



Business Plan 2017-2022

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Glossary of Terms

Businesses	In this context, the term is used to refer to all those occupying properties that pay non-domestic rates i.e. this includes private sector businesses of all types together with those engaged in education charitable and public sector endeavours.
BID	Business Improvement District.
BID Area	The area of the city centre within the boundary of the map at Appendix 1.
BID Team	Keith Rundle leads on this project as the BID Development Manager assisted by Pauline Gendre. John Hirst the Destination Bristol Chief Executive provides expert advice and guidance.
BCC	Bristol City Council – the Local Authority.
'Chargeable day' basis	The full year levy charge is the responsibility of the liable Party for the non-domestic rates on a fixed day (1 st November, in this case) of the year. There are no refunds made within the levy year because of any change of occupancy.
DCLG	Department of Communities and Local Government.
Hereditament	Single unit of property unit with a given rateable value.
Business Rates	Non domestic property tax.
BID Levy	The payment made to a BID based on rateable value.
Legal entity	an individual, company, or organisation that has legal rights and obligations
Levy Payer	Person/ organisation responsible for making the payment of the BID levy.
KPI	Key Performance Indicator.
Baseline Agreement	Agreed level of services provided by the Local Authority within a BID area.
ATCM	Association of Town and City Management - Membership body representing those involved place management
British BIDs	Subscription service providing advice, products, services and training for BIDs
RV	Rateable Value
BID Exchange	An interactive dashboard developed by HebeWorks under the name Solomon. This enables two-way communication between levy payers and the BID. It will display relevant information and build a performance record of BID activity.
AGM	Annual General Meeting.
EGM	Extraordinary General Meeting.

What is a Business Improvement District?

A Business Improvement District (BID) is a business-led partnership that works co-operatively to identify, and funds through a levy, initiatives, projects and events that are beneficial for the business environment.

The key requirements for a BID to be established include:

- clearly defined and cogent geographic area.
- extensive and evidenced consultation with business ratepayers.
- engagement and involvement of local authority.
- identification of priorities that are additional to those provided by a local authority.
- costed and cogent business plan.
- ballot of levy payers (requires a simple majority of those voting to be in favour – both by number and by rateable value).

There are over 250 BIDs within the UK each of which has been through an independent postal ballot. Most BIDs are in town and city centres and over the past 5 years there has been an increasing tendency to develop larger more inclusive Business Improvement Districts to enable all sectors (both public and private) to contribute to, and benefit from, successful BIDs.

In 2016 all those coming forward for their third term were approved at ballot – they had all been running for a period of at least 8 years prior to their ballot.

Legislative and Statutory Framework

Business Improvement Districts and the mechanisms to introduce and control them are set out in primary and secondary legislation.

[Local Government Act 2003 Part 4](#) – permits and controls Business Improvement Districts.

[Business Improvement Districts \(England\) Regulations 2004](#) – responsibilities of a BID proposer/ developer and the local authority.

There is also Guidance issued by central government to assist in the development and administration of BIDs.

[DCLG Guidance and Best Practice](#) – practical guidance on the development and management of a BID - developed jointly with the Association of Town and City Management.

[Business Improvement Districts – A Technical Guide for Local Authorities](#) – guidance for local authorities in fulfilling their legislative obligations, developed by with British BIDs

BIDs and Destination Bristol

Destination Bristol have been involved in the development and management of BIDs since 2005. The company was the proposer for Broadmead Business Improvement District and has continued to manage and develop this BID through 2 renewal ballots (2008 & 2013). Broadmead retail area provides a great example of the transformative ability of a BID. This BID was key in both securing the Cabot Circus investment in 2008 and simultaneously leveraging £10m of additional funding to deliver public realm improvements.

Broadmead BID has ensured that it has responded to the changing needs of its members over time and continues to deliver excellent value to its levy payers.

Destination Bristol have proposed this BID and advanced development funding for this BID proposal because we are proud to be part of promoting and improving this great city. The gross value added of Bristol's economy continues to rise and so do the expectations of those using our city so a plan for continuous improvement of the wider city centre is urgently needed to stay ahead of other British and European cities.

Destination Bristol have a long history of working in partnership with all sectors and communities to develop and maintain very high standards, ultimately providing benefits, approval and hopefully enjoyment for all who use Bristol city centre.

Bristol City Centre BID development

History and Background

The development of the Business Improvement District for Bristol city centre was begun in early 2015. It grew out of an earlier retail focused project for discrete areas of the city and its centre. The initial BID boundaries were closely demarcated around the main retail (apart from Broadmead), leisure, and night-time economy sectors. This included, in the main, Park Street, Harbourside and Corn Street/ Old City.

A feasibility study was undertaken with businesses in the area. A clear desire emerged to develop investment and promotion of the areas. There was a general desire for improved marketing, introduction of place making and co-ordinated marketing. It was also suggested that businesses, the police and the local authority preferred to address safety and night time economy issues through a BID mechanism rather than the imposition of a Late Night Levy. These priorities have remained consistent throughout all the BID consultation.

Following an open consultation session in June 2015 a Steering Group of businesses and relevant Bristol City Council officers was drawn together.

An initial survey was conducted through the summer of 2015. Other consultation channels included open forums and face to face meetings. The themes outlined above continued to be requested.

