

*INVESTING IN THE TRUE NORTH*  
*HULL CITY CENTRE*  
*DELIVERY AND INVESTMENT PLAN*  
*2018-2023*



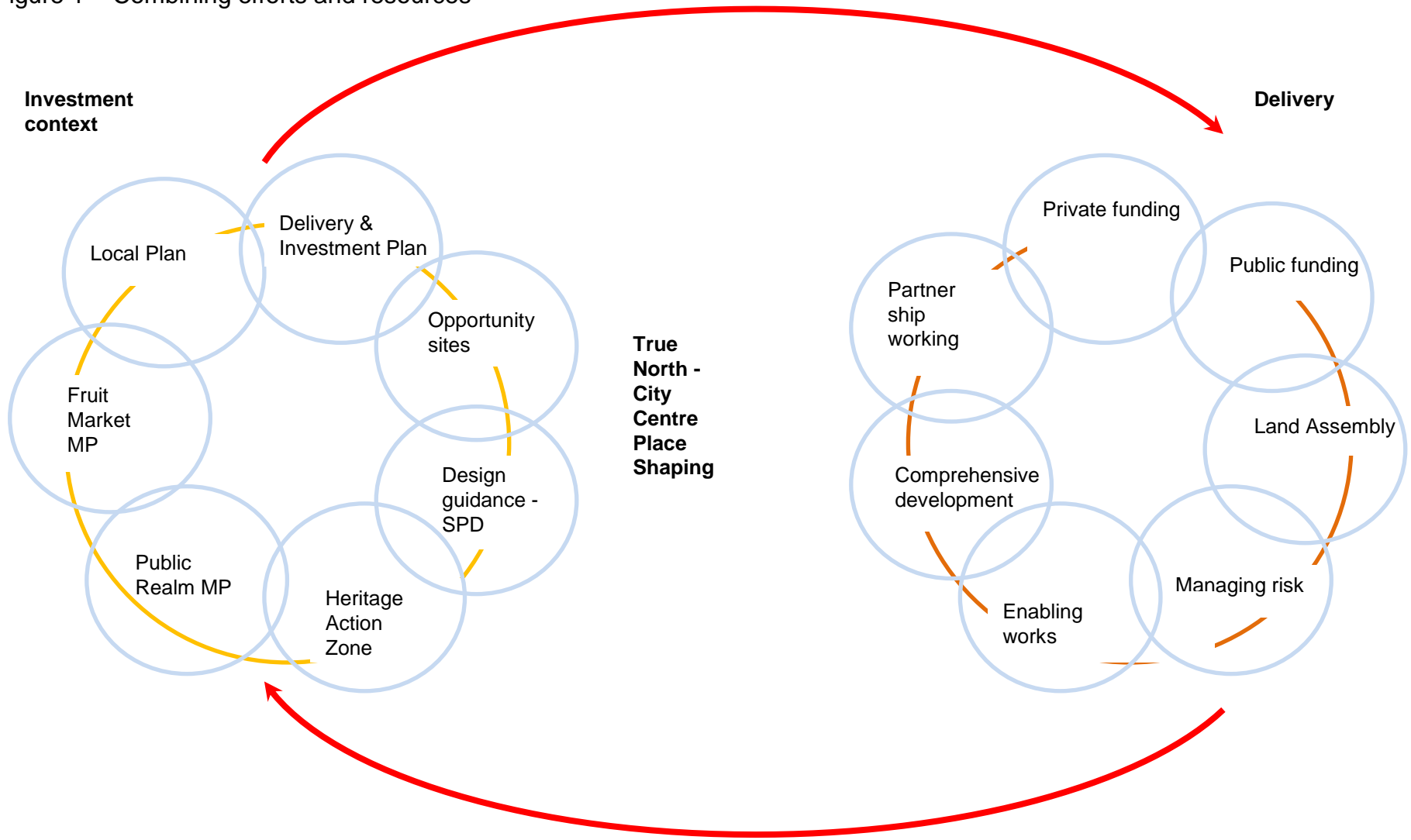
## Introduction and purpose

1. Hull city centre is changing; it was, and is, at the City's heart where people live, work, shop, socialise. While recent investment has radically improved the overall quality of place, connectivity and visitor experience, the trends now shaping all city centres are continuing to impact on Hull's vibrancy and sustainability. In facing these impacts we need to work smarter. A plan is needed to understand, and enable, the form and location of investment needed to 'right-size' the city as part of a resurgent True North part of the UK.
2. In the UK the growth of the digital revolution and its impact on retail means that the sector has become less of a main driver of city centre economies. In order to compete and thrive, city centres need to be much more than retail destinations. They need to be places that people will visit because of their overall quality of experience, liveability and increasingly because of the range of opportunities they offer, for leisure, dining and culture. Retail is just one, but an important part of the mix, with an ongoing trend towards something more distinctive and unique.
3. Changing consumer needs and demands, including the loss of spending power to out-of-centre shopping destinations, having impacted on the performance of the UK high street retail over the past 10 – 15 years. Exacerbated by the 2008 recession, these changes have had a dramatic impact on the role and performance of city centres, perhaps more so in the marginal centres of the North of England. Hull city centre has adapted positively to these changing economic trends by refocusing its offer and the position it holds within the wider economic landscape.
4. One of the key impacts is that city centre 'brands' are increasingly defined by the type and quality of managed spaces or nodes like Princes Quay or St Stephens shopping centres, or individual place brands and the visitor attractions that they offer. These managed centres form the 'glue' of many successful centres acting as destinations and drawing footfall through and across the place as a whole. Together with the fostering of a more independent retail economy, the most successful city centres involve clusters of mixed uses around key retail nodes.
5. A prosperous future for Northern UK cities including Hull, depends upon successful and competitive city centres. This means re-shaping our city centre in competition with others for investment in the True North, so it is fit-for-purpose as a more dynamic and diverse mixed use place. Hull has made great strides in this regard but further work is needed. This involves developing a connected and high quality place where business can grow and prosper and people spend more of their leisure time.
6. Further co-ordinated action is therefore required as progress does not happen by itself. In realising its full potential this plan and a number of others provide a clear way forward for the city centre. As a combined whole, they provide a steer

in providing greater certainty for existing and prospective investors to enable the city centre to become much more than the sum of its parts.

