

A Year

in Re

view

2019/20



LEEDSBID

A Year in Review 2019/2020

Foreword

As the first successful term of LeedsBID came to a close in March 2020, and we looked forward to our Next Chapter of operating for the benefit of Leeds city centre, who could have imagined the challenging months ahead of us as COVID-19 took a hold.

Reflecting on all LeedsBID has brought to the city over the last 12 months, it is clear to see what can be achieved when all sectors come together.

Being innovative, collaborative and working together for the collective good has never been more important. Through the BID we have seen businesses pull together, be generous, caring and kind at what continues to be an unprecedented time. LeedsBID has worked collectively for the benefit of the city centre, lobbying nationally and locally for financial assistance, providing support, giving advice, and helping practically in as many ways as it can.

City centres have been hit the hardest as footfall has declined and all sectors have felt the impact. While we have all been in the same COVID-19 storm, not all businesses have been in the same boat - all have been affected, some have seriously suffered, and many are still struggling to survive.

LeedsBID is well placed to meet the challenging conditions the city and its businesses now find themselves in. The BID can be nimble and adaptable in helping address the immediate need, responding to the changing environment

and matching the aspirations of the city going forward.

In October 2019, 94% of levy paying businesses voted in favour of our Next Chapter, backing our ambitious business plan to carry on delivering for the benefit of businesses in Leeds city centre and all those who use it.

As we move into our second term, we have, like many others, seen some of our plans recalibrated or 'put on hold' with the focus on more attention and support to the basics of place management – the 'clean', 'safe' and 'friendly' to help welcome people back to Leeds city centre to experience all it has to offer and bringing that essential economic effect.

Financially we have been supported with strong levy income, additional private funding, government grants and in kind support, which allows us to match this continuing changing landscape of need, responding to the requests of all those who invest in LeedsBID and planning for a better future for Leeds city centre.

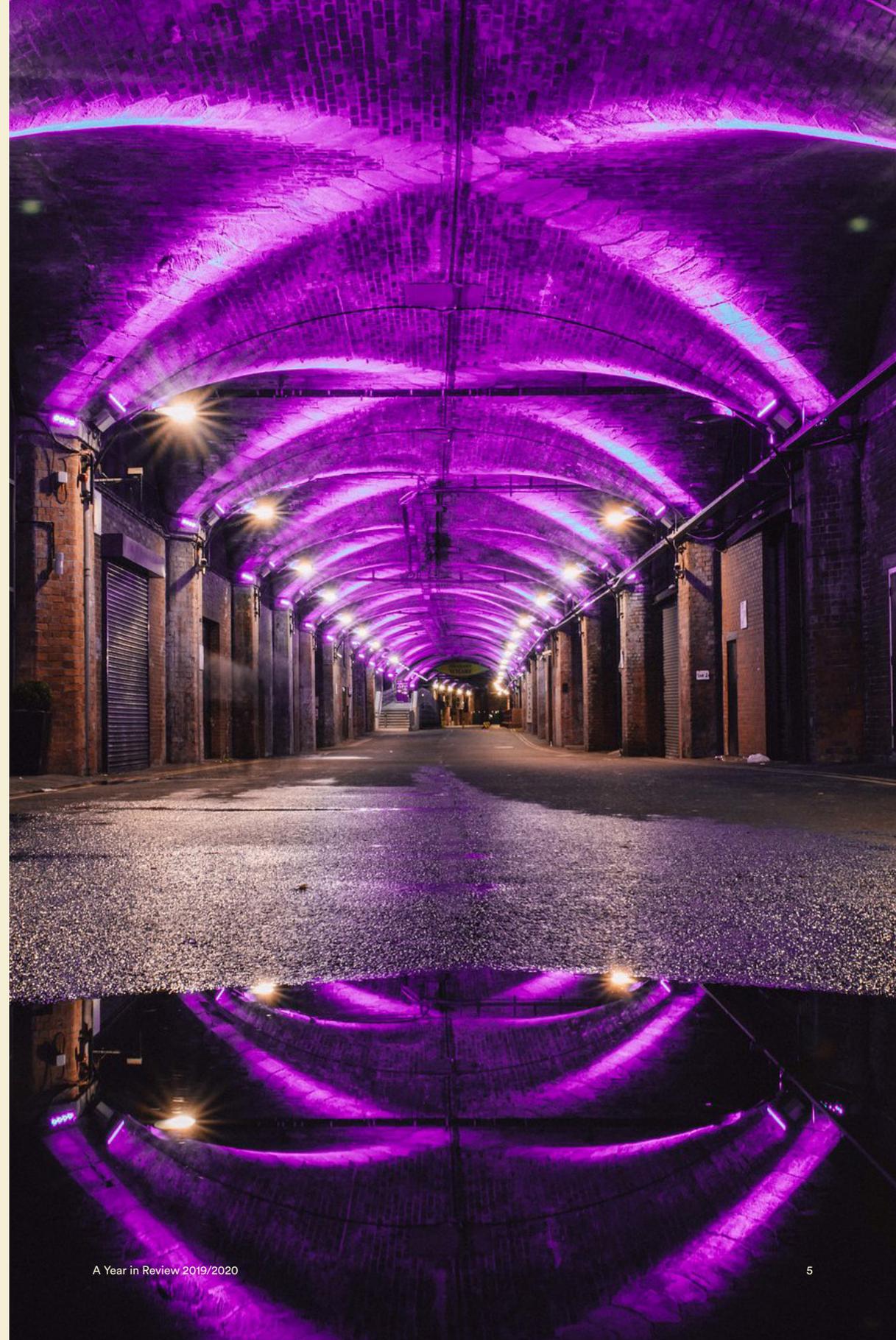
I firmly believe we will be stronger together through the current and changing times ahead.