Through this period other emerging findings demonstrated a desire for more ambition and inclusiveness within any BID proposal.

A feedback session was arranged in October 2015 to which businesses, Steering Group and other stakeholders were invited. A key speaker was Dr Julie Grail and industry expert who provided put Bristol's aspirations into the context of BID development across the UK.

The consensus from this meeting was that the BID proposal would continue to enjoy significant support when it:

- identified a boundary that better represented the 'city centre'.
- included a larger spectrum of businesses operating in that area.
- Was more ambitious for Bristol.

All the feedback outlined a need for sufficient capacity and engagement to deliver substantial initiatives in improving the welcome, attractiveness, safety and positive promotion of the city centre.

The decision was taken to significantly revise and adapt the BID proposals to reflect the demands of potential levy payers.

From November 2015, a revised proposal was developed that responded to the requests. It appeared to meet the aims and aspirations of the business community. Extensive research and soundings were taken with the business sectors and organisations that would now be included within the newly drafted boundaries to gauge their desire and demand.

There was comprehensive support for revised proposal in principle.

The thresholds for the BID were initially set at a rateable value of £20,000 for non-domestic ratepayers with the sole exception being those holding a Premises Licence who were permitted to open after midnight. In this case the rateable value threshold was set at £9,000.

In February 2017 these thresholds were amended to reflect the change in rateable value. The thresholds were raised to £25,000 and £10,000 respectively to minimise the chance that businesses who had not been advised of the BID development and had not had the opportunity to be consulted on their views and needs were brought into the BID merely by the change in rateable values.

In March 2017 the threshold for hereditaments holding a premises licence and permitted to open after midnight was increased from £10,000 to £12,000 to reflect the Small Business Rate Relief change from April 2017. This was done to ensure that small businesses continued to be protected from additional costs.

Boundaries of the BID

The boundary of the City Centre BID was drawn to ensure that its area included as much of the main business area of the city centre as could feasibly be managed under one BID management team.

The physical boundary of the Floating Harbour was taken together with the route of the inner ring road and part of the University of Bristol campus at its northern edge. The boundary then returns to the Floating Harbour using Brandon Hill Park as a physical boundary to the west.

A map of the area is included at Appendix 1.

NOTE:

Broadmead BID area is included within the City Centre BID boundary. There would be no requirement for any payment to the City Centre BID by any contributor to the Broadmead BID.

The intention of overlaying Broadmead BID with the City Centre BID's eastern boundary was to ensure that the City Centre BID's included the recognised 'city centre' and the gateways to the city centre.

Broadmead BID has its next (4th term) ballot in 2018 and it is expected to remain as a separate homogenous retail Business Improvement District

Development path of the BID

Prior to March 2015 a clear need for a BID was identified by businesses to address the need for improvements in various areas of the city's performance. As the brief for the development of the BID area and scope changed through 2015 into 2016 further engagement with business and local authority reinforced that view and the confirmed support within all sectors of those paying the non-domestic rates in the proposed area.

From October 2015 when the businesses and Dr Julie Grail, a recognised industry expert, recommended that a wider more inclusive and ambitious project should be undertaken the viability of the BID was much clearer. The intended area and the classes of business ratepayer to be included were agreed together with differential thresholds for day and night time businesses.

The rating data showed a total RV of between £85m and £90m; with an appropriate levy of 1.5% this would make the BID income viable to deliver the expectations initially outlined by likely levy payers.

The revised outline was put to those businesses who had been at the October 2015 meeting and to the BID Steering Group. It received unanimous approval as being a significantly more attractive proposition and a much needed development for the city centre.

Planning Communication, Consultation and Development

In January 2016, a project plan was developed for the steps to be undertaken by the BID development team. A period of 18 months was determined as being appropriate before the ballot would be held. This allowed sufficient time for the identification of, and consultation with the correct business contacts and voters.

Many resources were identified as being useful in the development process and the documents consulted included legislation, DCLG Guidance, industry guidance and advice, BID surveys and business plans together with Bristol specific research and documents.

A non-exhaustive list of these documents is shown at Appendix 4.

Completed phases in the project plan are:

February - June 2016

Establishment of initial database of businesses with Rateable Values above the initial thresholds.

Engagement with existing business forums for traders (Park Street Forum, Old City Traders and City Pubwatch).

100% of businesses likely to pay into the BID (potential levy payers) were sent a letter with [an introductory leaflet](#).

Letters were also sent to national voters where these could be established.

Development of newsletter for businesses.

Social media use increased to promote the BID development and provide service for business.

Face to face contact with businesses and organisations.

Database of contacts and voter details initiated.

Further refinement of email contacts and newsletter to deliver regular e-newsletter.

July - September 2016.

Consultation survey circulated to all businesses.

Promotion of survey through e-news, direct mailing, email and social media.

Face to face consultations continued to confirm and flesh out the main priorities for the BID.

October - December 2016.

Consultation outcomes were fed back through well attended open sessions, business networks, e-news and direct contact.

100% of businesses were sent a letter and leaflet summarising the consultation outcomes.

[‘What should Bristol’s Proposed City Centre BID deliver?’](#) leaflet circulated to all businesses and promoted through e-news, direct mailing, email and social media.

Face to face consultations continued these confirmed and fleshed out the main priorities for the BID.

