

# BUSINESS PLAN 2022 – 2027



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## 1.0 INTRODUCTION

### DELIVERING A BETTER BRISTOL FOR ALL.

Since 2017, Bristol City Centre Business Improvement District (BID) has successfully delivered projects, initiatives, partnerships and events that have had a significant positive impact for our levy paying businesses and all those that work, study, live and spend leisure time in the city.

Now it is time to look to the future and what can be achieved in the next five-year term of the BID.

We want to build on our successes whilst ensuring our activity aligns with the needs of the businesses we represent. I have listened to the views of our levy payers to understand what has worked, what has been beneficial and what they would like from their BID going forward. This business plan outlines the proposed next five-year term of Bristol City Centre BID and what we can achieve.


With levy payers’ support and a ‘Yes’ vote in the upcoming September ballot, the BID and its levy paying businesses will have the opportunity to continue making our wonderful city even better.

Voting ‘Yes’ for a new term is a vote for projects that will enhance the city’s economy and its welcome.

You will be voting for strategies that will help to connect and represent the city centre business community, initiatives that will shine a light on our city for tourism, education and investment, and key partnerships that will help improve safety for those working in, living in, or visiting the city.

As Head of Bristol City Centre BID, I am privileged to represent and support some of the most passionate, creative and resilient businesses in the city, and the team and I are fully focussed and committed to bringing this business plan to life for the benefit and success of our city and levy paying businesses.

I hope you will support Bristol City Centre BID’s renewal and ‘Vote Yes’ to our second term this September.



**VICKY LEE,**  
**HEAD OF BRISTOL CITY CENTRE BID**

“Over the last five years, Bristol City Centre BID has become one of the city’s key organisations in the delivery of services and initiatives, supporting the businesses that it represents whilst making the city a more welcoming and safer place for everyone. It is by listening to its levy payers and addressing challenges within the city, that the BID continues to drive change and enhance the city centre, without it Bristol would be a very different place.

The new five-year term promises to build on previous successes and has a very defined role within the city, continuing many of the services and projects now well established alongside new ones that will help to build a better Bristol for the future.”

**CANON DR JOHN SAVAGE,**  
**CHAIR, VISIT WEST**

“The work of Bristol City Centre BID has become synonymous with Bristol over the last five years, the services and projects it has delivered have been creative, purposeful and beneficial for the city. Voting yes to another term of the BID will ensure our city centre businesses are represented and supported, and that people are encouraged to spend time in the city centre safely. I cannot imagine Bristol without the BID and am looking forward to seeing what the team delivers in their second term.”

**JAMES WOOLLAM,**  
**CHAIR, BRISTOL CITY CENTRE BID**



## 2.0 WHAT IS BRISTOL CITY CENTRE BID?

Bristol City Centre BID is an award-winning Business Improvement District (BID) for Bristol city centre. In 2017, the BID was brought into existence by the city centre business community and has been working hard for its levy payers ever since.

As a business-led partnership of over 700 businesses, the BID has raised and re-invested over £5 million in the city over the past five years.

## 3.0 BRISTOL BIDS AND VISIT WEST

Destination Bristol, trading as Visit West, has been involved in the development and management of BIDs since 2005. The company was the successful proposer for Broadmead BID (successfully renewed 2008, 2013, and 2018) Bristol City Centre BID (2017) and most recently Redcliffe & Temple BID (established 2021).

Visit West is the proposer for the second term of Bristol City Centre BID seeking to secure another five-year term starting 1 November 2022. Visit West, in which Bristol City Council is a partner, has a long history of working in partnership with all sectors and communities to develop and maintain very high standards, ultimately providing benefits, approval and enjoyment for all who use Bristol city centre.

## 4.0 WHAT IS A BUSINESS IMPROVEMENT DISTRICT?

A Business Improvement District (BID) is a business-led partnership that works cooperatively to identify and fund initiatives, projects, and events that are beneficial for the business environment and its levy payers and all those that work, study, live and spend leisure time in the city.

Bristol City Centre BID answers to its levy payers - businesses and other organisations within a defined geographical area - that vote to create the BID for a five-year period. A BID charges a levy to the eligible non-domestic ratepayers within the area it represents and uses the levy raised to deliver the projects outlined in the business plan.

BIDs deliver additionality. They do not replace local authority services; they provide additional resources and activities to support the businesses and the area.

A BID must be established according to the Business Improvement District Regulations (England) 2004. The Regulations state that all eligible non-domestic rate payers in the area should be given an opportunity to vote on whether they support the BID's creation or extension. A successful ballot is defined by a dual test: a majority of votes by number and a majority of votes by total rateable value must be cast in favour of the BID.