7. There is wide ranging recognition about the value of the city centre and the role of the CityPlan in turning ideas into tangible projects, such as Hull Venue, Ferens Art Gallery, Hull New Theatre and the Ron Dearing University Technical College. Following a fully comprehensive and vigorous procurement process, the City Council is now able to progress public/private projects through its Major Projects Team and effective use of its land assets and investment potential is occurring as a consequence. We are working towards a much more dynamic centre that will have a much greater True North role.
8. The City's Local Plan provides a future vision and steers the necessary land use mix that will underpin the continued revival of our city centre. It also seeks to protect investment from unhelpful proposals that might cause harm to its long term viability. A design guide, in the form of a Supplementary Planning Document, addresses design challenges for 12 Key Sites where development opportunities exist. A Parking Strategy is being devised to make it a more accessible place for its users. Masterplans for the Public Realm and the Fruit Market provide a steer for intervention in its respective parts.
9. A unified approach to a future city centre requires some co-ordinated action in creating 'magnets for investment' (see figure 1). The purpose of this document is to show how A True North agenda can be achieved with an initial five year period between 2018 and 2023. It sets out shared [Key Ambitions](#), [Delivery Measures](#), [Key Diagram](#) and an [Action Programme](#) that builds on what has gone before, but is set within a longer time frame over the Local Plan period to 2032. It provides detailed proposals for those areas where investment and change is expected and is most urgent and where it will deliver most benefit. Appendix 1 details what is proposed where and how it relates to existing investment, in a series of diagrams. Appendix 2 details how performance and our combined efforts will be measured.
10. No less important but less urgent measures are also defined in helping meet these ambitions. Skills training, business development support, University-business collaboration and creative and digital industry initiatives, will be important in this respect. Other as yet unknown plans might also contribute, but the objective should be to act with a high degree of unity.

Figure 1 – Combining efforts and resources



# Key Ambitions



## Key Ambitions

11. The city centre has changed over the last 30 years. Princes Quay began the start of a newer shopping centre experience and major new retail outlets at St Stephens followed in addition to a public transport interchange along with significant investment in the Indoor Market and offices at Humber Quays. As a consequence the shopping core has also shifted westward. The focus on wholesale public realm improvements, and greater activity brought during the UK City of Culture and other celebrations, has resulted in a resurgence of people spending more time in the city centre. Cultural facilities and Fruit Market renewal has further cemented this activity.
12. As explained in the City's new Local Plan that looks to 2032, Hull is proud of its rich and distinguished history and is looking toward an inspired future playing a key role in both the renewable energy and cultural economy. Hull is a world-leading maritime city that is ready to compete internationally to deliver sustainable and inclusive economic growth. The Local Plan sets out a spatial vision for the City. It highlights the importance of the city centre as a strategic priority:

***Promote the role of the city centre as a world class visitor destination by making it a focus for major shopping, food and drink, and leisure development that can serve the city, the wider region and areas beyond.***

13. To realise its full potential as part of a True North agenda a number of important mission statements provide more detail about our intentions:

### ***1. Creating a unified city centre***

The city centre's greatest asset remains its Old Town and waterside frontages. Whilst recent investment in the Fruit Market has created something distinctive, we will focus in making better the connection with the Old Town and its waterfront areas along the Rivers Hull and Humber.

Recent significant public realm works have refreshed the routes and spaces that unify the city centre. Further links and improvement to some existing spaces should be made to support the clustering of uses and activity with a focus on the shopping core and prime shopping frontages. This will provide a place where communities and generations meet and mix.

## ***2. Creating a thriving cultural and economic hub***

Niche and specialist businesses have been attracted to unique parts of the city centre over recent years, particularly in and around the Marina and the Fruit Market. These businesses give the city centre a distinctive appeal, adding to its economic offer and in bringing further custom and attracting new businesses, whether this is retail, leisure or offices. This will bring additional jobs and increase the potential for graduate retention and for attracting new investors. Activity has increased often into the evening, in making more vibrant parts of the city centre.

## ***3. Shaping an attractive and sought after place to live***

People are an essential part of a vibrant and viable city centre. Residential living brings activity that supports shopping and services. It brings a degree of local spending power and creates a demand for a more diverse range of uses including for leisure and food/drink. The Local Plan promotes over 2,500 additional new dwellings over the plan period.

## ***4. Shaping a distinctive place to shop***

A 'shopping circuit' of enhanced routes and spaces will better link shopping destinations together, thereby improve footfall and the potential for further investment. Shopping trips to the city centre should become more of a pleasurable experience and create opportunities for related leisure or restaurant/food/drink spin-off uses.

## ***5. Fostering a stimulating place to learn and to work***

Numerous practical and knowledge based labour skills are important for contemporary successful cities. Hull has one of the most dynamic and flexible workforces in Europe that combines a strong work ethic, a can-do attitude and friendly approach. By continuing to develop our partnership working arrangements with our learning organisations we will ensure that the city centre retains its reputation as a stimulating place to learn and work.

A city centre education 'hub' incorporates the newly built £10m Ron Dearing UTC, Trinity House Academy and Hull College which all target a specialist university offer.

## ***6. Developing a world class visitor destination***

Public realm investment is a watershed moment that has transformed the city centre. This has enhanced footfall and provided an attractive and appealing stage befitting of the city's rich built heritage. New innovative lighting now highlights much valued and previously unnoticed heritage buildings and spaces like never before. New water features have attracted huge interest and drawn people of all ages to visit and to stay and longer in the centre.

Bringing more people to the city centre is crucial as this brings spending power necessary for a thriving economy. Our Old Town assets continue to thrive but we are complementing this by developing a new heritage focused visitor destination 'Hull: Yorkshire's Maritime City' project. Meanwhile, the Council is working with partners through the Heritage Action Zone to better market the city centre to visitors from further afield, including those coming into the city via the North Sea ferry links. Progress is being made in bringing a new Cruise Terminal forward in attracting further spend and visitors to the city centre.

