

BUSINESS PLAN

2023 – 2024

(1 October 2023 to
30 September 2024)

Our vision:

A vibrant city of thriving businesses.

Our values:

Our activities reflect the important role we play to improve the trading environment, to bring businesses together and help the development of prosperity in Hull city centre.

Our core pillars remain our core focus but we adapt and change our tactics and operational plans to meet changing needs.

HullBID

For a positively thriving city.



SUMMARY

**Kathryn Shillito,
Executive Director,
HullBID**

As we head into our new financial year we have to reflect on the damaging year 2023 has had on consumer spending. The cost of living crisis and additional energy increases has inevitably created anxiety amongst the general public which has impacted on our members, particularly in retail and food and beverage.

We know BID businesses are evolving their business plans by reducing staff numbers and reducing opening hours where necessary which has helped sustain them through difficult times. They are no exception to feeling the pinch, and yet we see so many are absorbing the increase in costs and still competitively pricing their goods and services.

Despite the difficulties, we keep a close eye on vacancy rates and optimistically we have only seen a slight increase in empty retail units of 1.65% YOY. New independent businesses continue to emerge and exciting transitions of neglected properties including Europa House and the Burtons building, supported by Levelling Up funding will kick-start new businesses.

In challenging times for HullBID, not in the least because our levy income will reduce, we will create opportunities to generate footfall to the city centre. Our Trinity Festival Rebooted will see over a dozen bars host live music in their venues; our Dancing with Disney event will complement existing family friendly events like Dino Day attracting thousands of people.... perhaps an economic argument in itself that the BID levy offers value for money.

Our roving operations personnel will continue to be a valued presence on the streets and our cleansing team will act swiftly to keep the city centre clean and tidy. We'll tighten up our links with the police and council to negate the disruption caused by on-street drinking and begging, something we know is exceptionally important to our members.

The following document will outline plans for 2023-2024, reinforcing that for a reasonable investment, businesses are provided with an irreplaceable swift and efficient service.

What is a BID?