## 5.0 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 the 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.

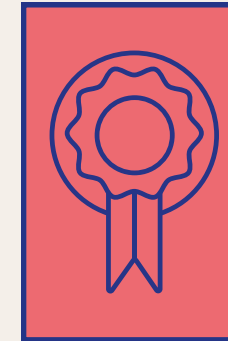
**Business Improvement Districts** – A Technical Guide for Local Authorities – guidance for local authorities in fulfilling their legislative obligations, developed by British BIDs.

## 6.0 WHAT BRISTOL CITY CENTRE BID ACHIEVED IN ITS FIRST TERM 2017- 2022



### FOR A SAFER BRISTOL

- **Introduced the Business Crime Reduction Partnership (BCRP)** Bringing together the police, businesses, and the city council to identify crime issues, collate information and intelligence about criminal activity, and agree response plans to fight against business crime
- **Dedicated Streetwise Support Officer** Supporting businesses by helping to reduce homelessness and address street based anti-social behaviour
- **Funded, co-ordinated and supported Street Pastors 10pm to 5am, Fridays and Saturdays** Supporting the vulnerable on the streets at night
- **Provided free two-way radios to businesses** Improving safety at night by connecting levy payers, the Police, Bristol City Council Operations Centre and our dedicated radio operator (working Thursday to Saturday)
- **Introduced Database & Internet for Safer Communities (DISC)** A secure platform for businesses to report incidents, raise alerts and share intelligence
- **Delivered anti-sexual harassment training in partnership with Bristol Nights to all 6pm - 6am workers** For night-time economy employees
- **Funded, coordinated and managed a BID police officer and PCSO dedicated to the BID area** To tackle crime and anti-social behaviour being experienced by businesses
- **Delivered proactive responses to specific safety issues identified by BID stakeholders** Including water safety and drink spiking awareness campaigns
- **Successfully supported Purple Flag accreditation** International award celebrating the safety and diversity of our night-time economy



### FOR A MORE WELCOMING BRISTOL

- **Delivered an annual festive lights scheme** Including over 25,000 LED lights in the city centre each Christmas
- **Delivered festive arts projects in 2020 and 2022** Projections of festive song lyrics onto iconic locations in the city centre to support Christmas in the city
- **Introduced greening and public realm art projects** More than 30 attractive planters brought to the city alongside additional planting and increased greening to public realm spaces
- **Launched and successfully delivered Bristol Light Festival in 2020 and 2022** Established an annual city-wide event with £3.4m additional spend in the city centre for the 2022 event
- **Planned and delivered COVID-19 response campaigns** Total PR reach of 200 million regionally, nationally and internationally (more details pages 7 & 8)
- **Delivered digital communications to promote the city centre** To our audience of 23,800 across owned social and email channels
- **Delivered a social media Christmas campaign for Park Street and Queens Road in 2019 and 2021** 'Something special from somewhere special' achieved 704,000 paid social reach
- **Promoted the city centre as a destination** 600 items of broadcast and print coverage
- **Promoted city centre businesses** 360 photography project achieved 2 million views of businesses on Google Maps
- **Launched TAP for Bristol** Raising over £70,000 for the homeless prevention and emergency support for local frontline services via our contactless donation points



### FOR A CLEANER BRISTOL

- **Delivered a rapid response Cleansing Team** Operating seven days a week, responding to levy payer requests and ensuring high standards of cleansing across the city centre
- **Introduced a Waste Management Scheme** Working with Veolia to provide preferential rates and savings of up to 40% for our levy payers whilst also increasing recycling rates
- **Provided 19,000 hours and 16,500 miles of additional street cleansing** Keeping the streets and business frontages clean and welcoming
- **Removed 4,200 graffiti tags** Keeping business premises clean and free of unwanted tags



### FOR A MORE CONNECTED BRISTOL

- **Delivered 35,000 hours of business engagement to provide additional support and advice** Covering local, regional and national issues affecting levy payers
- **Supported and represented businesses, by being the collective voice**, Influencing strategy and creating a business community
- **Shared movement and spend data insights** Footfall, spend and demographics insights
- **Launched 'Bristol Together' in 2020** Campaign and collaborative platform supported by Bristol City Council, Business West, and Visit Bristol to support economic recovery during the COVID-19 pandemic
- **Launched a Love Bristol Gift Card** Encouraging local spend in the city centre





## SUPPORTING BUSINESSES THROUGH COVID-19

### OUR SUPPORT STRATEGY

As Bristol locked down for the first time on 23 March 2020, we asked ourselves some searching questions.