Consultation events were held to brief and discuss outcomes with businesses during October.

Double page article printed in Bristol Post covering BID development 12th October 2016.

All data from the consultation events, surveys, social media responses and face to face contact drawn together and consolidated into themes and projects.

Strategic Board for BID set up with first meeting 29th November 2016.

January - March 2017.

BID prospectus and business plan prepared outlining projects that respond to the consultation and feedback received.

Close working with Bristol City Council on baseline agreement and compliance with legislative requirements.

Consultation on progress with both Steering Group and Strategic Board in February 2017.

Online news article within Bristol 24/7 and in their March print edition outlining the BID proposal.

Business plan drafted and submitted to Bristol City Council 24th March 2017.

Prospectus completed and printed for 31st March 2017.

Local Authority

Bristol City Council is the local authority for the area where the City Centre BID is planned. It is noted that it also has separate roles as levy payer and voter.

The BID team has primarily engaged with the Business Rates and the Economic Development teams. This positive and helpful relationship has continued for the whole development period – the council provided a single primary contact for the BID and a separate Business Rates contact.

The City Council's Corporate Strategy 2017-2022 outlines its support for BIDs and their inclusion in the City Economic Development Plan to guide development of 'high streets and local centres'.

A Baseline Agreement has been drafted to show the level of services currently provided by the city council and is included at Appendix 2.

The BID can only provide services that are additional to the services provided by the local authority within this baseline agreement.

The Baseline Agreement will be reviewed annually during the BID term.

An Operating Agreement is being prepared that deals with the collection, handling and transfer of BID levy payments – this is shown at Appendix 3. This agreement will include a charge of £20,000 in 2017; this will increase in line with the rate of change in the RPI in September of each subsequent year. This charge covers the costs of collecting the annual BID levy and is included within the financial section under Management and Operating Costs.

The City Council has appointed [Electoral Reform Services](#) to manage the independent postal ballot process. Ballot papers will be issued on the 7th June and the postal ballot will close on the 5th July 2017

Campaign

The campaigning phase will include all channels of communication to continue to raise awareness of the BID proposal and the importance of the BID ballot. This will further stimulate interest and support for the proposals within the business plan and prospectus.

The BID prospectus is being sent by mail to:

- the property address (where occupied).

- the address of the liable party (where different from the property address).

- the address of the known voter (where different from the property and liable party address).

Additionally, the BID prospectus is being sent by email to all those businesses where an email address has been identified during the communication and consultation phases of this project.

The BID team will be in further contact with representatives of all voting hereditaments offering to discuss the specific benefits of the BID. This will include national local voters where they have been confirmed to the BID team in the extensive research and previous communications sent to all potential levy payers.

The BID prospectus will be posted to the [Bristol City Centre BID website](#) and will be signposted from media articles and printed copy.

The BID prospectus will be promoted and circulated via links on social media. We will use Twitter accounts that we control and manage – @briscentrebid (c.2700 followers) @bristololdcity (c.2650 followers) @brisparkstreet (c.4000 followers) – and our Facebook account (Bristol City Centre BID).

The BID business plan will be posted to our website [Bristol City Centre BID website](#) and will be signposted from the prospectus and be available to all potential levy payers.

BID Priorities

The priorities for the Bristol City Centre BID have been developed from the consultation feedback events and interactions that we have had over the past 15 months of developing this proposal. We are grateful for all the effort and time that has been put into this by the businesses within the area and to the thought and creativity and energy that is still coming from those with whom we speak.

Each of the priorities addresses a need to improve the city centre for the benefit of all. There is a general recognition that Bristol needs to improve its performance in being an attractive welcoming safe and healthy place to live, work, study or spend time – equally there is a lot to be proud of in our city centre and that story should be told loudly and clearly. It is no surprise that the priorities of business are also reflected in a number of the local authorities' aims. The BID will work particularly closely with the local authority to make Bristol city centre's streets safer and cleaner, improve the cultural offer and increase work experience opportunities for young people.

The BID priorities outlined below will help to achieve and maintain that change whilst introducing an element of active management into the city centre environment.

Improving safety

Reducing crime and anti-social behaviour to improve perceptions of the area both day and night.

Partnership - Work closely to support the police and others to ensure that appropriate response is received by businesses to issues of crime and anti-social behaviour.

Eyes and Ears - A team of uniformed BID Ambassadors to provide information and advice and to act as the eyes and ears of a caring city.

Better management of the night-time economy – Improve the management of the night-time economy by supporting and developing the current and future initiatives (such as the radio system, marshalls, Purple Flag and Best Bar None).

Problem Solving – Target the areas of most concern by identifying and supporting solutions (including St James Barton/ Bearpit).

Quick and Caring – Respond rapidly to damage and graffiti demonstrating care and regard for the area.

Improving the “look and feel”

Delivering high standards of care and management.

Cleaner – Enhance current cleansing and waste collection.

Problem solving - Identify problems and deliver a rapid and co-ordinated response.

Arts, Culture and Health – Deliver cultural events and seasonal dressing that enhance and support current activities (e.g. trails, music, sporting activity, Christmas lights).

Greener - More planting and innovative floral enhancements (e.g. pocket parks).

Strong relationships – Care for the BID area by using networks and partnerships to rapidly identify and resolve problems.