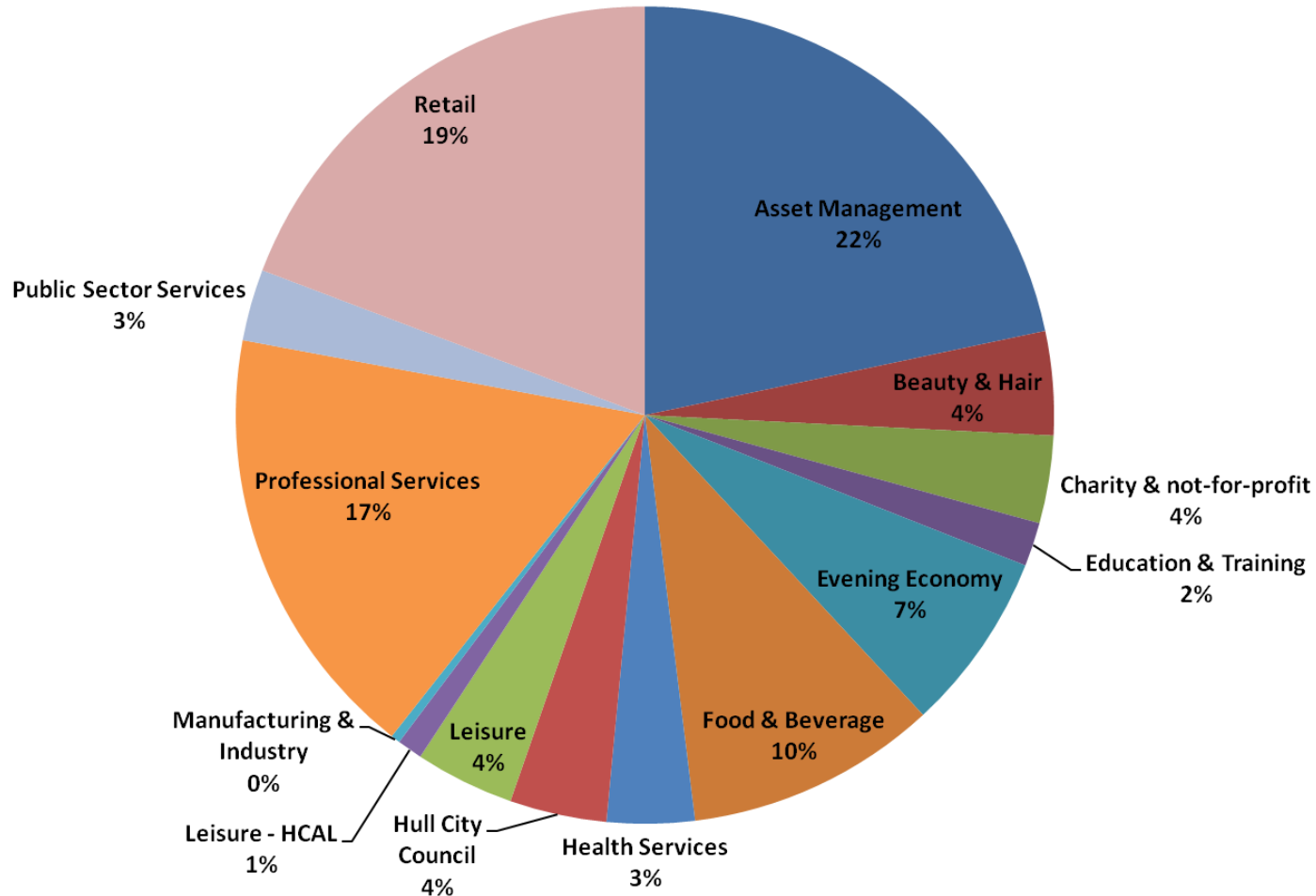
- There are 332 established Business Improvement Districts in the British Isles and, each year, new BIDs come into existence by way of their ballot. The current total number of hereditaments (a premise with business rates liability) is 121,485, each contributing a BID levy achieving an overall £144 million annually.
- BIDs are key players in their local business communities, delivering services to all levy payers across all sectors. They bring together and work with local stakeholders, national and independent businesses.
- Hull Business Improvement District (BID) is a defined geographical area where the boundary covers the nucleus of the city centre. Established in 2006, HullBID is not local authority led, nor is it exclusively in the hands of businesses. As an independent, not-for-profit organisation with no political allegiances, the aim is to unite people from city centre businesses with providers of public services in partnership, to identify and deliver the action that is needed to improve the area.
- Baseline service level agreements are agreed with those bodies and HullBID provides specific and enhanced improvements over and above those services.
- HullBID is funded by its members and operated independently with its own team. HullBID represents the interests of 845 businesses and organisations across 1098 hereditaments (a business premise that is liable for business rates) making us one of the largest BIDs in the UK. Note, the average BID has between 300-400 hereditaments... some have 50, others have over 1000. The average income is typically £200k-£600k.
- HullBID is a subsidiary company of the Hull and Humber Chamber of Commerce (the accountable body) based at 34-38 Beverley Road, Hull, HU3 1YE and conforms to the Local Government England Business Improvement Districts (England) Regulations 2004.

How is a BID primarily funded?

- HullBID is funded via a levy, independent of business rates, which is equivalent to 1% of the rateable value of a hereditament. The administration of this service is carried out on behalf of HullBID by Hull City Council (Civica) who send out an annual invoice approximately June each year, along with relevant notices thereafter. The broader provision ensures any business coming onto business rates charge will also become liable for the levy and a 'chase' system is operated to ensure the maximum amount is collected. A fee is payable for this service.
- Subject to a successful ballot, the levy is mandatory and liability lies with the ratepayer (including untenanted properties). Properties eligible for charitable relief of 80% of their non-domestic rates will be required to pay the levy on the remaining 20%.
- Businesses within properties where the rateable value falls below £5,000 will not be charged the BID levy, however those small businesses can become voluntary members at a cost of £50 per annum.
- Levy-paying businesses must be provided annually with a written update giving a summary of income and expenditure for the previous year, plus an indicative budget of where funds will be apportioned in the next year. The HullBID 'Financial Overview' is distributed at the time of invoicing. The AGM also provides an opportunity to review HullBID's annual accounts provided by Gareth Botterill of Botterill & Co, 40 Norwood, Beverley.
- Whilst our counterparts in Leeds and other big cities attain a substantial levy income – in part due to high RVs, but also a higher levy percentage being charged – we perform our role with comparatively much less, averaging around £320,000 per annum.
- However, success in attaining additional funds from sponsorship, loans of equipment and stallholder income brings in funds equivalent to circa 20p in each pound from the levy. If we were to place a value on the in-kind support we receive, this figure would rise significantly.