- How could we support our levy payers facing unprecedented circumstances?
- How could we help closed consumer-facing businesses stay relevant?
- How could we prepare and promote the safe return of people to the city centre?
- How could we amplify public health guidelines?
- How could we be responsive, effective, and agile facing undefined timescales

### SUPPORT PROJECTS

#### ‘BRISTOL TOGETHER’

Campaign and collaborative platform supported by Bristol City Council, Business West, and Visit Bristol.

Launched with ‘Hearts in parks’, socially distanced hearts, to safely encourage people to use Bristol’s green spaces and support ‘take-out’ initiatives of the hospitality sector (pictured above).

#### Webinar series

Focusing on technology, safe workspaces, and wellbeing to support the office sector.

#### Support portal

Featuring government documentation, business advice and public health guidelines relevant for all business sectors.

### WHAT WE LEARNT FROM COVID-19

The importance of clear and regular communications with levy payers, to ensure we understand their priorities.

We can think strategically under pressure.

#### ‘FOLLOW YOUR HEART’

Seven trails of painted hearts criss-crossing the city centre area to promote the retail sector.

#### ‘LOVE BRISTOL’

Consumer campaign launched in 2021 to encourage people to safely return to doing everything they loved doing in Bristol before COVID-19.

Supported the staged timing of the Government’s ‘roadmap out of Lockdown’ and each business sector. Activations included ‘Love Songs to the City’ with illuminated lyrics suspended over the streets and giant disco balls to support the night-time economy re-opening phase.

We can plan effectively and deliver high profile strategic initiatives and activations as well as targeted tactical support.

The future will present new challenges, but we are confident that we can support our levy payers in the face of uncertainty, we are agile and responsive.



## 7.0 INDEPENDENT APPRAISAL AND AWARDS

### INDEPENDENT REVIEW

A leading expert in national placemaking and a member of the High Street Task Force completed an independent review of Bristol City Centre BID’s performance during its first term.

A detailed report and appraisal was produced which identified it as one of the country’s leading BIDs in placemaking initiatives.

A number of the projects and services delivered by the BID were highlighted as exemplary with some qualifying for inclusion in the BID Foundation’s best practice guide.

Full report available on BID website.

### AWARDS AND MEMBERSHIPS

#### AWARD-WINNING WORK

ATCM purple Flag, August 2019, winner

Field Marketing Awards, 2020, winner of Gold

The Drum Awards, September 2021, winner of Best response to Change Award

ATCM purple Flag, May 2022, winner

Campaign Experience Awards, 2020, shortlisted

Bristol Life Awards, September 2021, shortlisted for Event Award

Bristol Life Awards, May 2022, shortlisted for Civic Award

#### MEMBERSHIPS

British BIDs - British BIDs is the highly respected and long established organisation focused entirely on Business Improvement Districts (BIDs).

IpM Member - IpM is the international professional body that supports people committed to developing, managing and making places better.

The BID Foundation - The BID Foundation supports BIDs to transform towns and cities.