Andrew Cooper,
Chief Executive, LeedsBID

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(2019/2020)

ONE

Transforming Leeds for the Better



Leading innovation, investment and improvement, LeedsBID continues to transform Leeds city centre.

Making a place better is at the core of a Business Improvement District and LeedsBID remains at the forefront of doing better for business and all those who use the city centre, supporting the ambition to make Leeds the best it can be.

Delivering on the aspirations for the city centre, LeedsBID is making those new things happen, bringing Leeds to life by shaping places and spaces, introducing events and activities for people to experience and enjoy, and creating an ongoing economic effect for the benefit of businesses.

Its annual investment of £2.5m is transforming the city centre, with its bold and exciting initiatives leaving an impactful impression. Evidence of the colourful and creative additions and eye-catching enhancements brought to the city by LeedsBID can now be found everywhere – with many familiar and recognisable parts of the city landscape.

Leading key collaboration, LeedsBID brings the city together for the collective good, delivering investment, appeal and impact which is ever improving Leeds for those who live, work and thrive in it.

A resounding endorsement from the businesses and the city it represents, recognising LeedsBID's drive to bring innovation, investment, and a vision of transformation to the city centre, sees it continuing its good work for the next five years.

Our Values



TRANSFORMATIVE
BOLD
INNOVATIVE
RESPONSIBLE
AMBITIOUS

(2019/2020)

WELCOME

A WARM WELCOME

to Leeds



LeedsBID remains at the forefront of improving that all important city centre experience.

There is no mistaking the visible difference the Leeds Welcome Ambassadors and the Street Rangers have made to the look and feel of Leeds city centre. In 12 months alone, the Street Rangers carried out 2,000 reactive requests for cleaning assistance from businesses in addition to a busy programme of scheduled cleans of key city centre areas.

Whether meeting and greeting, making the streets and walkways shine or providing an early morning friendly face or simple salutation – the teams have ensured a warm welcome while leaving a lasting impression on aesthetics as well as offering a vital service and resource for businesses and visitors alike.

Their presence has been essential to presenting and maintaining that positive impression of coming to Leeds.

ANIMATING ADDITIONS

to the Leeds Landscape

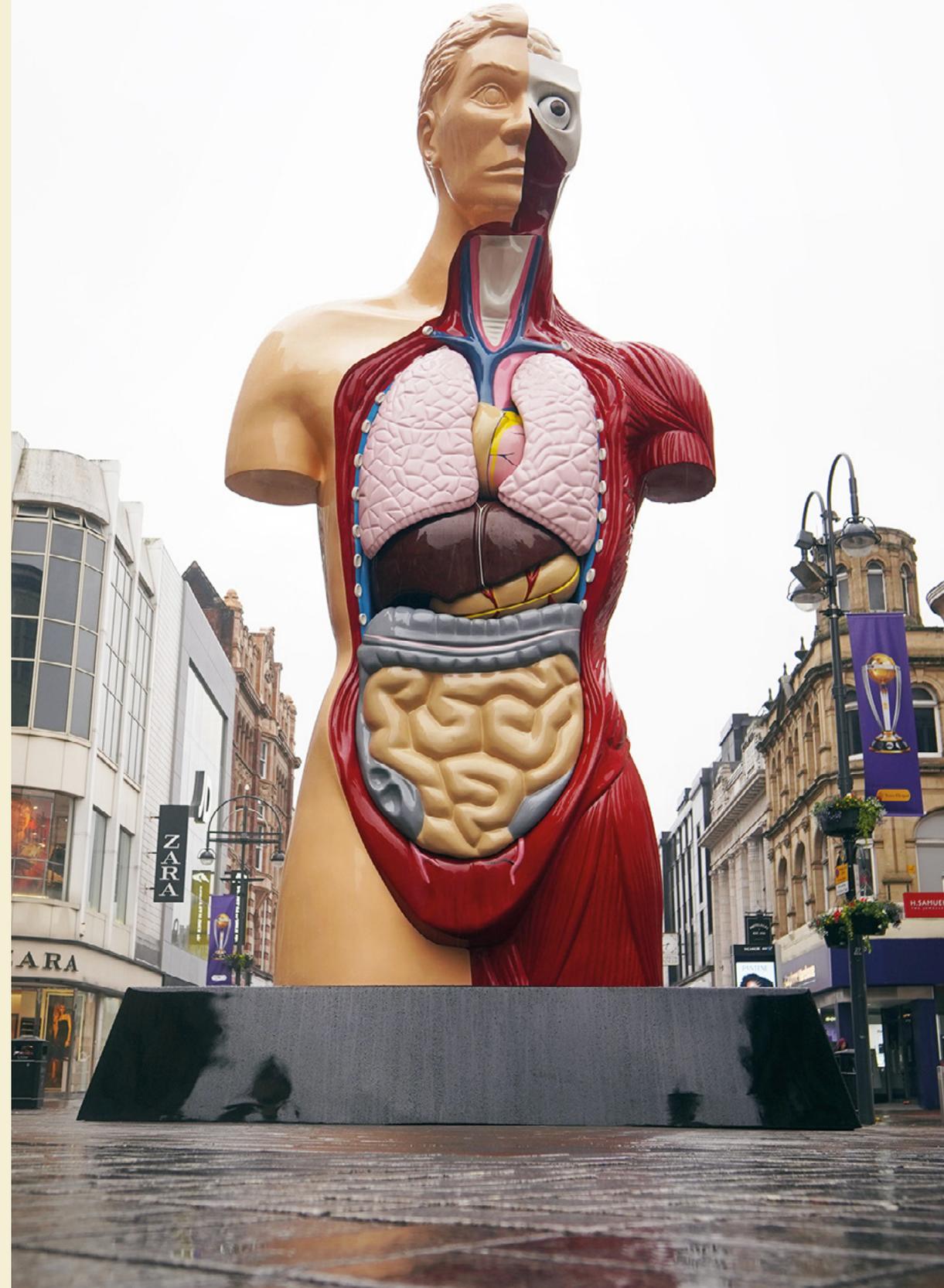
An ongoing investment in inspired animation has seen LeedsBID bring installations and activities to life, while celebrating the city's creative and cultural core.

