail businesses, creating jobs and ensuring a sustainable long-term legacy for the city far beyond UK City of Culture 2017
- Extending Hull New Theatre so that it can stage bigger and more ambitious shows, and cement its reputation as one of the best touring theatres in the UK
- Re-fitting the Ferens Art Gallery to make sure that it can play a central role in the UK City of Culture 2017 programme by bringing the very best exhibitions and collections to Hull
- Improving key streets and open spaces with high-quality paving, more trees and green-spaces, and public art (Public Realm phases 1 and 2)
- Funding conservation works to historic buildings and the historic townscape along Beverley Road
- Establishing a new digital hub within the Fruit Market with the new C4DI development, a home for tech startups and a focus on helping businesses and organisations innovate and grow by using technology more effectively
- Repurposing the Old Town, centring on the revitalisation of the Trinity Indoor Market whilst making the most of the area’s rich history and architecture
- Building upon the previous work done in 2010 at West Park to improve the visitor experience with improvements to furniture and facilities
- Reconnecting the superb event spaces in the city
- Bringing a prime underused site in the city centre back into use by creating a hotel (phase 1) plus music and events centre (phase 2 – see below)

Phase 2 projects will come under the Council’s ‘Legacy Programme’ umbrella with an aim of completion after 2017:

- Investment in Hull’s museum offer, celebrating Hull’s maritime heritage
- Hotel, music and events centre (Phase 2 - centre)
- Riverside berth/cruise terminal
- Repairing and rejuvenating Pearson Park, Hull’s first ‘People’s Park’
- Public Realm phases 3 and 4 including Queens Gardens
- Fruit Market, on-going delivery
- Enhanced swimming and ice sports venues
Legacy is a key part of our planning for Hull 2017. The activities and impact of the year itself are to be seen as a milestone and a catalyst, but not the end of the journey.

The role of Hull 2017 is to galvanise partners around a shared vision for the city in 2018 and afterwards. At the heart of this is the City Plan, driven by the Council, to transform Hull into a world class visitor destination.

For local people the lasting legacy of the artistic programme will be in the shape of new opportunities to participate in the arts, the chance to develop new skills and the ability to secure jobs in Hull’s growing cultural and tourism industries.

At the same time, our Education and Skills Programme will reach every generation, in every community. Throughout the year we will build on the pride in the city, so we are able to end 2017 confident to tell the world that this is just the beginning.
OUR STRATEGIC PRIORITIES

In order to develop the legacy framework, our priorities are:

▪ Supporting the City Council in shaping Hull’s Cultural Strategy for the next five years, and the role the 2017 legacy will play in providing a springboard for continued growth

▪ Mapping out the partnerships across all sectors

▪ Identifying the individuals and organisations who will build on the work of Hull 2017 in 2018 and beyond

▪ Sharing the knowledge and relationships gained through our year as UK City of Culture and communicating the impacts of the year

By doing these four things, Hull 2017 can play its part in securing a longer-term legacy. We will work as one partnership to build and leave behind a vibrant, thriving local economy that can sustain an increased audience for the arts and the enhanced cultural infrastructure of city.

LAYING THE FOUNDATIONS FOR THE FUTURE

The original bid set out Hull’s ambitions to raise £5 million for culture in 2018, led and driven by the City Council and cultural organisations in the city. Anchoring this bid is a £1 million legacy budget from the City Plan. We can also build on the funding relationships developed through 2017.

With this investment comes the Council’s capital programme, including a number of legacy infrastructure projects and works planned to build on the audiences and cultural appetite developed through our 2017 year.

EVALUATION

A comprehensive impact and evaluation programme which demonstrates the difference the UK City of Culture has made to the city is a critical element of our plans.

Our evaluation, in partnership with the University, will provide the evidence to show the impact cultural regeneration can have on a City. We would hope to show that there is a direct correlation between the designation of UK City of Culture and its ability to contribute to:

▪ Economic regeneration of the city

▪ Growth in the cultural and creative economy

▪ Driving the visitor economy

▪ Positioning and perception

▪ Health and wellbeing, and the social impact of the arts

Many of the results from 2017 will not be available until 2018 or 2019, after the company has closed. It is important therefore that existing organisations with the research and technical capacity are able to take a leading role in this strand of work. To secure this our approach will be to partner with a number of key organisations which have the necessary resource and expertise to deliver much of the evaluation programme.

In the early part of 2015, in discussion with our partners, we will agree a research framework. The framework will establish various methodologies to track the performance of the company, our progress towards our KPIs, perceptions and attitudes and impact. These will be reported at regular intervals to the board, enabling additional actions to be taken should they be required.

The overall findings of this study will be shared in a Legacy Conference hosted by Hull in 2018.

For many, the greatest lasting legacy of the year will be one of memory. The chance for residents of Hull, young and old, alongside tourists and visitors, to speak those three words “I was there”.