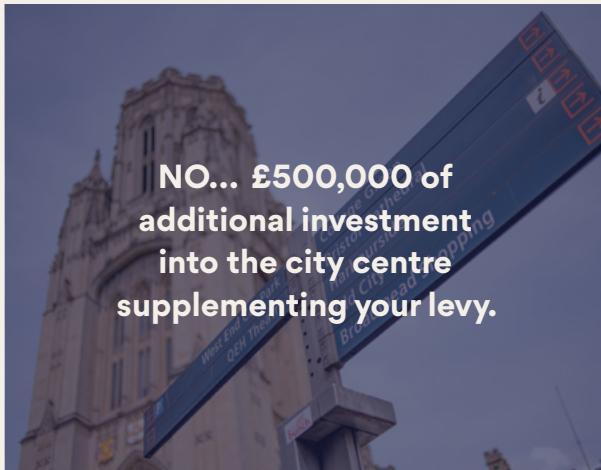
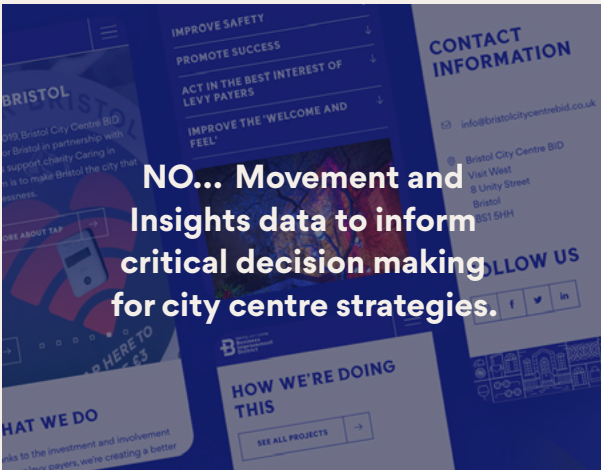
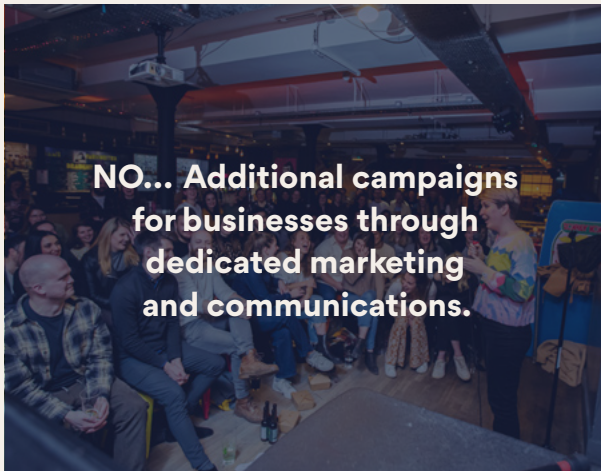
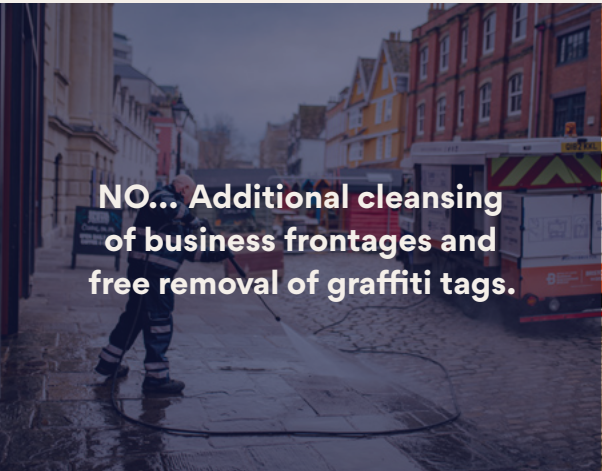
The Head of BID is a qualified BID practitioner, having achieved a certificate in BID management and Diploma in BID leadership.



8.0 WITHOUT YOUR SUPPORT FOR THE BID

The success of the ballot in September will see a further five years of investment from the BID to support delivering a better Bristol for all.

If the BID doesn't continue, Bristol City Centre BID businesses will lose the following projects and initiatives:





# 9.0 BUSINESS CONSULTATION AND SURVEY

## ENGAGING WITH YOU

We have provided an extensive communication plan from the outset, as we understand that our levy payers want different ways to engage with us. This way we have ensured businesses will be able to see what we have delivered and tell us what they want in our second term.

Our consultation on the BID's proposals has provided the following opportunities for engagement.

1-2-1 Meetings: online and in-person meetings with levy payers to discuss the second term.

E-communications: targeted BID renewal newsletters and campaign emails sent monthly reaching an average audience of over 1000 subscribers.

Website: renewal page on website viewed over 1,000 times. With the prospectus achieving over 300 reads from 1,890 impressions.

Social Media: promotion of prospectus via social media to our following of over 10,000.

'Have Your Say' video ad campaign on LinkedIn, Facebook, and Instagram, targeting levy paying businesses directly, generating more than 25,000 impressions and 14,000 video views.

## BUSINESS SURVEY RESULTS

The opinion of our levy payers is of the utmost importance to Bristol City Centre BID.

We asked you to feedback on our first five-year term, to inform the development of the second term business plan, on which you will vote in September 2022.

We asked you which current projects you would like to see us continue into our second term. Over half of respondents said they felt the following projects were of high importance:





# 10.0 STRATEGY 2022 -2027

## DELIVERING A BETTER BRISTOL FOR ALL

We move towards the next term with a focused, committed, and ambitious approach. The BID will build on the last five years by taking forward our successes whilst also recognising that future work must be shaped by the requirements of the businesses we support.

There are four key areas that will bring together the BID's activity and the next few pages detail why these themes are important for the future of the city centre.

The themes will build on the success of the projects in our first term and incorporate new elements in response to consultation and the requirements of the ever-changing economic, social, and environmental landscape.

The BID is focused on four key themes that support its vision.