Damien Hirst's eye-catching painted bronze sculpture Hymn stood 6m high on Briggate as part of the inaugural Yorkshire Sculpture International - the result of LeedsBID input and investment. Its Proper Art, created by a global collective of readers and writers Found Fiction and brought to the city by LeedsBID, transformed Leeds city centre into a street art gallery. A dozen landmark buildings and locations became works of art with faux art gallery descriptions, driving audiences to look closer to discover inspirational stories in these everyday places.

The city's trail of multi-coloured pianos – the result of a collaboration between LeedsBID and

Leeds International Piano Competition to mark the 2018 event - continued to provide musical interludes throughout the year with a series of planned pop-up performances, while providing a platform to showcase the musical talents of people passing by.

The ever popular Summer in the City returned with LeedsBID bringing 12 weeks of activities to key office areas and providing added ingredients to enhance the working day. People could enjoy everything from live music, outdoor yoga and rooftop tai chi to simply relaxing on the deckchairs dotted around the city centre to watch the latest sporting action on the big screen. With a focus on wellbeing, mental health first aid training, mindfulness workshops and a menopause café were also part of the programme to help offer additional support to people in the workplace.





TRAIL BLAZING

Calendar of Events

Offering a calendar of seasonal activities and standout events provides that point of difference and extra appeal to entice people into Leeds city centre, driving footfall and bringing tangible economic benefits to businesses.

Turning the city its own distinctive shade of pink for the third year running, Leeds International Festival was back, exploring new ideas and innovation in its own eclectic way while celebrating all that is culturally great about the city. An audience of more than 15,000 enjoyed over 60 events across 19 venues as part of ten extraordinary days of world-firsts, enlightened talks and debates, installations, activities and workshops which combined exceptional local talent with big international names including Frank Bruno MBE, DJ Daniel Avery, Dame Sarah Storey, Professor Alice Roberts and Buddhist monk and mindfulness expert Gelong Thubten.

LeedsBID's flair for delivering innovative city trails saw more than 70,000 people explore the city centre to hunt out the giant dinosaurs which came out of extinction with the roarsomely

successful Leeds Jurassic Trail. And in among all the exploring, families along with foodies were tempted to sample the city's diverse restaurant offer with two weeks of Eat Leeds, serving up discounted dining to 8,000 people, and £198,000 income to the hospitality sector.

Continuing partnerships with retail, LeedsBID brought back the awarding winning Made Up Leeds celebrating make-up, beauty and beyond. Headliners Dame Joan Collins, Katie Piper, teenage influencer and vlogger Reuben de Maid and the city's very own Apprentice winner Sian Gabbidon drawing in the crowds, with shopping centres seeing footfall rise by up to 30% and major retailers reporting sales increases of 10-15%.

Christmas in Leeds gained a little extra sparkle once again, with eye catching trees illuminating Briggate and St Peters Square, and LeedsBID lighting up Trinity Church and The Queens Hotel and adding a sprinkle of fairy lights to brighten up corners of the city centre.

DOING BETTER

For Business

A commitment to supporting business aims and aspirations has led to the further development of the talents and skills academy *Ambition:Leeds* to meet the city's changing training needs in uncertain economic times.

The combination of a prime city centre location and an expansion of services designed to help address all sectors of the city have led to increase engagement.

From management courses and health and safety to an array of bite-size digital training with *Leeds Boost*, another LeedsBID initiative, the focus is on responding to new opportunities and a demand for new skillsets.

Extensive work with The Prince's Trust linking young people with employment opportunities and providing recruitment solutions for some of the city's big high street names led to more than 40 candidates finding work.

Collaboration with Safer Leeds and the hospitality sector saw over 70 hoteliers attend a seminar to raise awareness on the issues surrounding child sexual exploitation in the city.

An increase in business use for internal recruitment and training has seen the facility used an average of more than 500 times a year, and led to the development of stronger working relationships with some of the city's major employers.