Sector breakdown of BID members

HullBID Business Sectors



Governance

- Kathryn Shillito, Executive Director, has responsibility for the overall operations and strategic direction of HullBID and has been at the helm of the organisation for over 14 years. Kathryn's immediate report is to Ian Kelly, CEO of Hull and Humber Chamber of Commerce, as the accountable body for HullBID.
- There are 12 non-executive board directors drawn from BID member businesses and organisations that reflect the diversity of the BID area to ensure commercial sense and inclusivity. Applications for vacancies are open to any member business irrespective of sector and interested parties must submit a current CV for the board's scrutiny and attend an informal interview. The re-appointment of non-executive board directors occur on a rotational basis. All current directors give their time freely and are unremunerated.
- The Board of Directors conduct an AGM which takes place in the month of January. Also commencing in January, a two hour bi-monthly board director meeting is hosted at the Hull and Humber Chamber of Commerce. BID member businesses are invited to attend meetings as observers by prior arrangement.

THE BOARD

- **Jim Harris**, Centre Manager, St Stephens (Non-Executive Chairman of the HullBID Board)
- **Dr Ian Kelly**, CEO Hull and Humber Chamber of Commerce
- **Councillor Mike Ross**, Leader, Hull City Council
- **Garry Taylor**, Assistant Director, Major Projects, Culture and Place, Hull City Council
- **Victoria Jackson MBE**, Chair, Kingston Recruitment
- **Mike Rice**, Chairman, Hugh Rice (Non-Executive Vice Chair of the HullBID Board)
- **David Donkin**, Property Director, Wykeland Group
- **Tim Powell**, Director, Scotts Commercial (Non-Executive Vice Chair of the HullBID Board)
- **Julie Buffey**, Owner, Roisin Dubh
- **Maria Kamper**, Centre Manager, Prospect Centre
- **Sarah Smith**, Centre Manager, Princes Quay
- **Samantha Dunion**, General Manager, DoubleTree by Hilton Hotel
- **Neil Waterhouse**, Operations Director, Williamsons Solicitors

Meet the Board



Jim Harria
Centre Manager
St. Stephen's Shopping
Centre
Chairman of the Board



Kathryn Shillito
Executive Director
HullBID
01482 61889
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Victoria Jackson
MBE
Chair
Kingston Recruitment



Dr. Ian Kelly
Chief Executive
Hull & Humber Chamber of
Commerce



Tim Powell
Partner
Scotts Property LLP



Julie Buffey
Business Owner
Roisin Dubh



Mike Rice
Chairman
Hugh Rice Jewellers



David Donkin
Property Director
Wykeland



Garry Taylor
Assistant Director - Major
Projects, Culture & Place
Hull City Council



Maria Kamper
Centre Manager
Prospect Centre



Sarah Smith
Centre Manager
Princes Quay Shopping
Centre



**Samantha
Dunion**
Manager
DoubleTree by Hilton Hull



Mike Ross
Leader
Hull City Council



Neil Waterhouse
Operations Director
Williamsons Solicitors

PLACEMAKING

Placemakingthe art and science of transforming public spaces into vibrant, engaging and people-centred areas that foster a sense of community and belonging.

As urban landscapes continue to evolve, our place making efforts must adapt to create activities and events that reflect the needs of workers, residents and visitors.