**Our vision for a better Bristol - A future-focused city that attracts business, investment, and people to create a resilient and welcoming city for all.**

### FOUR STRATEGIC THEMES – ENHANCING, PROMOTING, PROTECTING, SUPPORTING

**ENHANCING**

Delivering projects that attract investment, and talent, create a cleaner, greener, and more attractive city centre, bringing residents, employees, and visitors back into the heart of our city.

**PROTECTING**

Investing to reduce, challenge and raise awareness on crime and anti-social behaviour to protect city centre businesses, visitors, and residents both day and at night.

**PROMOTING**

A collaborative approach to delivering innovative campaigns, events, activations, and communications to promote Bristol. Celebrating everything that makes Bristol a special place to work, study and live.

**SUPPORTING**

Acting as a single point of contact to represent levy payers, leverage investment, influence strategy and support the business community.



# 11.0 WHAT WE WILL DELIVER 2022-2027

## TO ENHANCE

**Visitor experiences**, events and activity that attract new audiences creating additional reasons to spend leisure time in the city centre. Involving multiple businesses and harnessing the power of a collective approach.

**Annual Bristol Light Festival**, with an economic impact of £3.4m annually. Delivery of this winter festival to drive footfall and create reasons to spend leisure time in the city at an otherwise quiet time of year. It has been shown to increase tourism, further engage and support businesses, attract, and provide investment in our city.

**Support for greener business** by helping to equip businesses to reduce their environmental impact. A net zero charter will be developed, aligned to the One City Plan to achieve net zero by 2030; we will harness relationships with key city stakeholders to ensure our businesses are informed and supported through this transition.

**Attract investment and talent** by showcasing Bristol through our major place making projects. Attracting additional investment into our projects and activity, creating a city centre where businesses want to operate, and people want to work.

**Transform the public realm** by using Bristol's wealth of creative talent to improve social spaces by exploring innovative ways to enhance the welcome to the city and the use of its shared spaces.

**Strengthen our cultural destination** by supporting ambition, potential, and the future success of our cultural and creative businesses and organisations.

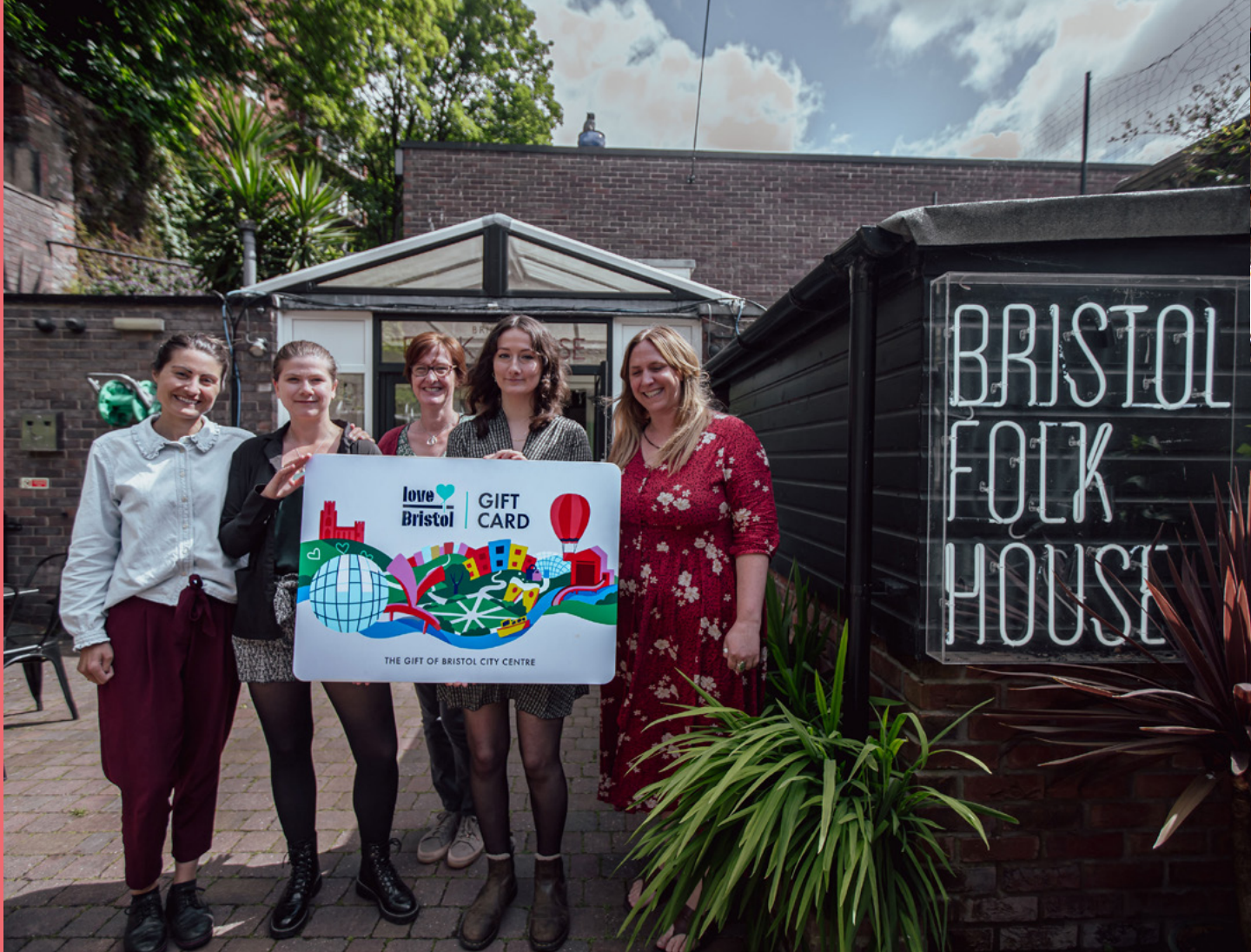
**Light up Christmas**; by continuing to fund and deliver an increasingly attractive Christmas lighting offer and focused business and shopping events at this critical time for retail and hospitality businesses.