Crime reduction – Work with police and council officers to reduce crime and anti-social behaviour.

Improving the Welcome

Create a lasting impression of a caring and welcoming city centre.

Welcome Team – Introduce Ambassadors/ Rangers to assist levy payers and visitors and promote the care and wellbeing of the city centre.

Better wayfinding – Develop and implement ways to make moving around the city centre simple and engaging.

Improved parking – Champion parking initiatives that benefit, in particular, retail and leisure businesses. Pursue a helpful and positive approach to parking.

Caring – Work in partnership to reduce rough sleeping and provide pastoral support for those in need.

Raising Cleansing Standards – Transform the city centre by regular street washing, chewing gum removal and improving the environment by day and by night.

Tailored Services – Same day response for levy payers for cleansing services and street level graffiti removal.

Visual appeal - Provide seasonal colour through lighting art and planting.

Promoting Success

Marketing and promoting the BID area as a safe, healthy and welcoming place to work and to visit for shopping and leisure.

Effective Marketing – Develop professional and co-ordinated marketing strategy that will benefit levy payers across all sectors.

Social media maximisation – Expand the use of social media to provide key information about the BID area and enhance its overall appeal.

Promotion – Identify and consistently promote success within the BID area

Being on the front foot – Work proactively with levy payers to maximise all promotional opportunities.

Always acting in your best interest

Be the single point of contact for business queries and issues.

Cost reduction – Develop and promote money saving schemes to reduce business costs for all levy payers.

Represent your views – Communicate clearly and loudly the views of businesses and professionally represent the BID area.

Networking – Build inter-business networks to encourage everyone to work together and keep money circulating within the BID area.

Local first – Commission services from within the BID area wherever possible.

Responsive, Accountable, Reliable – Deliver a messaging and information sharing interface for immediate two-way communication between BID management and businesses.

Waste & recycling – Develop and deliver a waste and recycling scheme with target savings of 40%.

Work experience hub – Develop a clearing house scheme which puts those in need of work experience together with the businesses who support and want to work with young people. This will be delivered in conjunction with existing schemes such as www.bristol.works and the wider Learning City initiatives.

BID Arrangements

Ballot

The ballot for the Bristol City Centre Business Improvement District will commence with the distribution of voting papers on the 7th June 2017 – the ballot papers will be despatched to the relevant voter for a business.

If, on reading this business plan you believe that you are the voter for a business within the proposed BID AND you have not been contacted directly by the team please contact Keith Rundle by email (Keith.Rundle@destinationbristol.co.uk) or on the telephone 0117 946 2215.

The ballot date is the 5th July 2017 – this is the final day on which postal ballots will be accepted. The ballot result will be announced and publicised by the BID team and Bristol City Council as soon as it is received from ERS.

Database

The list of voters has been compiled from, but is separate to, the ratings list provided by Bristol City Council.

The voter for each hereditament has been identified by one or more of the following:

- Wherever possible by face to face enquiry at the business address.

- Contact with the liable party.

- National voter database (British BIDs) – 2014 version with further confirmatory checks.

- Research and enquiry through rating/ property agents

- Direct contact with property owners.

- Companies House enquiries to identify directors.

- Internet searches including company websites and databases such as LinkedIn

Where a voter has been identified during the BID development an agreement is in place for that information to be used by Electoral Reform Services Ltd in the ballot.

Hereditaments

There are 810 hereditaments within the Bristol City Centre BID boundary and this includes all local authority hereditaments that fall within the BID levy rules.

Local Authority

The billing authority is Bristol City Council who will be responsible for the issue of bills and the collection and enforcement of the BID levy payments.

Notices

The Secretary of State at the Department of Communities and Local Government was notified of the intention to hold a ballot on the 4th January 2017.

The Ballot Holder, Bristol City Council, propose to issue the Notice of Ballot on the 24th May 2017.

Proposed Services

The services to be provided by the BID will all be in addition to those provided by the City Council in its statement of Baseline Service (Appendix 2).

The services that are currently being developed are included in the BID Priorities section above. The costs for the 5 Priority Areas are shown in the Finance section of this business plan.

Term

The Bristol City Centre BID term will be 5 years and will run from the 7th August 2017 to the 6th August 2022.

Variation Provisions

This paragraph relates solely to the application of BID levy funds. Additional voluntary income from other sources is not covered by this section.

Significant changes to the BID proposal can only be made by an alteration ballot being held with all BID levy payers. (Regulation 16 of the [Business Improvement Districts \(England\) Regulations 2004](#))

Variations to individual projects will be reported to the Management Board at its regular meeting by the BID Manager.

Major variations (up to 20% of a theme allocation) will be put to the Board for review prior to implementation.

Any variation over 20% of a theme allocation must be put to the BID Annual General Meeting for approval.