It strengthens the connection between our members and the places they share with the local authority and other stakeholders by means of a collaborative process with HullBID at the helm.



PLACEMAKING

We are acutely aware how big retail is diminishing... those retailers that used to dominate the city are no longer around and the future must be about encouraging independent retail into Hull, dissuading shoppers from venturing further afield to shopping parks and competitor cities.

Our activities and partnerships are part of a strategy which HullBID has developed over the last 10 years based on the realisation, and shared with our key partners, that Hull has a rich heritage and strong arts and culture foundations which can all be harnessed, not just to attract people into the city for a day out, but also to view it as a candidate for game-changing investment.

In partnership with Hull City Council, we have anticipated and responded to the changing dynamic which has become a feature of all urban centres. As big retail has declined, we have provided essential support to small, local, independent businesses. They are able to focus on the day-to-day priorities and we step in to ensure they can operate in a safe, clean environment. We provide marketing advice and we activate our network to keep them updated on developments in the city centre that could affect their business. We also connect them to other businesses and to other organisations, whether directly or via our popular networking events.

The shift in property use from office space to residential accommodation is changing our cityscape and we work closely with the developers behind major schemes. Higher demand for urban living will increase demand for retail and hospitality on the doorstep of residents. Similarly, we continue to support the people behind the upgrade of familiar landmarks including Europa House and the Burtons building, appreciative of landlords determined to see the regeneration of Whitefriargate.

Taking a coordinated approach we will....

- Engage with our BID members, other stakeholders and the visiting public to understand their aspirations for the city centre and deliver initiatives that reflect their desires.
- Source public spaces to accommodate a variety of activities from performances to markets, incorporating seating and staging that encourage interaction.
- Regularly assess the impact of our placemaking efforts through data collection and analysis, and continuously adapt our operational focus in line with evolving needs.
- Communicate with other BIDs to share ideas and initiatives that have given direct support to member businesses.

By following this direction our city centre can become a dynamic space, creating a sense of belonging and increased economic vitality for all.



CULTURE AND LEGACY

HulBID recognises that city centre events, large and small create local pride, bring communities together, impact on health and wellbeing and help create a better quality of life. Importantly, culture has become an important component in the economy and all sectors – business, health and academia – have a part to play and influence the narrative and delivery.

One of the positives from our own festivals is opening a gateway for small vendors to introduce their businesses, arming them with the confidence to progress to bricks and mortar premises with dozens of jobs created.

Post 2017, our City of Culture year, the momentum had begun to address 'what happens next' and how the feelgood factor and accompanying economic benefits could be further harnessed.



The Culture and Place Strategic Advisory Group (CAPSAG) was born and good ground was made, eventually developing into a Cultural Compact. Compacts are multi-sector partnerships which support the regional cultural sector to develop and grow, increasing partnerships across education, health, business and more.

HEY Creative (Hull and East Yorkshire Creative) is one of twenty Compacts set up in 2019 by Arts Council England and the Department of Digital Culture, Media and Sport following recommendations from the UK Cultural Cities Enquiry in 2019. There are now thirty-four Compacts nationally, which shows the importance the Arts Council and the DCMS have in these organisations to ultimately help grow culture and creativity in our regions.

As a founding member of CAPSAG, we understand the necessity to further explore and develop our cultural offering and have committed financial support to HEY Creative to resource a new executive position to drive the objectives of the organisation.

CORE OBJECTIVE 1 Improving Safety and Security

Ensuring the safety and security of businesses, residents and visitors is paramount for a thriving city centre.

We will address the concerns our BID members harbour and work towards crime reduction, making Hull city centre a place of safety and wellbeing.

Collaborate closely with police officers whilst ensuring businesses see them as familiar faces, fostering trust and open communication.

- Strategic monthly stakeholder tasking meetings, HullBID Security Forum meetings

Identify any new patterns and crime hotspots

- Create a map of crime-prone areas and deploy BID Support Officers accordingly.

BID members to display warning notices; they are protected and watched by public and (where applicable) private CCTV.