**Additional street cleansing**, by continuing a service available to businesses seven days a week, responding to levy payer requests and ensuring a high standard of cleansing and graffiti removal throughout the city centre.

“We have worked with Bristol City Centre BID over the last five years to help educate and support students choosing to study in Bristol. For many their move to the city will be the first time living alone and coupled with finding their way around a new city, there are some important lessons to help ensure a safe and enjoyable university life. The BID's projects, particularly those focused on key safety measures and events that attract young people into the city to explore, have been a valuable addition to the city's offering and have helped encourage students to choose Bristol. I am in support of another five years of the BID for continued focus on making the city a more welcoming and safe space for everyone.”

**Matt Birch, Director of Sport, Exercise and Health, University of Bristol.**





## TO PROTECT

**Business Crime Reduction Partnership (BCRP)** to address the crime that affects all local businesses by day and night. Bringing together the police, businesses and the city council to identify crime issues, collate information and intelligence about criminal activity, and agree response plans.

**Better integration** through our dedicated policing resources and our increasing partnerships with Bristol City Council to actively agree plans to address the crimes causing most harm to business. Co-ordinating the monthly retail security meeting, ensuring retailers engage with Avon and Somerset Police Business Crime lead, keeping businesses up to date on criminal activity and anti-social behaviour, exchanging ideas and information.

**Better connected** businesses, Police and Bristol City Council using our free radio and intelligence sharing schemes (DISC). These systems ensure a better and shared understanding of crime and gather information and evidence to deliver collective and connected responses to businesses and their staff. We are currently piloting a dedicated resource for levy payers positioned in the central operations centre, ensuring all radio calls are responded to and recorded.

**Safer off the streets;** helping rough sleepers to move to a safer life away from the streets, through our dedicated Streetwise Support Officer and through TAP For Bristol, our contactless alternative giving scheme. Donations through the scheme support and develop unique and explanatory work in the prevention of homelessness, coupled with supporting local frontline services.

**Night-time economy.** Representing our levy payers and influencing strategy and future policy. We will continue to attend Pub Watch and work closely with Bristol's Night Time Economy Advisor. We will continue to support the development of a night-time strategy in partnership with several city stakeholders.

**Tackling vulnerability** by continuing our partnerships with businesses, organisations, and local charities we will ensure that effective training,

education, support, and cultural change is used to reduce risk.

**Challenging negative perceptions** by raising awareness of the positive and continual efforts to increase safety in our city centre, by developing and delivering innovative projects and safety campaigns in partnership with city stakeholders. Our work with Bristol Nights has been award-winning (Purple Flag, ATCM, 2022) and nationally and internationally recognised, influencing policy on drink spiking.

“Over the last five years, we have worked closely with Bristol City Centre BID to introduce and develop several safety projects that continue to go from strength-to-strength. The Business Crime Reduction Partnership, the introduction of police posts within the BID area and the focus on safety at night for all in the city are examples of how the BID has brought innovative, safety-focused projects to the city. I look forward to continuing the valuable partnership we have developed with the BID team in its next five year term.”

**Chief Inspector Robert Cheeseman**

“Over the last five years, Bristol City Centre BID has been integral to the introduction of several key night-time initiatives that have helped to make the city a safe and welcoming environment for all those who work in and enjoy the city from 6pm-6am. The BID's new five year term promises the continuation of these projects and the opportunity to further enhance our city and its night-time economy. I fully support their plans and look forward to working with the team in their new term.”