Joined up working between the Council and its partners will ensure the continuation of a high quality programme of events for the city centre as part of the UK City of Culture 2017 legacy.

Through the effective development and integration of visitor destination nodes alongside a high quality retail and leisure offer, Hull's city centre will provide a comprehensive world class 'experiential' offer that will appeal to both domestic and international visitors.

## ***7. Marketing our assets and ambition***

We need to communicate our ambitions to a wider audience. This means telling the world about our proposals to retain existing and encourage new investment. HullBid, the organisation that helps businesses in the city to grow, markets activities which are city centre focused. New innovative ways of 'selling' our assets and ambitions such as digital imagery are needed, especially in competing for investment with other city centres.

## ***8. Working together in realising change***

A composite Action Programme illustrates the necessary interventions and the relationship of key projects. A range of other measures is also required to support actions and further investment.



# Delivery measures



### *Financing*

14. In realising our ambitions the Council has committed £78m of its budget to the city centre, with £28m spent to date and £50m allocated for future investment. As part of this commitment, the Council has secured significant additional funding from organisations such as the HLF and Humber LEP alongside investment from the private sector. Retaining investment that has already been made and attracting additional new activity will also be critical.
15. Hull City Council has invested £27m in the public realm which has served as a catalyst to unlock significant investment from the private sector. We will continue to work with investors to lever further investment.
16. On complex schemes, such as Albion Square, additional funding from the Humber LEP, RGF, Coastal Communities and central government health, education and housing gap finance initiatives will supplement partner investment to achieve much needed development. Where common aims are shared with prospective partners, there may be the potential to collaborate on projects to share costs and, in due course, the rewards of development and change.

### *Partnership working*

17. Investment in the city centre in forming part of True North rests with many organisations. We realise that greater certainty is needed to enable others to invest more securely. In working with others the City Council has taken a lead role in working toward this mission.
18. Joint venture or public/private partnership working arrangements is a key regeneration approach used in Hull. The City Council will bring its land assets to bear in a way that maximises regeneration benefits. The City Council is keen to create jobs and training opportunities as part of this.
19. Hull City Council will monitor progress towards achieving its ambitions. The delivery of the development projects as outlined will provide the stepping stones towards attracting the jobs, residents, visitors and spending associated with these groups.

### *Comprehensive Development*

20. Comprehensive development of sites, as part of our True North agenda, is essential in maximising effort and returns. Land assembly is critical to this. A joined up approach to realising the value of comprehensive development will be taken and piecemeal approach avoided.
21. Many initiatives and projects are either completed or well underway in the city centre. Whilst some of these are the result of direct intervention by Hull City Council, there is clear evidence that the market has started to respond unaided. As such, the Council will increasingly play the role of enabler, using its influence and powers to secure high quality development.

### *Land Assembly*

22. One of the biggest obstacles to the city centre's development is fragmented land ownership and a shortage of sites that appeals to the market. Hull City Council will continue to engage with landowners and investors in partnership to remove these obstacles by focusing resources on priority strategic sites. Where necessary, the Council will continue to explore opportunities to use its powers through highways and planning legislation to bring sites forward for development.

### *Finessing the Market*

23. One of the strongest cards that the Council has is the targeting of existing businesses that currently occupy sub-standard premises within the city centre or which have been forced into inefficient multi-site operations. Getting these businesses into new premises in the prime office core, either via a direct development approach of 'building and selling on' or through a joint venture arrangement, is an established regeneration approach in Hull. Moving such businesses can also help unlock strategic sites.

### *Enabling Hull's Development Market*

24. It is essential that the city's development market continues to operate with the Council adopting a pivotal role to champion and support development. However, where market proposals conflict with these aims to a degree where they put strategic objectives at risk, the Council has a duty to assist in resolving such issues. This is particularly important where developments outside the areas of strategic change are anchored by significant proposals in the city centre's fragile and finite markets.
25. Making the best use of the Council's limited resources, we will focus efforts on areas of major change with the aim of 'raising the game' across the whole of the city centre. This will allow land values to rise to the point where abnormal costs will not deter risk investment at any of the potential locations which the market may wish to develop. The Council will also ensure that each of its major development projects offers opportunities for all parts of the local development industry.

### *Identifying, Measuring and Managing Risk*

26. A risk management strategy is being prepared as part of the detailed planning of its action programme. Some of the most critical risks to address are:
  - shortcomings in leadership of key delivery partners;
  - limited understanding of the market's perception of risk and opportunity;
  - competition out-with the City Centre for its key markets;
  - significant downturns in the market for key uses; and
  - hanging success on a single project.