BID levy rules

1. The BID levy payable for each hereditament is 1.5% of the rateable value.
2. Throughout its 5 year term the BID Levy will be charged on the rateable value shown for the hereditament on the 1st September iteration of the 2017 valuation list (subject to Rule 7 below).
3. When a rateable value changes re no entry, or a zero entry, exists on the 2017 valuation list the first subsequent published valuation list on which the hereditament appears shall be used.
4. The person liable to pay the BID levy is the Liable Party for the non-domestic rates for the hereditament.
5. The BID levy will be payable by all those hereditaments (subject to 6a below) that are coded and classified as:

LT1 - Amusement Arcade	MH2 - Hospital	CG - Petrol Filling Station
CS1 - Bank	MR - Hostel	MP – Police Station
NT - Bus Station	CH - Hotel	CL - Public House
CR1 - Café	CS4 - Kiosk	CR - Restaurant
CP - Car Park	MP1 - Law Court	CH1 - Self Catering Holiday Unit
CP1 - Car Parking Space	LC2 - Leisure Centre	CS - Shop
CG3 - Car Showroom	NT1 - Mooring	CS7 - Showroom
LT - Cinema	CO - Offices	MH - Surgery
CL2 - Club	ML - Offices – Local Government	LT3 - Theatre
EL1 - College	CX - Other Commercial	EU - University
EN1 - Day Nursery	LX - Other Leisure	CL1 - Wine Bar
CS3 - Hairdressing Salon	MX - Other Miscellaneous	IF3 - Workshop
LC3 - Hall	NX - Other Non Formula	IF30 - Workshop, Office
CH3S - Motel & Premises		

6. No hereditament covered by Rule 5 (other than those covered by Rule 6a) will pay the levy if its rateable value is less than £25, 000.
 - a. Hereditaments with a rateable value under £25,000 will pay the levy ONLY IF their rateable value is £12,000 or above AND there is in existence for that hereditament a Premises Licence with permitted hours that allow opening after midnight on any day.
7. The BID levy is payable in full, in advance, on 1st November of each year. The exceptions to this are where a hereditament is:
 - a. added to the 2017 list
 - b. removed from the 2017 list
 - c. split
 - d. merged with another hereditament that brings it within the BID thresholds
 - e. reduced to, or increased from, zero
8. The levy is collected on a 'chargeable day' basis (i.e. the liable person for the levy payment is always the person liable for the payment on 1st November each year.
9. Any adjustments to the rateable value will only be effective from the next billing year.
10. The term of the BID will be 5 years commencing 1st November 2017 and ending on 31st October 2022.
11. In the case of an empty or untenanted hereditament the person entitled to occupy will be liable for the BID levy with no void period and will be entitled to vote.
12. A cap on the annual levy payable for any single hereditament is set at £20,000.
13. A cap on the levy payable by any single legal entity is set at £40,000.
14. Registered charities will pay a levy of 0.75% for any hereditament that does not primarily operate as a retail or other trading premises.
15. Hereditaments within the Harbourside managed public space (see map within Operating Agreement) that pay a management fee to cover the provision of services that will also be delivered by the BID will pay a levy rate of 0.75%.
16. No hereditament for which a contribution is made to Broadmead BID shall be liable to pay the BID levy into the City Centre BID.

BID Operations

Baseline Agreement

The provision of baseline services will be monitored by the BID to ensure that the services the BID commissions are in addition to those within the baseline agreement. Where the BID commissions services from the provider of an existing 'baseline service' this will be contractually separate with distinct performance measures that ensure best value for the levypayers.

Communication with levy payers

Communication with levy payers is of paramount importance. For this reason, the BID will commission a solution that gives each levy payer an interface (BID Exchange) through any electronic device.

This will provide:

- communication between the BID team and the business
- a record of activity in response to an issue raised
- provision of a suite of relevant data for the business sector
- inclusion of social media feeds
- event calendar for the city centre.

In addition to this facility the BID will communicate with businesses in the area through a regular e-newsletter dependent on demand a print version may be produced).

The BID will hold (as a minimum) quarterly open meetings for BID levy payers the agenda for which will be set by the Management Board.

Community

The BID is committed to acting in the interests of the wider community of Bristol through its operation and activities.

Part of the engagement with the wider community will be by undertaking an active role within an available structured community network

The BID's primary purpose remains delivery of significant improvements in the overall business ecosystem for Bristol city centre and believes that this can be done for the greater benefit of all.

Corporate – (BID Body)

The BID body will be operating within the current Board of Destination Bristol – a specific Management Board will be set up as outlined below.

Destination Bristol is a not for profit company limited by guarantee – company number 03715280 - that has operated this model in relation to Broadmead BID since merging with the Broadmead BID Board in 2008.

Governance

Following a successful ballot a Management Board will be established.

This Board will meet on (at least) a quarterly basis. They will oversee the strategic direction and financial management of the BID. Where decisions are required voting rights are only held by levy payer representatives.

The day to day BID delivery is delegated to the BID manager who will submit a report to the Board at each of their meetings.

The Board will be responsible for ensuring that the BID operates as part of a wider community and in the public interest.

Representation on this Board is available to all levy payers and will be proportionate to each business sector's relative gross rateable values. The election of Board members is to be held at each AGM.

The Management Board will have 16 voting members made up of the below representatives:

Office –	6
Leisure –	4
Retail –	2
Education –	2
Public Sector –	2

The Board may co-opt up to 4 other members for technical advice or to ensure sufficient diversity of representation.

The City Council will have formal representation on the Board as the provider of statutory services in the area.

Once established the Management Board will elect a Chair from within its members. The BID will seek independent accreditation in its first term and will be subject to independent mid-term review (including a survey of levy payers).

Management.