Doing better for the city and its businesses, LeedsBID has continued with an investment in those initiatives which contribute to the green agenda.

Businesses can see the economic benefits of the 7 day waste and recycling service offered by the BID with *Forge Recycling*, saving up to an average 20% on costs while increasing city centre recycling rates and reducing waste to landfill.

The launch of *BID Power* strengthened the commitment to assisting businesses to switch to renewable energy and help in tackling climate change. Offering 100% green electricity, competitively priced tariffs and a bespoke customer service, it helps local businesses and organisations of all sizes reduce costs whilst meeting sustainability targets.





MAKING A DIFFERENCE

Together

LeedsBID's ability to connect people, businesses and organisations continues to forge those productive partnerships across the city.

Big Change Leeds, the city-wide campaign instigated by LeedsBID and Leeds City Council to help people in need on the streets of Leeds, marked its first year milestone with £50,000 raised and £34,000 funding given out to help those in need. Working with the city's network of charitable organisations, close to 300 individuals benefitted from the provision of small yet essential items.

Partnerships with city centre businesses such as Squire Patton Boggs, Sainsburys and MEPC, and thanks to the generosity of the city, vital funds continue to be raised to help make lasting change to those people in most need by providing practical individual support which can help make a real difference.

The continued collaboration with key partners on initiatives like the Purple Flag accreditation for the strength of the city's evening and night-time economy (awarded for the fourth consecutive year in January 2020) and the multi-disciplinary Street Support Team sees LeedsBID remain central to working together for the collective good for the city and those who use it.

COLLABORATION

In a Crisis

The benefit of a Business Improvement District is an ability to respond nimbly to refocus its efforts and investment to support and help address the immediate need of the businesses and the city it represents.

This proved essential when businesses, organisations, towns and city centres began to feel the unprecedented impact and effects of the COVID-19 pandemic from March 2020 onwards – a time at the end of LeedsBID's first term and 5th financial year, and when planning for its Next Chapter was underway.

LeedsBID acted immediately, concentrating its work and efforts to do the utmost to assist levy paying businesses and the wider city centre in the immediate crisis .

Playing a pivotal role in leading both levy payer and city centre communications, LeedsBID worked to provide that key connectivity across the city, bringing key partners and people together to best navigate the way through national lockdown and crucial COVID and business change information, while introducing an invaluable platform - its 'People Helping

People' webinars – as a virtual place for people to share and support.

Post initial lockdown, as the country moved through pre-recovery and recovery, the work of LeedsBID became integral in reopening Leeds city centre ready to welcome people safely back. The Street Rangers were back out in action; the BID Briggate office reopened its doors and there was the co-ordination of daily briefings for cross city street teams as well as an operational lead on running the city's 'Queue Marshals'.

The BID's creativity came to the fore with the inspired introduction of its Welcome back to Leeds campaign - a positive and reassuring promotion centred around an informative website, providing important information for people coming back into the city centre while supporting all sectors of the community. With focuses on retail re-opening and educational establishments as students returned to the city and enhancing the Eat Out to Help Out message to help hospitality venues, the campaign continues to celebrate the strengths and appeal of the city centre and promote it as a safe place to come amid the challenges of COVID-19.





(2019/2020)



LeedsBID Finance Review

“The next chapter, 2020-2025, is an exciting one for LeedsBID, and we go into it with an excellent financial track record.”

Over the five years, the tremendous ‘in-kind’ support from our levy payers has again ensured we have more resource for project delivery.”



LeedsBID is in a strong financial position with the average levy collection for 2015-2020 at 99%.

A Business Improvement District is about utilising its levy nimbly each year to invest in projects and initiatives in line with our business plan. I am pleased to report that we will end our first term with a very small surplus to take forward into Term Two.

Our overheads over the first five years have remained low at 12.5%, remaining below business plan expectations and ensuring we dedicate as much resource as possible to project delivery.

LeedsBID is exempt from corporation tax on trading profits.

Thank you to Santander who we have banked with. Over the five years, the tremendous ‘in-kind’ support from our levy payers has again ensured we have more resource for project delivery. We have received support on office rent, storage space and equipment. Our thanks go to Network Rail, the Merrion Centre, Hammerson and Landsec. We also receive nearly 1,000 hours of time each year through the LeedsBID Board and project specific working groups.

Each year, the Board has undertaken a full audit which has been carried out by Armstrong Watson. This is not mandatory, but we consider this good practice, and it enables LeedsBID to be aligned with governance and changing legislation. All audits have been clean and free from material misstatements, confirm compliance with legislation and did not identify any material findings on performance objectives.

The next chapter, 2020-2025, is an exciting one for LeedsBID, and we go into it with an excellent financial track record.

LeedsBID’s response to COVID-19 Pandemic
LeedsBID levy bills were issued in early March prior to the COVID-19 pandemic. The BID was

Years 1-4 costs have been audited by Armstrong Watson and are available on the LeedsBID website www.leedsbid.co.uk

Year 5 costs have been audited by Armstrong Watson and the accounts are in the process of being finalised.

All figures are correct at time of going to press.

quick to react to the pandemic by revising the budget, reflecting expectations for delayed levy collection, and reforecasting cashflow with focus on essential spend and liabilities as well as the changing needs of the BID area as result of COVID-19.