**Carly Heath, Bristol's Night Time Economy Advisor**

## TO PROMOTE

**Engaging and attracting consumers to support footfall and sales for our levy paying businesses,** utilising a multi-channel approach including owned, earned and paid media to promote the events and activations which enhance the city.

**Showcasing Bristol city centre** using the Love Bristol campaign as a platform to promote everything that the BID is doing to support its vision for a better Bristol to consumers and levy payers.

**Highlighting the benefits of working in the city centre to attract and retain staff for our levy paying businesses** by promoting the amenities and the benefits of spending time in the city centre, which subsequently supports the leisure and hospitality sectors.

**Supporting and showcasing Bristol businesses** by supplementing their promotional activity with complimentary tactical marketing activity, adding value to each sector.

**Celebrating business success** by promoting the achievements of our levy payers to the wider business community and consumers

**Promoting the role of the BID and our vision for a better Bristol,** ensuring our levy payers are aware of everything the BID achieves, through a consistent communications plan including regular emails, social media and website updates.

“Bristol City Centre BID's projects, events and campaigns have been pivotal in showcasing Bristol as the welcoming, vibrant and diverse city that it is. Its creative campaigns and continuous hard work play a key role in enhancing Bristol as a destination to visit, enjoy and spend leisure time, with strategic and tactical events that offer year round visitor experiences and support the city centre businesses. We fully support its plans for the next five years and encourage businesses to vote yes in September to continue benefiting from the BID's work.”

**Kathryn Davis, Director of Tourism, Visit West**



## 12.0 EVALUATION AND REPORTING 2022-2027

Every project delivered by the BID will have defined objectives and key performance indicators (KPIs).

All data will be reported regularly to the Advisory Board and to our levy payers forming valuable insights for future planning.

At the beginning of each financial year, the BID provides an annual report which is distributed to all levy payers. The report is also summarised and sent as a leaflet to accompany the following year's levy invoice.

### TO SUPPORT

**Represent your voice** by targeting and engaging key groups that will best benefit our levy payers. This includes coordinating collective responses to major proposed roadworks, changes to vehicle access and pedestrianisation of streets. Our aim is to ensure that businesses are fully informed and able to respond accordingly, ensuring their voices are heard.

**Support talent and skills in the city** by helping move people into work and retaining the talents of those who study in the city whilst promoting opportunities that are inclusive and encourage diversity. Supporting businesses, growth, and strategic development by nurturing the skills and talent of those already employed.

**Inform decision making through data intelligence**, detailing monthly visitor footfall, demographics, spend by sector, online vs bricks and mortar monthly. Benchmarking economic recovery, return to work and visitor economy trends. Identifying areas of investment and focus, supporting the Bristol One City Plan. The data is used to inform decisions on projects and initiatives to achieve success for the BID's businesses.

**Strategic planning**, initiating and supporting the development of a clear vision for the future of the city centre and its businesses. By representation at strategic planning meetings, we can ensure that the views and requirements of businesses are heard. We will continue to represent businesses at the:

- Bristol City Council Waste Summit
- City Centre Recovery Group, Place Management and Tasking
- Bristol Harbourside Forum
- City Centre Revitalisation Group
- Economy and Skills board.

The BID is also a non statutory consultee on the Bristol City Council local plan.

**Cost saving procurement** to deliver services and systems, or additional infrastructure at reduced costs for levy payers. This includes ensuring that our collaborative waste contract provides the right service for businesses at a competitive rate.

**Support teams and people** by providing regular wellbeing activities, networking and tailored

support for employees of levy paying businesses, with the aim of bringing levy payers together, providing an opportunity to try something new or simply take some time out from a busy day.

**Sponsorship fund** to invest in, or sponsor, opportunities that would make a difference to businesses from all sectors and the city centre. Businesses will be able to apply for funds and develop proposals for projects, events, or solutions to the challenges. This could be a technology solution to an issue, such as no-shows at restaurants, a physical installation, such as public artwork, or even a training and development solution.

**Leverage investment** through partnership working and seeking opportunities to increase investment in the city through our projects and initiatives, through grants, sponsorship and central government funding. Investment from these sources further amplifies the activity of the BID and presents new opportunities to support businesses.