The appointed BID management will ensure that the projects identified within the business plan are delivered by an appropriate combination of staff both directly employed and contracted. The BID management will be appraised by the Management Board on a regular basis and will refer matters to them as appropriate.

Mid Term Review

The Management Board will make a recommendation to the first BID AGM on whether to commission a mid-term independent review of the BID's operation including a survey of levy payers.

If this is commissioned it will be made available to all levy payers on the website and on the BID Exchange dashboard.

Operating Agreement

An Operating Agreement is in development with Bristol City Council to cover: Bristol City Council's responsibility for the imposition collection enforcement and administration of the BID levy.

payment schedules and methods for the payment the monies collected to the BID
supply of financial information from the BID Proposer to Bristol City Council in accordance with the BID Regulations.

The Operating Agreement will be available at www.bristolcitycentrebid.co.uk when completed.

Performance Monitoring.

The BID Management Board will, at its first meeting, agree a suitable suite of performance measures. These will include both qualitative and quantitative measures of the BID performance under the initiatives outlined earlier in this business plan.

Research and Consultation

The BID will develop further its relationships with the Universities and other institutions within Bristol to commission and review research into specific aspects of improvements that may be made in the city centre's performance. This will provide an empirical basis for the decisions on, and prioritisation of, initiatives and projects.

The BID Exchange will be used on a quarterly basis to seek the views of the BID levy payers on the performance of the BID. The results of these surveys will be used to inform decision making of the BID management in respect of operations, projects and initiatives.

Transparency

Technology and people will ensure that all levy payers have access to information on how the BID is delivering and responding to their priorities. The primary tool will be the BID Exchange. This will be complemented by an Annual Meeting, networking opportunities and e-newsletters.

Financial Arrangements

The projections laid out below have been prepared following the widespread and detailed consultation carried out in the development of the City Centre BID Proposal.

The projections are for the five (5) year term of the Bristol City Centre BID and include the BID levy income and an estimated figure from Voluntary contributions from businesses that are not payers of the BID levy – for example student accommodation providers.

The projections show that the BID will generate a total income of approximately £6.3 million with an estimated annual income of approximately £1.21 million (based on 96% collection of the levy).

It is assumed that all income will be spent during the BID term.

Income	2017/18	2018/19	2019/20	2020/21	2021/22	
Levy@ 1.5%	£1,152,000	£1,152,000	£1,152,000	£1,152,000	£1,152,000	
Other Income (Estimated)	£60,000	£60,000	£60,000	£60,000	£60,000	
Total	£1,212,000	£1,212,000	£1,212,000	£1,212,000	£1,212,000	

Expenditure	2017/18	2018/19	2019/20	2020/21	2021/22	
Improving Safety	£235,000	£235,000	£235,000	£235,000	£235,000	19%
Improving the look and feel	£193,000	£193,000	£193,000	£193,000	£193,000	16%
Improving the Welcome	£200,000	£200,000	£200,000	£200,000	£200,000	17%
Promoting Our Success	£182,000	£182,000	£182,000	£182,000	£182,000	15%
Always acting in your best interest	£125,000	£125,000	£125,000	£125,000	£125,000	10%
Management & Overheads	£182,000	£182,000	£182,000	£182,000	£182,000	15%
Contingency and Loan repayment	£95,000	£95,000	£95,000	£95,000	£95,000	8%
Total	£1,212,000	£1,212,000	£1,212,000	£1,212,000	£1,212,000	100%

The BID Financial Year will run from 1st November to 31st October and the BID budget will be presented to the Management Board for approval at its September meeting.

The financial illustration is based on projections estimated by the BID team as at March 2017 and is based on market conditions in March 2017. All figures are provided in 2017 values without inflation and it has been assumed that similar conditions will be applicable throughout the duration of the BID.

Payments will be made to the BID from BCC Business Rates team by the last working day of alternate months starting in January 2018 with the net levy collected during the period since the previous payment.

Operating and administrative costs

The levy will be collected by Bristol City Council on behalf of the Bristol City Centre BID. The collection charge for the levy is £20,000 in 2017 with an uplift based on RPI in each subsequent year.

Staffing costs are a significant operating cost for a BID and those that are not directly linked with operational delivery are included within the Management and Overheads budget heading.

Accountancy and financial support for the BID will be provided through Business West.

In the initial period of the BID will be administered from its current accommodation. Should additional accommodation be required this will be identified and the allocation of budget will be a matter for the BID Management Board.

Operating costs for delivery of projects and initiatives will be met from the project budgets (e.g. machine hire, training, recruitment, miscellaneous equipment purchases, quality systems, stationery).

All budgeted funds will be spent during the term of the BID. Where an overall surplus is forecast, the BID Management Board will be asked to approve further projects to ensure best value for the levy payers.

The development costs of the BID were underwritten by Destination Bristol with an advance to the BID of a loan totalling £170,000. This loan will be repaid by the BID over the initial 2 years of the BID term (November 2017 and November 2018).