# City Centre - Key Diagram of proposals



# Action Programme











Action	Background	Ambitions met							
		1	2	3	4	5	6	7	8
	<p><i>into the heart of the city via the successful Maltings development.</i></p> <p><i>The scheme will provide a new mixed use retail and leisure offer in Albion Square which has the potential to attract national and international brands whilst simultaneously enhancing the connectivity across the city centre as increased footfall and spend results in new clusters of secondary shops. Design guidance for this site is covered under Key Site 1 of the Supplementary Planning Document.</i></p>								
PA9 - Hull Venue	<p><i>Hull Venue is seen as the catalyst to the wider redevelopment of this part of the city centre. It is a conference, music and events arena, located on a brown field site. It will provide flexible space, capable of hosting exhibitions and performances including music, shows, sporting and other events with a maximum capacity of 3,500 people. SMG Europe has been appointed as the operator for the Venue on a 25-year lease following practical completion.</i></p> <p><i>The commitment of £35.6m for the Venue, which is currently under construction, is supplemented by a further £3.7m investment for the construction of an adjacent multi-storey car park that will cater for increased visitor numbers to this part of the city centre. The investment at the Myton Street site is based on the proviso that additional income will be generated from this part of the city centre of approximately £15m. Design guidance for the undeveloped parts of this site is covered under Key Site 5 of the Supplementary Planning Document.</i></p>	✓	✓			✓		✓	
PA10 - The Fruit Market	<p><i>Hull Fruit Market is delivering a new cultural quarter within the city centre. The mixed use regeneration project provides a thriving range of quirky independent retail and leisure (food and drink) offers supported by a growing urban village. The project has brought derelict buildings back into use and has developed vacant land that reconnects Hull's central core to a prime waterfront location. The C4DI development links up with the small-scale creative businesses on Humber Street and embodies the essence of Hull's ambition to become a key player in the digital and creative knowledge based economy. A Fruit Market Masterplan has been produced for this area along with design guidance for related Key Sites 2 and 3 of the Supplementary Planning Document.</i></p>	✓	✓	✓	✓	✓	✓	✓	✓
PA11 - Princes Quay and hotel	<p><i>Princes Quay is expected to expand its retail offer next to the Venue. The delivery of a hotel on land adjacent to the Venue will also assist in maximising the economic impact available for conferences and exhibitions. This will improve the offer to regional conferences and put the Venue in a position where it can compete for larger national-level multi day conferences that would not otherwise be possible to achieve in Hull. Design guidance for the undeveloped parts of this site is covered under Key Site 5 of</i></p>		✓			✓		✓	

Action	Background	Ambitions met							
		1	2	3	4	5	6	7	8
	<i>the Supplementary Planning Document.</i>								
<i>PA12 - Public Realm</i>	<i>Additional public realm works focussed on Carr Lane, South Street and Anne Street will connect the new Hull Venue to the wider city centre. Some of these works commenced in the first half of 2018.</i>	✓		✓					
<i>PA13 - Cruise Terminal</i>	<i>Capitalising on Hull's role as Yorkshire's main deep sea port and meeting the proven, growing demand for European cruise ship growth, the economic benefits of our riverside berth are estimated at £3.1 million GVA for Hull and £16 million for Yorkshire. The Council will establish a public/private partnership to develop and operate the cruise ship service and facilities, with construction being undertaken in stages to accommodate both a port of call and a home port.</i>  <i>The new Cruise Terminal will draw visitors into Hull's city centre, boosting footfall and further strengthen the city's links with the waterfront.</i>	✓	✓	✓			✓	✓	
<b>Supporting measures</b>									
<i>SM1 - Connectivity</i>	<i>The Council will ensure that the infrastructure needed to access and connect the different areas within the City Centre such as parking, highways, cycle paths, and pedestrian routes are both high quality and fit for purpose. Effective connection of the city centre infrastructure with Hull's hinterland is essential and the Council will continue to promote more sustainable methods of transport such as walking, cycling, taking the bus and using the park and ride.</i>	✓							
<i>SM2 - Office Provision</i>	<i>The Council will continue to work with the city centre's distinctive world class business clusters. This includes ensuring that high quality accommodation is available for a range of functions including R&amp;D, HQ and administrative operations. The creation of appropriate retail, leisure and business support services will enable the continued development of a highly concentrated mix of cultural, media, knowledge and digital businesses.</i>		✓						
<i>SM3 - Place Management</i>	<i>The Council will develop a unified approach to place management, branding and activation that involves all of its key partners. This will ensure that the city centre exploits the sum of all of the parts by seeking repeat visits and ongoing inward investment. Licensing arrangements and utilities repairs especially those forming part of the renewed public realm should be on a like for like basis. Resourcing for maintaining the public realm will be protected to prevent deterioration alongside a 'chew it-bin it' campaign.</i>		✓						✓

Action	Background	Ambitions met							
		1	2	3	4	5	6	7	8
SM4 - Inner City Living	The Council will maximise the opportunities for inner city living to expand the City Centre population through the delivery of new homes. The Hull Local Plan (2016-2032) sets out allocations for 2,500 residential units on key development sites and through converting existing buildings within the city centre. Design guidance for certain sites where residential use is preferred (or it forms part of the preferred use) is provided under Key Sites 1, 4, 6, 7, 8, 9, 10, 11 and 12 in the Supplementary Planning Document.			✓					
SM5 - Destination Development	The Council and its partners need to work together to focus the city centre as the sub-region's main destination for retail and leisure spending. There is a particular need to focus develop on a quality offer that attracts spending from across the entire range of market segments. Key Sites 1 and 5 in the Supplementary Planning Document provides the design guidance for major new retail and leisure facilities.				✓			✓	
SM6 - Retail Circuit	The Council will continue to enhance the retail circuit between the new St Stephens development, the department stores along Ferensway, The Prospect Centre, Princes Quay and the new Albion Square development. Pedestrian flows will be concentrated to allow secondary streets that feed off the retail circuit to prosper.				✓				
SM7 - Skills & Education	The Council will put in place the mechanisms and measures needed to ensure Hull's labour force, particularly those residents within disadvantaged wards, are able to harness opportunities to develop high quality skills at all levels of attainment. This will improve residents' chances of obtaining new job opportunities that are created within the city centre. With a median age of 36, Hull has a young population with over 70% of the city being economically active. Businesses have access to a pool of over 120,000 workers in Hull (NOMIS) and a further four million plus within the Yorkshire and Humber region.					✓			
SM8 - Knowledge Based Economy	The Council will work to attract and retain the knowledge-based and high value industries needed to support Hull's growing leisure and retail economy.					✓			
SM9 - Education Clusters	The Council will develop the concentration of higher education facilities around the UTC, Trinity House School and Hull College, targeting a specialist university offer. There are over 30,000 students at further education colleges in the city and another 16,300 at The University of Hull. 64% of the University's students come from outside the region and almost half its graduates choose to stay in the city on completion of their studies, contributing £225m to the economy annually.					✓			