Levy collection has improved however a revised budget will remain in place until year end remaining focused on essential activities and revised priorities; additional revenue received above budget will be used to support further activity identified in response to COVID-19 in the current year or rollover to the next financial year.

LeedsBID welcomed the Furlough scheme and 17 staff were immediately furloughed, utilising the scheme until the end date of 31/10/2020.

LeedsBID received a grant of £126,508.35 from the BID Resilience Fund; this was allocated towards running costs/overheads of the Business.

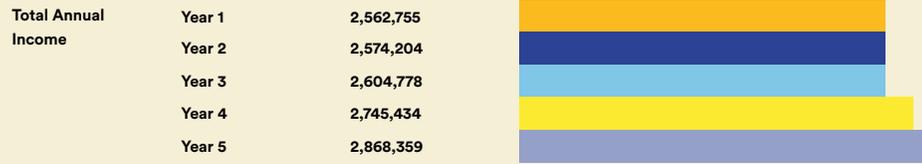
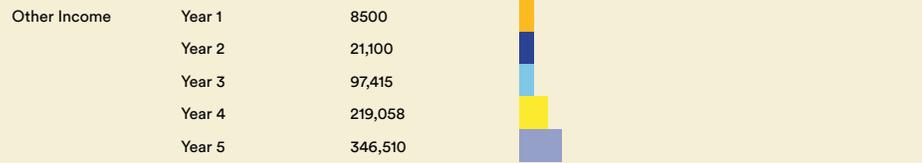
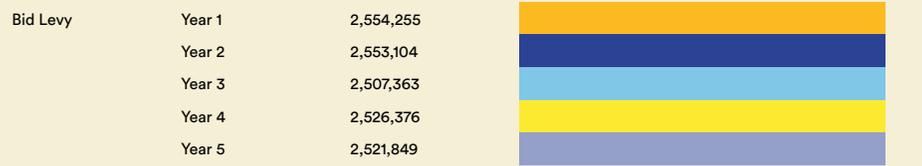
The BID also successfully secured CBIL support which remains unutilised in the revised budget and cashflow which, along with any levy collected ahead of the revised Budget, means LeedsBID remains well placed to manage further impact of COVID-19 and maintain it’s activity in support of the BID area.

At the time of writing our current year levy collection FY 2020/2021 is now over 70%. We are grateful for the continued support of businesses in Leeds to our endeavours to support all sectors of the business community at this challenging time.

Sam Perry
Director of Commercial Banking
West Yorkshire NatWest, Board Director
LeedsBID

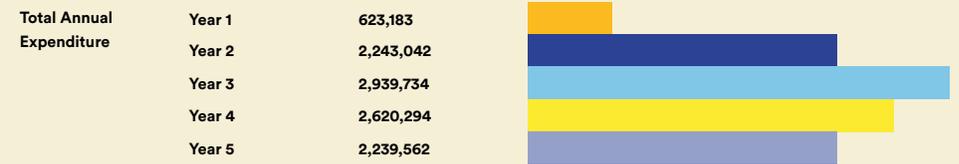
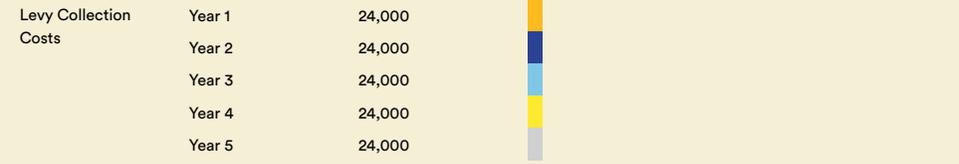
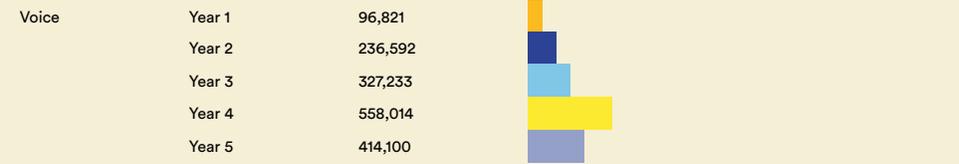
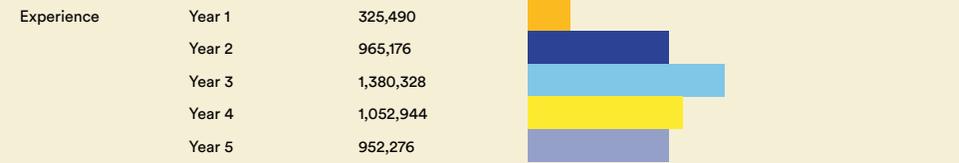
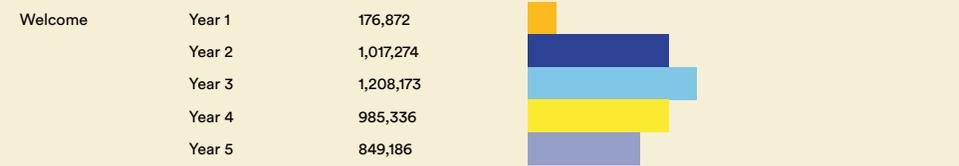
Annual Income

£



Annual Expenditure

£



BID Management

£

Management & Overheads – ongoing	Year 1	290,569	
	Year 2	355,341	
	Year 3	291,582	
	Year 4	310,642	
	Year 5	427,050	