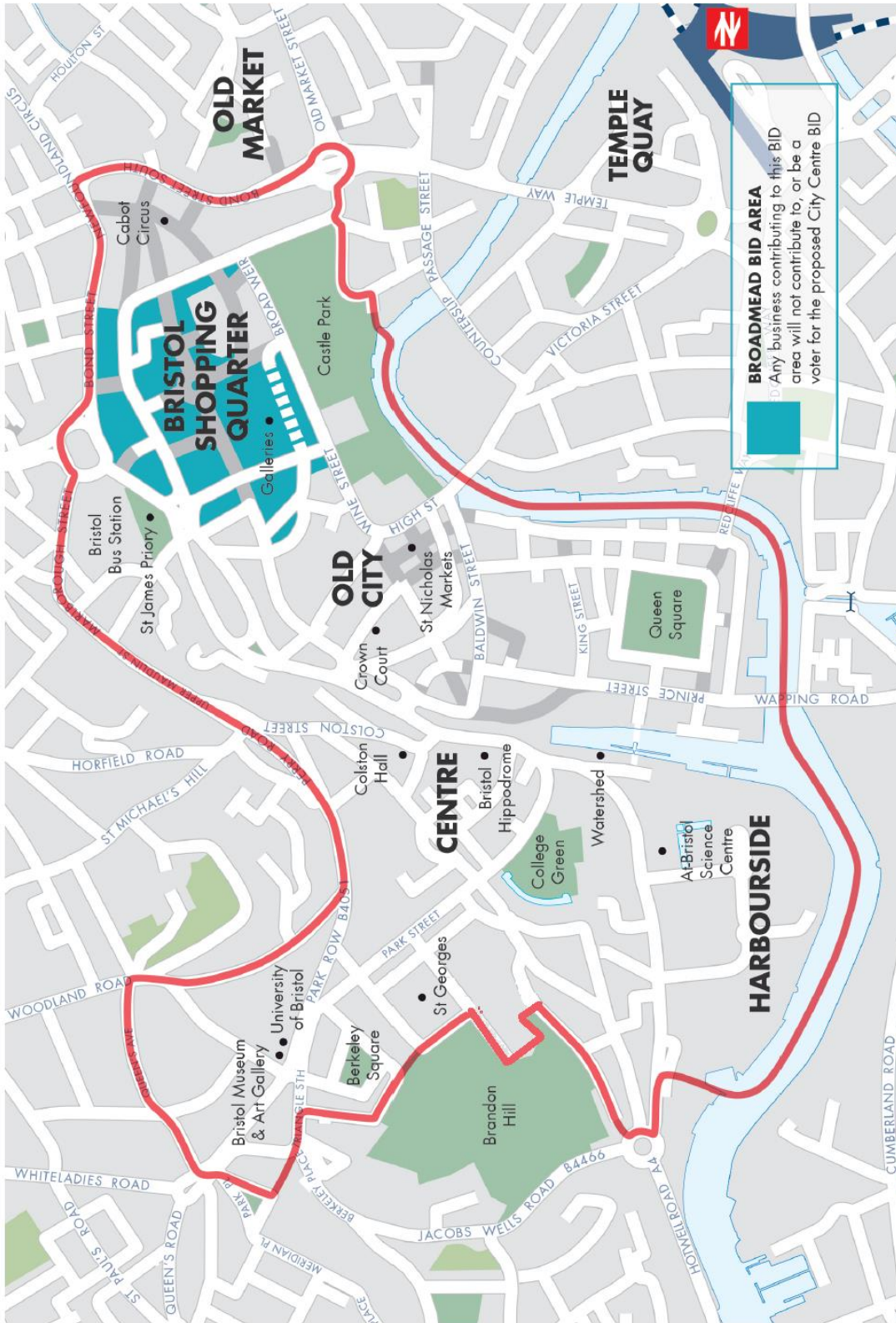
Measuring Success

Key Performance Indicators that cover both qualitative and quantitative aspects of delivery will be considered by the BID Management Board.

They will be agreed annually at the November meeting and reviewed on a quarterly basis.

Appendices

1. Map of the BID area



2. Baseline Agreement

Bristol City Centre Business Improvement District (BID) – Baseline Statement

This baseline statement of existing services is as at April 2017. The Council is currently undergoing and planning a range of changes to its services. This statement will be reviewed on an annual basis with the BID.

Theme	
Policy development	<ul style="list-style-type: none"> - Lead on the development of strategic policies e.g. planning, transport, urban design, resilience, energy, licensing, digital connectivity, public health, community safety.
Transport and access	<ul style="list-style-type: none"> - Maintain adopted public highway – including roads, pavements and cycle lanes. - Manage the network to secure expeditious movement of traffic and to reduce/prevent road casualties/improve air quality. - Highway inspections in accordance with the Council's inspection policy and hierarchy identifying safety defects and arranging their repair. - Undertake maintenance projects in accordance with the asset management principals. - Maintain/service all street lights on adopted public highway. - Licences for skips, scaffolding, utility works etc. - Enforcement of obstructions on the highway e.g. A boards, tables/chairs. - Manage council owned car parks and on street parking. - Bus shelter maintenance. - Bus service allocation and bus stops, coach parking and taxi ranks. - Manage and maintain Legible City signage/information provision. - Manage the Urban Traffic Management System.
Waste, Streetscene, Parks & Green Spaces	<ul style="list-style-type: none"> - Cleansing and litter bin emptying is carried out on a regular basis by Bristol Waste Company (on behalf of the Council) on the public highway. Examples as follows: <ul style="list-style-type: none"> Queens Road/Triangle/Park St - daily St Augustines Parade/Broad Quay/Centre Promenade - daily Wine Street – daily Baldwin Street/Corn Street/Clare Street - daily Queen Square/Farrs Lane – Mon, Weds, Fri Harbourside/Canons Way – Mon, Weds, Fri Frogmore Street/ Frog Lane/Denmark Street - daily Colston Street – daily St James Barton (Bearpit) - daily