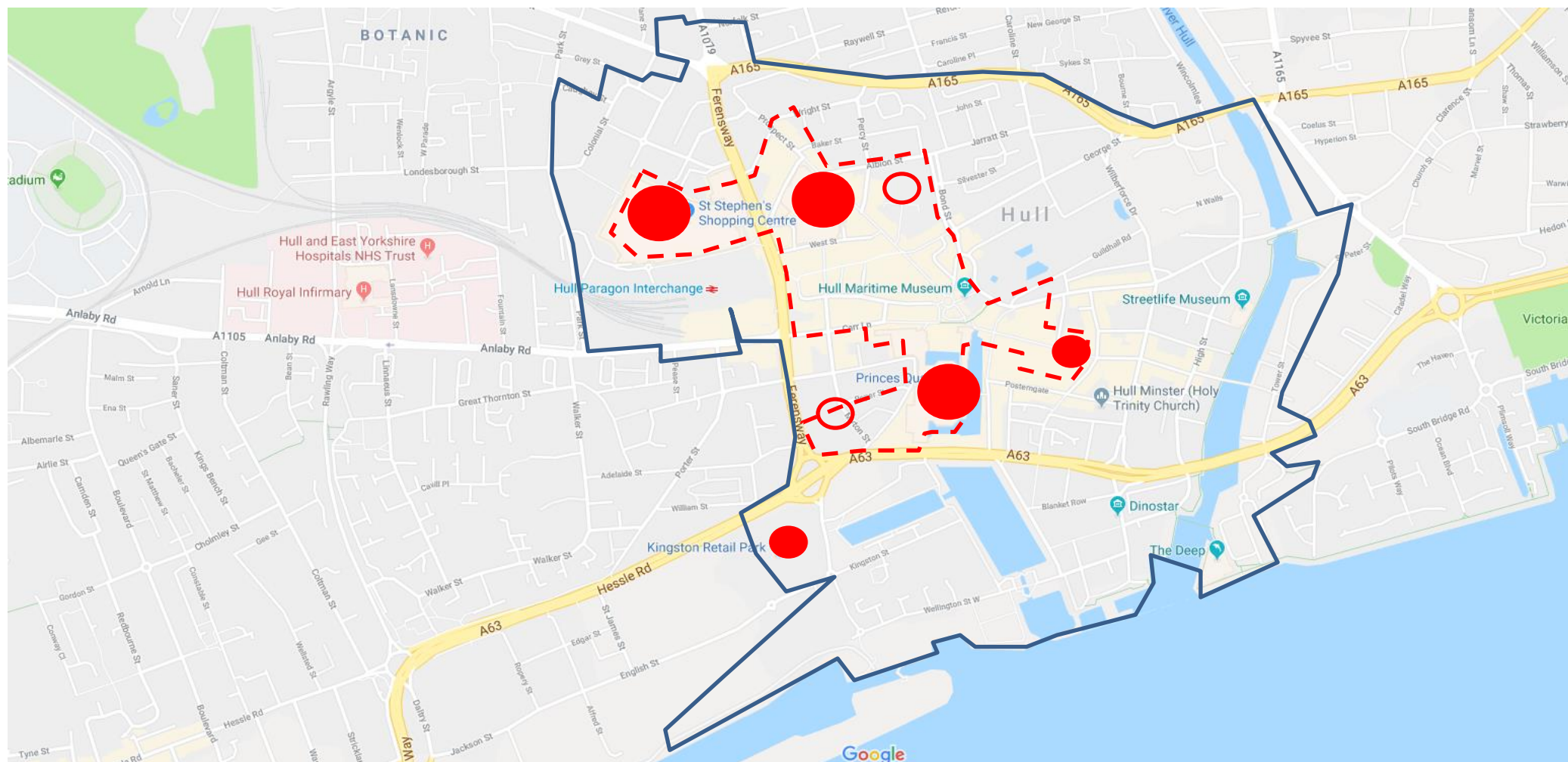
Action	Background	Ambitions met							
		1	2	3	4	5	6	7	8
<i>SM10 - Visitor Destination</i>	<i>The Council will work with partners to further develop the visitor destination offer within the city centre and to tie this into the wider retail and leisure provision as part of Hull's 'experiential' draw.</i>						✓	✓	
<i>SM11 - Investment Marketing</i>	<i>The Council will assemble a programme of concerted investment marketing schemes for Hull. It will be essential that this includes all partners in order to create and resource a suitable investment marketing initiative for the city centre.</i>							✓	