Management & Overheads – one off	Year 1	136,960	
	Year 2	0	
	Year 3	0	
	Year 4	0	
	Year 5	0	

Total Management Costs	Year 1	427,529	
	Year 2	355,341	
	Year 3	291,582	
	Year 4	310,642	
	Year 5	427,050	

Contingency	Year 1	0	
	Year 2	0	
	Year 3	200,589	
	Year 4	202,111	
	Year 5	201,748	

Total Company Expenditure	Year 1	1,050,712	
	Year 2	2,598,383	
	Year 3	3,431,905	
	Year 4	3,133,047	
	Year 5	2,868,360	

£

Interest Receivable	Year 1	2,207	
	Year 2	6,767	
	Year 3	1,258	
	Year 4	1,560	
	Year 5	1,800	

Tax on profit on ordinary activities*	Year 1	441	
	Year 2	1,353	
	Year 3	239	
	Year 4	500	
	Year 5	500	

Bank Charges	Year 1	365	
	Year 2	759	
	Year 3	1,132	
	Year 4	1,032	
	Year 5	1,100	

Surplus/Deficit reported in the year	into year 2	1,513,444	
	into year 3	-19,524	
	into year 4	-827,240	
	into year 5	-387,584	

Surplus Carried Forward	into year 2	1,513,444	
	into year 3	1,493,920	
	into year 4	666,680	
	into year 5	279,096	
	End of Term 1	0	



(2019/2020)

REPORT

The Next Chapter 2020–2025

LeedsBID is committed to delivering over £14m investment into Leeds over the next five years, continuing its ambition to transform the city together.

Directing its work into five areas of focus, its business priorities are →

①

AMBITION

“Striving to achieve the best for businesses in Leeds, supporting the aspirations and excellence of the city centre.”

②

CURATION

“Creating and maintaining an overall improved city centre experience for those who live, work and thrive in it.”

③

ANIMATION

“Breathing new life into the city with engaging events, activities and installations.”

④

COLLABORATION

“Connecting with key partners for the greater good of the city and its communities.”

⑤

INNOVATION

“Continuing as a catalyst for change in this city centre, leading transformation with new, exciting ideas and innovative investment.”

These themes build on the success of the projects delivered in the first term (2015-2020) and incorporate new elements in response to consultation on the requirements of the sectors and organisations in the LeedsBID area.

Five Year Budget 2020–2025

£	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Income					
Surplus b/f	35,000	0	0	0	0
Levy Income	2,521,000	2,521,000	2,521,000	2,521,000	2,521,000
Additional Income	300,000	325,000	325,000	335,000	340,000
Total Income	2,856,000	2,846,000	2,846,000	2,856,000	2,861,000

Expenditure					
Project Costs	2,365,000	2,356,000	2,356,000	2,365,000	2,370,000
Ambition	360,000	358,000	358,000	360,000	365,000
Curation	600,000	600,000	600,000	600,000	600,000
Animation	750,000	750,000	750,000	750,000	750,000
Collaboration	100,000	100,000	100,000	100,000	100,000
Innovation	555,000	548,000	548,000	555,000	555,000
Overheads 12.5%	315,125	315,125	315,125	315,125	315,125
Levy Collection	24,000	24,000	24,000	24,000	24,000
Contingency 6%	151,875	150,874	150,876	151,876	151,876
Total	2,856,000	2,846,000	2,846,000	2,856,000	2,861,000

As a result of the COVID-19 pandemic Yr 1 Budget was reviewed and adjusted to 50%.

Looking ahead for Leeds

Supporting the ongoing ambitions for the city, LeedsBID continues at pace to deliver on its core aim to enhance, animate and improve Leeds city centre for all, with plans and projects for Term 2 well underway.

The re-purposing of its insightful Welcome to Leeds digital platform to support the city centre's recovery will carry on through the autumn and winter periods. Building on its establishment as a recognised brand and leading voice in Leeds for key information alongside engaging and inspiring stories, it is playing an essential role as businesses manoeuvre their way through the challenges of operating alongside the ongoing COVID-19 pandemic. Working closely with key retailers, a festive feel to the campaign, alongside some stunning new illuminating additions, will help package all that Leeds has to offer this Christmas while ensuring visitors can feel confident about coming into the city centre.