- BID to design and fund a poster, and distribute to businesses

Encourage businesses to sign up to 'My Community Alert'

- Regularly email BID members encouraging them to sign up to the service which provides a swift and convenient way for the police and other stakeholders to alert businesses to city centre issues.

IMPROVING SAFETY AND SECURITY CONT.

Work with police and partners to engage with rough sleepers to help them off the streets

- Signpost to support services with the Changing Futures Programme and Renew Teams

Raise awareness of scope and support of BID Support Officers

- Dedicated section in BID Newsletter and email out.

Continuous adaptation of BID Support Officers' role to align with other stakeholders and business needs

- Review job description during 6 monthly appraisals

Review Civic cameras capabilities

- Identify cameras not working or providing illegible images

Support late workers with security device

- Provide hand-held panic alarms to give greater reassurance to workers leaving their premises

Support evening economy businesses as a partner in the Pubwatch Scheme

- Give direct financial support to purchase radios



Mark Andrews: HullBID Senior Support Officer,

Chief Superintendent Matthew Peach: Humberside Police,

Raich Orr: HullBID Business Support Officer



CORE OBJECTIVE 2 Improving Communication

Developing a strategy to keep businesses connected through regular contact and social events will foster cohesiveness and boost confidence in our capabilities of pulling stakeholders together.

We constantly seek ways to support and empower businesses, providing a collective voice to ensure their views are heard.

Create new out of hours networking event for BID members.

- Collaborate with restaurateurs and food venues to create reduced-price menu. Rotate (once a month) visits to venues

Keep members up to date with Hull City Council and other stakeholder news

- Share regular news releases and other specific information on anything that affects city businesses.
- Share information of potential funding projects e.g. Levelling Up.

Regularly communicate with Hull West and Hessle MP

- Become the 'go'to' organisation for anything happening in Hull city centre, and seek support on matters that require extra help.

Invest in membership/s to networking organisations

- Join The Business Culture to provide networking opportunities for BID members and expand our own network.

Build stronger relationships with key property investors

- Meet with investors who are building residential portfolios to identify trends in what makes city living appealing.

Engage regularly with Federation of Small Businesses

- Establish ways to work together and importantly share data.

Build relationship with providers of care for vulnerable.

- Engage with Changing Futures Programme Team and knit into City Stakeholder Group to address socio-economic issues including homelessness.

Engage with Hull & Humber Chamber of Commerce

- Identify new ways of creating engaging networking opportunities

Our key to success is through collaboration with city businesses, politicians and leaders to make things happen



Mike Ross, Hull City Council Leader



Emma Hardy MP, Hull West and Hessle



Dr Ian Kelly, Chief Executive of Hull and Humber Chamber of Commerce



Jonathan Evison, Police Crime Commissioner for Humberside Police

CORE OBJECTIVE 3 Improving Business (Marketing and Events)

We have an exciting vision for our city centre that revolves around increasing footfall, and making it a bustling hub of entertainment, activity and togetherness catering to all ages and interests.

The wider economic impact will benefit retailers, cafes, restaurants, car park, transport providers and more.

Review strategic relationships and partnerships to maximise reach and impact

- Liaise with existing stakeholders and build relationship with new HEY Culture representative.

Deliver a programme of activity to support the early evening economy.

- Reintroduce Hull Street Food Nights and Trinity Festival Rebooted, that support the evening economy utilising UKSPF funds.

Deliver a Christmas activities to boost footfall and spend.

- Create Christmas marketing campaign with core message 'Hull is Open'
- Partner with Princes Quay Santa's Parade
- Partner with HCAL to deliver Victorian Christmas event in the Museum Quarter

Deliver a minimum of three family-focused events, growing and improving existing events and introducing new ones.

- Repeat the hugely successful Dino Day, engaging with Hull Maritime Museum to bring an educational element, and provide bespoke story-telling and additional stalls
- Introduce a new 'Dancing with Disney' day, utilising Disney characters to integrate with the crowds* subject to T&C's
- Working with market organiser Julie Buffey, introduce a one-day mixed market incorporating goods, food and drink.