# Appendices



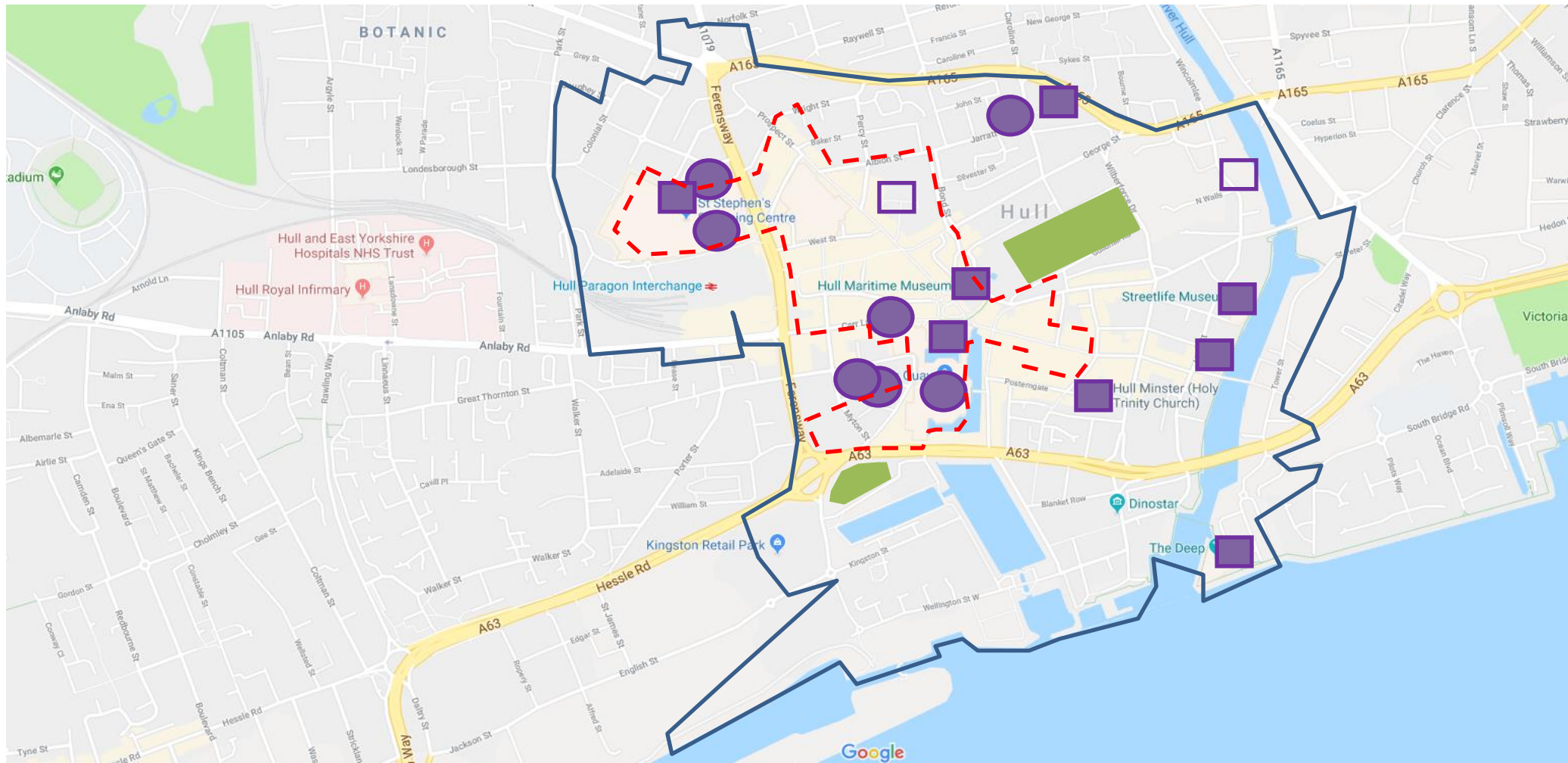
# Appendix 1 – Key projects and links analysis