	<ul style="list-style-type: none"> - Graffiti is normally cleared within 5 days once reported to Bristol Waste Company, offensive or racist graffiti within 24 hours. This service is chargeable for privately owned buildings and signed indemnity form is required from the property owner. - Fly-tipped material is cleared within 48 hours by Bristol Waste Company, following the process of evidence gathering and notifying the Council. - Litter/waste enforcement – commercial and residential. - Manage and maintain parks/horticultural features within public areas. - Animal welfare, including dog wardens.
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Culture	<ul style="list-style-type: none"> - Operation of Museums and Bristol Central Library. - Deliver the Harbour Festival, 10k and Half Marathon. - Operate Site Permissions procedure to enable events. - Manage and maintain banner advertising on Centre Promenade.
Property	<ul style="list-style-type: none"> - Asset management and maintenance of Council owned properties/sites, including the Docks Estate, St Nicholas Market.
Community Safety	<ul style="list-style-type: none"> - Contribution of funding towards Police Community Support Officers (PCSOs) is provided by the Council. Twelve PCSO's are allocated to the city centre. - Council funds four taxi marshals on Friday and Saturday nights. - Monitor and maintain CCTV and related communication systems in public areas. - Manage the civil contingencies procedure and promote business continuity in order to respond to emergency incidents. - Streetwise – support and enforcement against individuals involved in aggressive begging and street drinking. - Commission preventing homelessness services. - Emergency services provided by Avon & Somerset Police, NHS and Avon Fire & Rescue.
Health & Wellbeing	<ul style="list-style-type: none"> - Commission substance misuse treatment services and integrated sexual health services. - Promotion of health initiatives e.g. Workplace Wellbeing, Sugar Smart, Tackling Inactivity Commission a Behaviour Change for Healthier Lifestyles Programme.
Economy	<ul style="list-style-type: none"> - Promotion of the city for business investment, as part of Invest in Bristol & Bath. - Assistance with property searches for those looking to invest and liaison with property owners/agents looking to bring space back into use (business and residential). - Strategic business engagement. - Provision of economic intelligence. - Coordination/management of physical development and infrastructure projects. - Promotion of digital connectivity. - Work with businesses to identify skills gaps and to provide employment support services, including organised Jobs Fairs, work placements, job coaches and customised pre-employment training courses - Provision of advice and support to establish apprenticeships and traineeships, and links to education and training providers.

Regulations	<ul style="list-style-type: none"> - Building control and planning applications (including pre-applications service). - Collection of Business Rates, BID levies, administration of reliefs and exemptions. - Licensing and regulation of licensed premises - public houses/restaurants etc where the sale of alcohol or regulated entertainment takes place. - Licensing of late night (after 11pm) food providers. - Street trading consents and market permissions. - Licensing of taxis. - Pollution matters which include noise (industrial and commercial noise/licensed premises), air and land pollution. - Consumer protection including product safety, fair trading, weights and measures, counterfeiting, food standards, underage sales of alcohol and tobacco. - Health and safety at work and food safety. Carry out inspections in terms of food safety compliance (targeted at high risk businesses). - Licensing of large Houses in Multiple Occupation in the private rented sector. - Ensuring private rented sector accommodation meets minimum housing standards.
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3. Operating Agreement

For insertion once agreement is in place

4. Late Night Levy cost

These are the national costs for the Late Night Levy.

Both Bristol City Council and the Avon and Somerset Constabulary have confirmed that this BID is preferred to the Late Night Levy.

Rateable Value Bands	A - £0 to £4,300	B - £4,301 to £33,000	C - £33,001 to £87,000	D - £87,001 to £125,000	E - £125,001 and above	D x2 - Multiplier for Category D premises that primarily or exclusively sell alcohol	E x 3 - Multiplier for Category E premises that primarily or exclusively sell alcohol
Late Night Levy charge	£299	£768	£1,259	£1,365	£1,493	£2,730	£4,440

5. Background guidance and documents

52 Big Ideas for Bristol – Stride Treglown

The Industry Criteria & Guidance for developing and renewing Business Improvement Districts (BIDs), (2015 & 2017) published by British BIDs on behalf of British Retail Consortium, British Property Federation, ATCN, Association of Convenience Stores, Revo and intu

Business Improvement District Guidance and Best Practice – DCLG and ATCM

Business Improvement Districts – Technical Guide for Local Authorities – DCLG and British BIDs

Cities Outlook 2016 – Centre for Cities

Core Cities Report 2014 – GVA Bilfinger

Nationwide BID Surveys 2014, 2015, 2016 – British BIDs

London BIDs Handbook – Greater London Authority

Manifesto for the Night time Economy – Phillip Kolvin QC

Town Centre Investment Zones – British Property Federation with Peter Brett Associates, Bond Dickinson & Citicentric.

Bristol City Council Corporate Strategy

Many and varied BID proposals and business plans