Facilitate an Awards event giving reward and recognition to member businesses of any sector

- Host the annual HullBID Awards in February 2024, increasing number of entries and capacity.

Build on Community Engagement to gather data

- Utilise services of HEY Volunteers to capture feedback.
- Working on historic data, review input and ideas provided by public to generate new events

CORE OBJECTIVE 4 Improving Cleanliness

HullBID is committed to making Hull a place we can all be proud of. A cleaner and graffiti-free city centre can positively impact quality of life, attract more visitors, support our businesses and create a sense of pride in our community.

Civic CCTV to focus on graffiti hotspots

- Consult with Hull City Council Civic Manager to identify areas where more coverage is needed.

Businesses to have greater awareness of cleaning and maintenance provision.

- Dedicated news release to BID members and conversation point for BID Business Liaison Officer

Cleaning down schedule for frontages of empty premises.

- Doorways to be swept and jet-sprayed.

Help keep new city parklets clean and graffiti-free

- Work in partnership with HCC Streetscene to remove grime and graffiti, and freshen up with jet-spray if required.

INDICATIVE BUDGET – SUMMARY

HullBID is committed to funding programmes and initiatives that support our member businesses. Or pro-activeness in producing business boosting ideas reflects current trends of hat is happening in the city centre and the wider region.

As an organisation we are approached by suppliers and agencies with fresh ideas and we can make quick decisions. We take a fluid approach as we progress through each year particularly with events and festivals.

The indicative budget therefore reflects the 2023-2024 spend as accurately as possible.

We will constantly source external funding from public bodies and private sector sources to boost our income.

INCOME

Levy surplus from previous year, plus annual levy income at 1% of RV	437931
External funding/sponsorship	95250
Other/markets	47000
TOTAL	580181

EXPENDITURE PER ANNUM

SAFETY AND SECURITY	
HullBID Support Officers/training	56500
BID Radio Scheme	3500
TOTAL	60000

FOOTFALL COUNTERS	
Footfall Counters, data collection and analysis	
TOTAL	15000

CLEANING AND MAINTENANCE	
Cleaning/maintenance operative incl. van/equipment lease	
TOTAL	39140

EVENTS AND MARKETING	
Christmas Campaign 'Open for Business'	10000
Santa's Parade, Victorian Christmas – support funding	2500
Steampunk Festival	8000
HullBID Awards *part-funded by sponsorship	20000
Supper Club (networking)	5000
Events Project Management	32648
Events Insurance	3300
HullBID websites and social media retainers	2500
Humber Biz Week Dinner *part-funded	6000
Heritage Open Days *fully funded	20000
Dino Day and Dancing with Disney Day	14000
Advertising and social media assets	5500
Market Stall - repairs and parts	500
TOTAL	129948

COMMUNICATIONS	
Website hosting/photography/video	1600
Contribution to HEY Culture Executive Support	1000
PR and Comms external support	8000
Membership Fees – British BIDS, ATCM	1000
Stationary inc. branded materials and telephones	3500
Newsletter and Financial update	3300
OFCOM	600
TOTAL	19000

EVENING ECONOMY	
Hull Street Food Nights *majority funded by UKSPF	40000
Trinity Live *majority funded by UKSPF	59724
Trinity Festival Rebooted *majority funded by UKSPF	28000
TOTAL	127724

ADMINISTRATION	
BID staffing	70500
Chamber of Commerce Management costs and rent	43100
Sundry costs (inc. professional fees)	3000
Hull City Council levy collection fee (inc. IT Upgrade)	36600
TOTAL	153200

CONTINGENCY (SURPLUS TO CARRY FORWARD)	35669
GRAND TOTAL	580181

DELIVERABILITY AND RISK

There are no technical or legal barriers from an organisational perspective that will prevent implementation and delivery of this plan.

For further information or clarity, contact HullBID Executive Director, Kathryn Shillito on Kathryn@hullbid.co.uk or telephone 07595 820122. Alternatively contact Jim Harris, Centre Manager, St Stephens and HullBID Chair on jim.harris@ststephens-hull.co.uk or telephone 07912 208628.