## Key retail nodes



- Primary node  Retail 'core' 
- Secondary node 
- Proposed/potential new 

## Key leisure and culture nodes with connections



Day use



Existing green spaces



Day/Evening use



Proposed new





## Key business and learning uses



Existing business



Proposed office/business



Existing learning quarter



# Key hotel uses



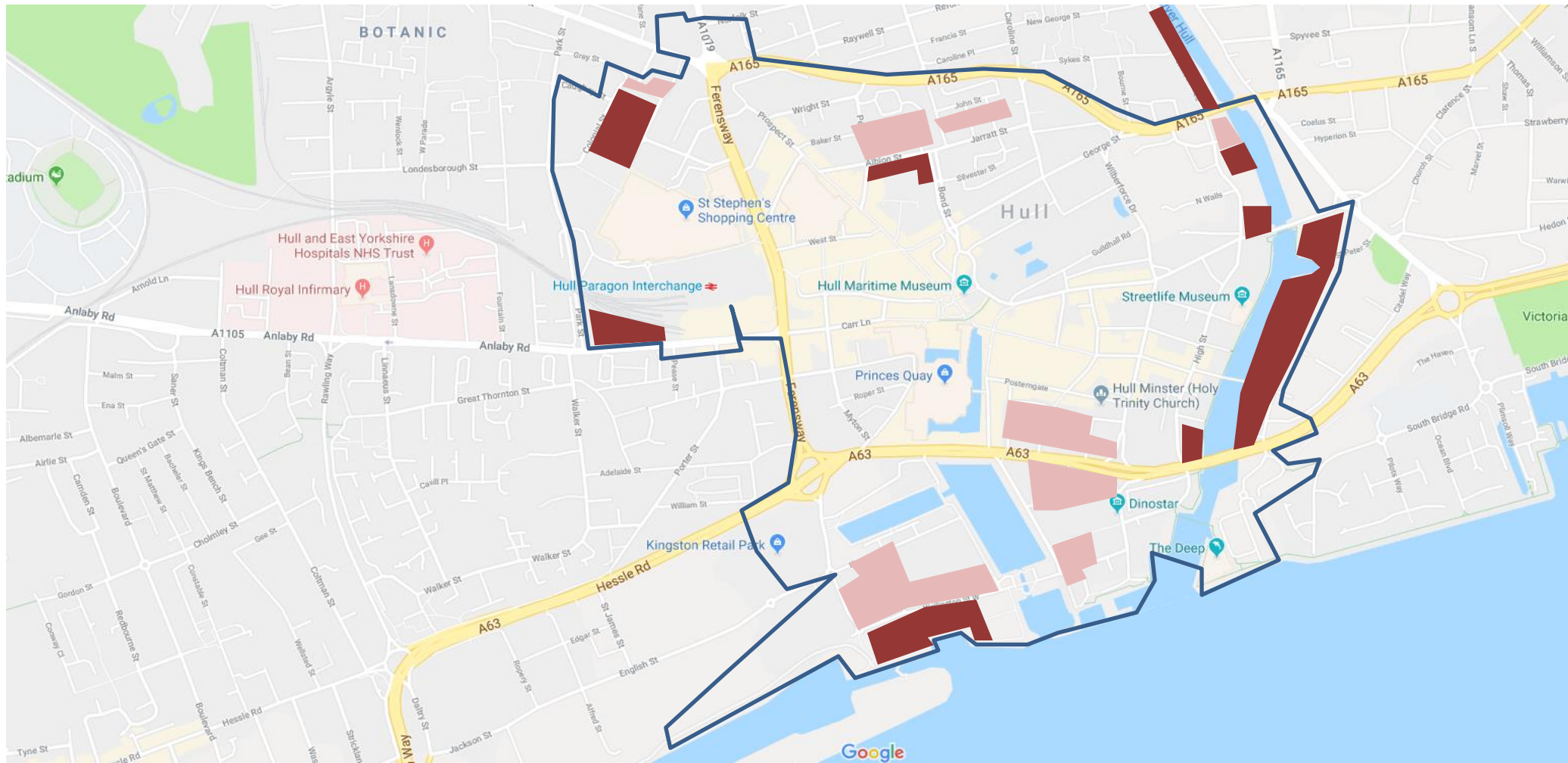
Existing



Proposed/potential



## Key residential use



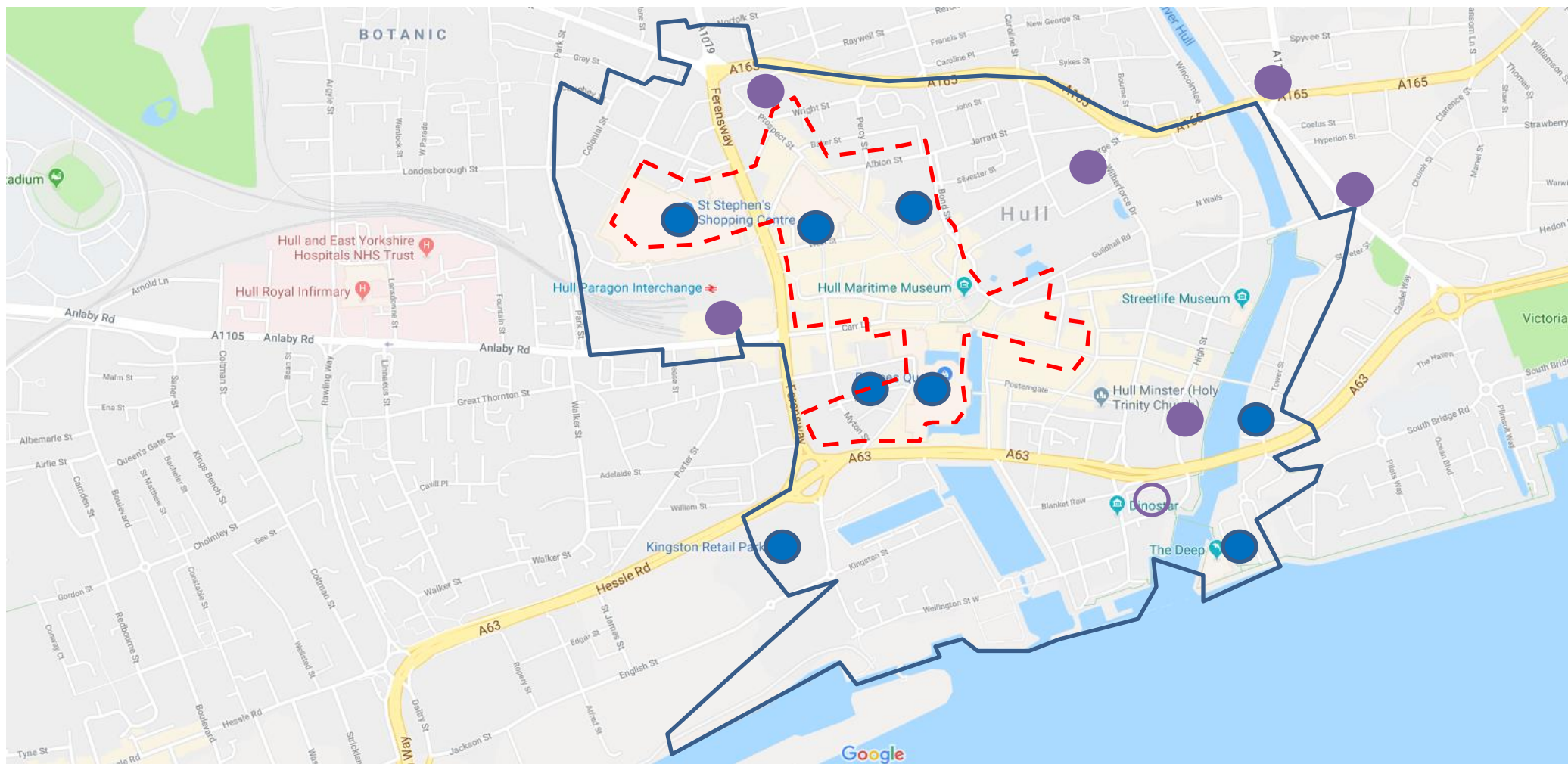
Existing residential






Proposed residential

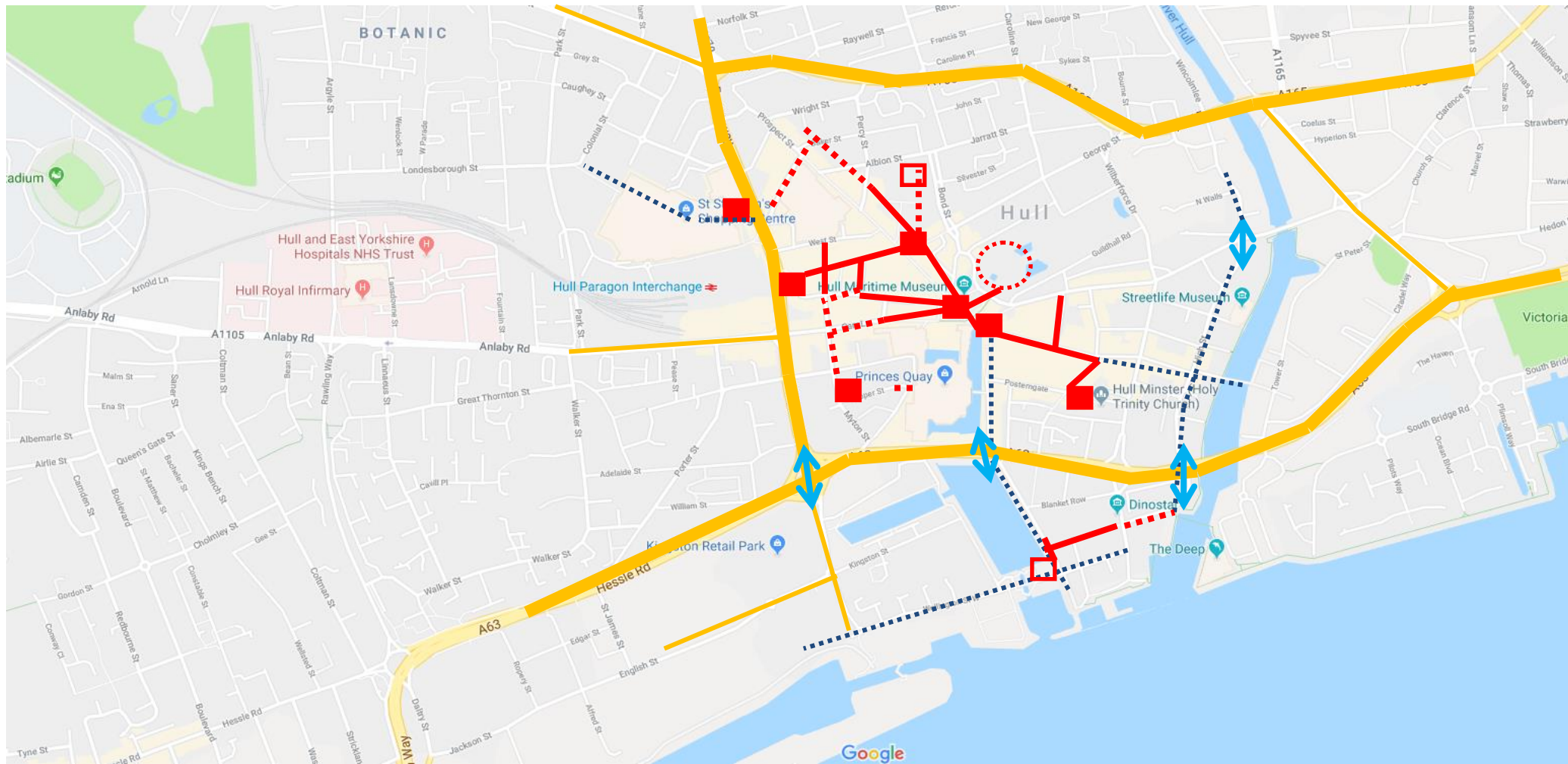


# Parking provision



- Short stay 
- Long stay 
- Proposed new 

## Key connections and enhanced spaces



Existing primary road



Existing pedestrian route



Proposed new/improved link



Existing secondary road



Proposed public realm route and space



New public realm route and space



Proposed civic space improvement



## Appendix 2 – Measuring performance

<b>Key Ambition</b>	<b>Key projects and investment</b>	<b>Measuring success</b>	<b>Anticipated timescales</b>
1. Creating a unified city centre	PA1 - Iconic Foot Bridge (£20m)	Footbridge being completed	2021
	PA12 - Public Realm (£17m phase 1 and phase 2 £xm)	Phase 2 being completed  Schemes that connect spaces completed	2020  On-going
	SM1 - Connectivity	Increase in footfall year on year within prime retail core and in peripheral locations	On-going
2. Creating a thriving cultural and economic hub	PA2 - A63 (£300m)	A63 upgrading completed	2030
	PA5 - Hull Old Town Heritage Action Zone (HAZ) – including Whitefriargate (£Xm)	Buildings retained and improved	On-going
	PA7 - Trinity Indoor Market and Old Town Grant Scheme (£600K)	Up to 28,000sqm comparison retail provided	To 2032
	PA10 - The Fruit Market (£15m)	Building/land vacancy reduced year on year	On-going
	SM2 - Office Provision	New office space and units let year on year	On-going
	SM5 - Destination Development	Provision increased significantly  No loss of short stay parking	On-going