PAGE 43
PARTNERSHIPS AND DEVELOPMENT

- Develop fundraising strategy
- Identify potential partners and funders
- Develop comprehensive rights and benefits packages
- Identify key stakeholders for the Company

MARKETING AND COMMUNICATIONS

- Develop sponsorship collateral
- Begin 2017 brand identity process
- Begin scoping proactive PR programme
- Launch of 2017 programme themes

EDUCATION, SKILLS, HEALTH AND LEGACY

- Scope and develop the education and skills strategy

EVENT PROGRAMMING AND DELIVERY

- Submit application for charitable status
- Begin audit of venues across the city
- Begin feasibility studies for new, temporary and found space venues
- In partnership with Hull City Council, begin to establish relationships with suppliers in the city.
- Begin reviewing proposals and creating new projects
## 2015

### Q3

**PARTNERSHIPS AND DEVELOPMENT**
- Enter into a series of strategic, public and commercial partnerships
- Meet with key individuals and organisations
- Develop ‘partnership governance’ plans – schedule of meetings, contacts
- Make relevant funding applications
- Regular monitoring/progress meetings with funders and sponsors

**MARKETING AND COMMUNICATIONS**
- Begin work on 2017 website
- Ongoing database development

**EDUCATION, SKILLS, HEALTH AND LEGACY**
- Engage and consult with practitioners and professionals to refine ideas and projects
- Build, develop and maintain relationships with informal education and skills audiences

### Q4

**PARTNERSHIPS AND DEVELOPMENT**
- Events and meetings to publicise partnership opportunities
- Majority of partnerships to deliver resources and reduce the Company’s budget

**MARKETING AND COMMUNICATIONS**
- Launch of new 2017 brand identity

**EDUCATION, SKILLS, HEALTH AND LEGACY**
- Pilot education and skills activity around the theme of ‘A City Getting Ready’

**EVENT PROGRAMMING AND DELIVERY**
- Complete scoping works, technical design and the procurement process for new or adapted venues
- Key programme elements contracted and in place
### Partnerships and Development

<table>
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| - Bring on board the final partners  
- Work with partners to create content, activations and opportunities to highlight Partners’ support of the project  
- Devise Observer Programme for future Host Cities  
- Devise Hospitality Programme for 2017 |

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<td>- Finalise Observer and Hospitality Programmes</td>
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### Marketing and Communications

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| - 2017 website goes live  
- Begin development of 2017 app  
- Scoping of City Dressing Programme  
- Begin work on 2017 Visitor Welcome and Ambassador Programmes |

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<th>Q3-Q4</th>
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| - Start of 2017 awareness advertising campaign  
- Begin work on first seasonal 2017 events guide |

### Event Programming and Delivery

<table>
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| - Begin work on technical design, scheduling, detailed budget, procurement and contracting  
- Throughout the year work will begin on preparing new venues |

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<th>Q3-Q4</th>
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| - Programme of work to increase access to and participation in existing events  
- Launch of formal education programme as we enter 2016/17 academic year |

### Education, Skills, Health and Legacy

<table>
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| - Begin work on technical design, scheduling, detailed budget, procurement and contracting  
- Throughout the year work will begin on preparing new venues |

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| - Announce the first season, Made in Hull, at September’s Freedom Festival  
- Announce a Hull 2017 commission at the Freedom Festival |
### 2017

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<th>PARTNERSHIPS AND DEVELOPMENT</th>
<th>MARKETING AND COMMUNICATIONS</th>
<th>EDUCATION, SKILLS, HEALTH AND LEGACY</th>
<th>EVENT PROGRAMMING AND DELIVERY</th>
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<tr>
<td>■ Organise a series of partner events</td>
<td>■ Deliver full 2017 Marketing and Communications programme</td>
<td>■ Deliver full Education and Skills Programme in line with artistic programme</td>
<td>■ Project delivery</td>
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<td>■ Deliver Hospitality Programme</td>
<td>■ Create a series of bespoke events in Hull and around the UK</td>
<td>■ Begin measuring impact and evaluating long-term outcomes</td>
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<tr>
<td>■ Create a series of bespoke events in Hull and around the UK</td>
<td>■ Report on ROI for all funders and sponsors</td>
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<td>■ Report on ROI for all funders and sponsors</td>
<td>■ Final grant/sponsorship reports</td>
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<td>■ Final grant/sponsorship reports</td>
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12. KEY PERFORMANCE INDICATORS: DELIVERING THE BID
ECONOMIC

- Secure economic impact worth £60 million
- Raise £18 million in cash and in-kind contributions towards Hull 2017

PROGRAMMING

- Deliver a 365 day programme, including 60 commissions

ENGAGEMENT AND PARTICIPATION

- Attract 1 million extra visitors to Hull in 2017
- Drive a 7% increase in cultural participation among Hull residents
- Deliver 84 permanent jobs in the cultural and visitor economies
- Give every young person of school age the opportunity to participate
- Engage 4000 volunteers, including cast, crew and ambassadors

IMAGE AND IDENTITY

- Deliver a 400% increase in positive media coverage of Hull
- Improve resident satisfaction; three out of four people will be proud to live in Hull and will speak positively about the city to visitors