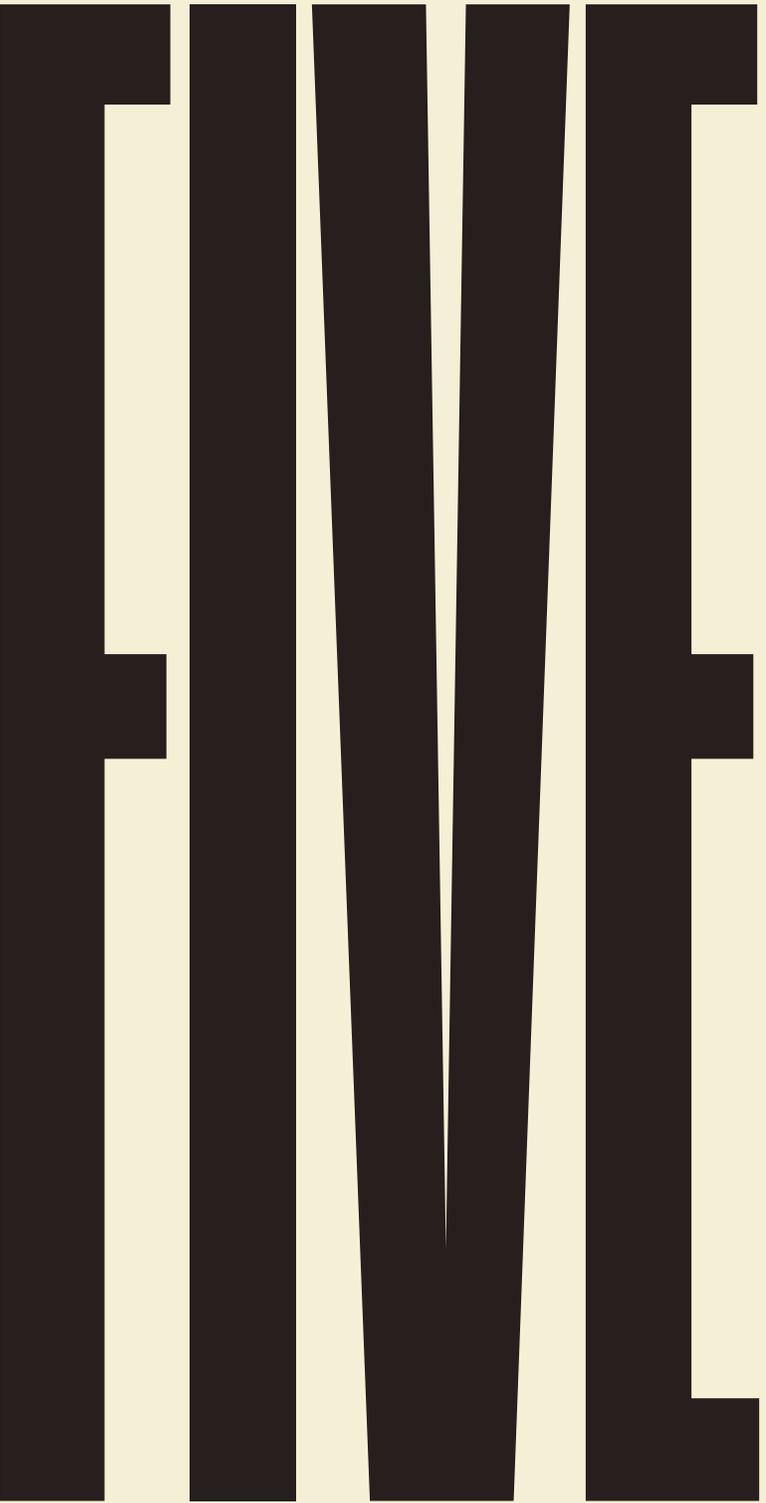
The new year sees the launch of an exciting new business hub building on the success of the

Ambition:Leeds project, to develop and deliver additional support services to businesses in Leeds city centre. It will contain all the support services offered as part of Ambition:Leeds with the addition of access to advice and guidance, mentoring support, training and digital skills, room space equipped to support virtual meetings, and a range of other activities to help drive recovery.

And looking ahead, LeedsBID has its sights on those headline events and activities to enhance Leeds city centre with innovative animations. Summer 2021 is to see the sequel to Leeds Jurassic Trail with even more gigantic attractions and the unveiling of the first-ever Yorkshiresaurus. Leeds International Festival will be back, settling into a new date in the diary as it makes a welcome return later in the year, with a packed pink programme bringing those world-leading thinkers, creators and pioneers to Leeds to share new ideas and discuss the world of tomorrow.



(2019/2020)





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A Word from the Chair

I am delighted to be appointed Chair of the LeedsBID Board at the start of an exciting new chapter: building on the successes of our first term and looking forward to another five years.

This final year of LeedsBID's first term, bringing over £12m investment in Leeds city centre, was another busy, and challenging, 12 months.

Over the last year, LeedsBID has continued to work collaboratively with businesses and sectors to deliver a steady stream of ideas, plans and projects to enhance, animate, and improve Leeds for those who live, work and thrive in it. From daily street cleans to new annual events and activities to bespoke business initiatives – these initiatives continue to make a real difference to the city centre and deliver economic benefits to businesses.

The year also brought its challenges with the on-going impact of the COVID-19 pandemic. The BID's ability to act nimbly and creatively enabled it to adapt to support the city centre and meet the changing needs of businesses and organisations in deeply uncertain times.

It has only been through the tremendous ongoing support of our levy payers that LeedsBID has been able to continue to deliver support and bring value to all businesses in the LeedsBID area and plan ahead for 2020-2021 – and our sincere thanks go out to them.

LeedsBID will build on the good relations with levy payers and other key stakeholders to ensure that we work collaboratively, creatively and collectively for the benefit of Leeds city centre and all those who work, visit and live here.

As this next chapter begins, LeedsBID is looking forward to delivering over £14m back into Leeds over its next five years and continuing to transform our city together.



Tracey Lancaster
Chair of the LeedsBID Board
Deputy Vice Chancellor (Resources),
Leeds Beckett University

Our Board

A collection of leaders and influencers from the key business sectors across the city who provide strong governance, strategic direction and ensure oversight and scrutiny of the delivery of the business plan.