<b>Key Ambition</b>	<b>Key projects and investment</b>	<b>Measuring success</b>	<b>Anticipated timescales</b>
3. <i>Shaping an attractive and sought after place to live</i>	PA3 - River Hull Corridor (£25m)	Properties protected from flood risk	On-going
	SM4 - Inner City Living	Residential units completed year on year reaching a total of 2,500 (150 under construction at 2018) by 2032	On-going
4. <i>Shaping a distinctive place to shop</i>	PA8 - Albion Square (£50m)	Albion Square completed and fully let	2022
	PA11 - Princes Quay and hotel (£5m)	Princes Quay retail extension completed and fully let	2025
	SM6 - Retail Circuit	Increase in footfall year on year within prime retail core	On-going
5. <i>Fostering a stimulating place to learn and to work</i>	SM7 - Skills & Education	Increase in jobs year on year	On-going
	SM8 - Knowledge Based Economy	Increase in young taking up courses	On-going
	SM9 - Education Clusters	Retention of graduates to local economy year on year	On-going
6. <i>Developing a world class visitor destination</i>	PA 4 - Hull: Yorkshire's Maritime City (HYMC) (£25m)	Completion of the HYMC	2025
	PA6 - Queens Gardens Restoration Works (£2m)	Completion of Queens Gardens	2020
	PA9 - Hull Venue (£36m)	Completion of Hull Venue	2018
	PA13 - Cruise Terminal (£24m)	Completion of Hull Terminal	2022
	SM3 - Place Management	Increase in footfall year on year within prime retail core and in peripheral locations  Public realm repairs completed on a like for like basis	On-going

<b>Key Ambition</b>	<b>Key projects and investment</b>	<b>Measuring success</b>	<b>Anticipated timescales</b>
<i>7. Marketing our assets and ambition</i>	<i>SM10 - Visitor Destination</i>	<i>Increase in footfall year on year</i> <i>Increase in visitors attending venues year on year</i>	<i>On-going</i>
<i>8. Working together in 'Growing the City's heart and soul'</i>	<i>SM11 - Investment Marketing</i>	<i>Increase in footfall year on year</i>	<i>On-going</i>