Chair



Tracey Lancaster
Leeds Beckett
Board Director (Chair)

Board Members

Andrew Cooper
LeedsBID
Chief Executive

Sandy Needham
Leeds Chamber
Board Director (ex officio)

David Maddison
Trinity Leeds
Board Director

Sam Perry
NatWest
Board Director

Sarah Dear
Elmwood
Board Director

Jen Mitchell
first direct arena
Board Director

Cllr Al Garthwaite
Leeds City Council
Board Director (ex officio)

Katie O'Hara
Interstate Hotels
(Crowne Plaza) Board Director

Robin Hawkes
Leeds Playhouse
Board Director

Paul Ellison
Yorkshire Design Group
Board Director

Jane Brodie
Equifax
Board Director

Jo Coburn
Victoria Leeds
Board Director

About LeedsBID

Business /'biznəs/
Improvement /ɪm'pru:v(ə)nt/
District /'dɪstrɪkt/

Business Improvement Districts, known as BIDS, are business-led partnership.

A geographical boundary is defined where businesses in this area come together to invest, collaborate and improve their trading environment.

Projects created provide added value and go beyond the statutory provision of the local authority. They address local issues through partnership working and collaboration, achieved through a ballot process.

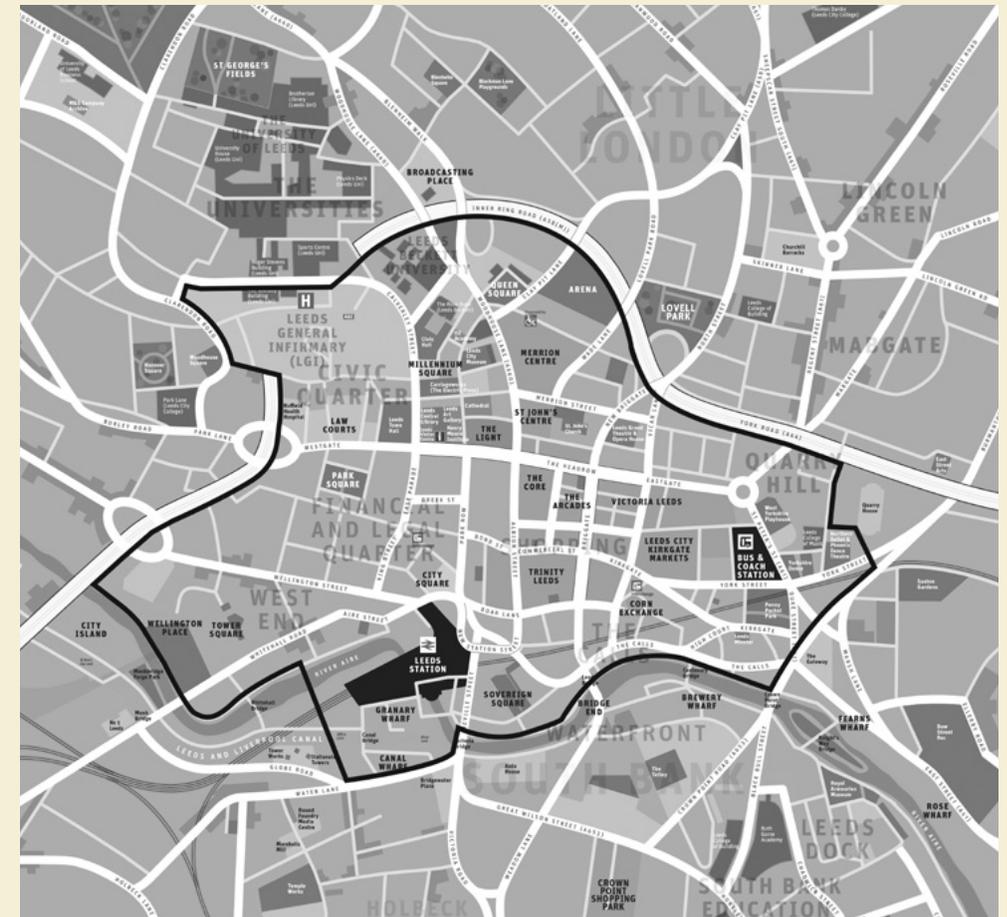
LeedsBID was established in April 2015 at a time of transformative change and regeneration in the city and reflected a growing ambition for Leeds. In November 2019 LeedsBID received a positive endorsement from its levy paying businesses to continue for a second five-year term, with 93.7% of voters backing the renewal of the Business Improvement District.

A business-led, not-for-profit and non-political organisation, LeedsBID represents 740 organisations from all business sectors across the city from professional and retail to creative, educational and cultural, located within the BID area.

A BID is funded through the BID levy, which is a small percentage of a businesses' rateable value. The BID levy is mandatory for all eligible businesses following a successful ballot. Businesses in the LeedsBID area with a rateable value of £60,000 and above pay an annual 1.25% levy, resulting in circa £2.8m per annum investment in the city centre.

Leeds Business Improvement District is the largest BID outside of London and was the UK's 200th BID. There are now over 320 Business Improvement Districts in the UK; that is over 140,000 business hereditaments investing over £180m into towns and city centres each year.

LeedsBID Map



Contact Details

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Prin Re

Review

2019

2020