"I've seen how the first five year term of the Bristol City Centre BID has brought real benefits and improvement for business and for our city. Operating during a time of considerable change and challenge, the BID partnership has been a very successful mechanism in enabling the delivery of additional and essential support for businesses, including the very successful economic recovery initiatives to encourage people back into the city centre. Having such a forward thinking, proactive and supportive BID partnership with its clear focus on continuous improvement and strong representation of city centre based business and levy payers can only be a positive for Bristol's future. The BID team has also been able to instigate and support a number of steps over these five years to improve and make clean and safe the public spaces and places where business, employers, visitors and citizens meet and come together.

As partners of the BID and a member of the BID Advisory Board I am in full support of the next five year term of the BID. It's a hugely effective way to continue to enhance the city for businesses and those working and living here."

**James Durie, Business West**





# 13.0 MEET THE BID TEAM

## ADVISORY BOARD MEMBERS

The BID has an Advisory Board that meets quarterly to oversee and monitor the strategic direction and financial management of the BID.

They are responsible for ensuring that the BID operates as part of a wider community and in the public interest. The Board represents the interests of all levy payers and advocates for them on strategic issues. It provides expert advice and guidance, establishes best practice, and agrees and monitors performance measures. Representation on this Board is open to all levy payers and the allocation of seats is proportionate with the aggregated BID levy contribution of each business sector.

The Board has 15 voting members made up of the below sector representatives:

- Office (inc. educational, council, hospitals, police): 6
- Leisure and Hospitality (inc. bars, restaurants, attractions, hotels): 4
- Retail and Personal Care (inc. hairdressers, beauty, spa): 2
- Other (inc. car parking areas, vacant units): 3

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

Bristol City Council has formal representation on the Board as the provider of statutory services in the area.

The Advisory Board has a chair elected from among its members.

The BID will seek independent accreditation in its second term and will be subject to an independent mid-term review (including consultation with levy payers) as part of its ongoing governance and management the BID.



## CURRENT MEMBERS

**James Woollam (Chair)**  
HAYES PARSONS

**Andy Pick**  
KPMG

**Helen McGee**  
O2 ACADEMY

**Alex Gregory**  
JD WETHERSPOON

**Frances Macadam**  
UNIVERSITY HOSPITALS BRISTOL AND  
WESTON NHS FOUNDATION TRUST

**Robert Cheeseman**  
AVON & SOMERSET POLICE

**David Foley**  
DJ FOLEY PROPERTY CONSULTANTS

**Anna Naylor**  
BRISTOL FOLK HOUSE

**Trish Brown**  
ST GEORGE'S BRISTOL

**Matt Birc**  
UNIVERSITY OF BRISTOL

**James Laverick**  
MARRIOTT HOTELS

**Jonathan Gilbert**  
TESCO

**Ben Philips**  
AMBASSADOR THEATRE GROUP

**Danielle Kirk**  
LAMBERT SMITH HAMPTON

**Councillor Farah Hussain**  
BRISTOL CITY COUNCIL

**James Durie**  
BUSINESS WEST (ADVISORY)

**Jason Thorn**  
BRISTOL CITY COUNCIL (ADVISORY)

## BRISTOL CITY CENTRE MANAGEMENT TEAM

The day-to-day management of Bristol City Centre BID is delegated to the Head of BID, who manages a small, efficient and highly capable team.

The BID team delivers projects and initiatives across the three city centre BIDs managed by Destination Bristol, trading as Visit West (Bristol City Centre BID, Broadmead BID, and Redcliffe & Temple BID).

This strategy to achieve closer collaboration between the three central Bristol BIDs was introduced in 2020 to drive efficiency by sharing centralised costs,

reducing overheads and delivering projects cost effectively and to the highest standard.

Evaluation and reporting is central to the BID's operations. The team monitors all activity and reports to the Head of BID, who in turn submits a report and presentation to the Advisory Board for every meeting.

Bristol City Centre BID operates within the corporate governance structure of Visit West, a not-for-profit company limited by guarantee.



**VICKY LEE**  
Head of Bristol City Centre BID



**PAULA RATCLIFFE**  
Business Liaison Manager



**BETH BETTS**  
Marketing Manager



**FRANCESCA INMAN**  
Senior Project Manager



**SABRINA SHUTTER**  
Project Manager



**TOM SWITHINBANK**  
Project Manager



**GRACE BERNARD**  
Marketing Executive



**LOUISA BRIGGS**  
Project Executive



**Izzy Wood**  
Marketing Assitant



14.0 MAP – BID BOUNDARY MAP



A BREAKDOWN BY SECTOR OF THOSE CONTRIBUTING TO THE BID

Office (inc. educational, council, hospitals & police) <b>55.5%</b>	Other (inc. car parking areas & vacant units) <b>2.4%</b>
Leisure and Hospitality (inc. bars, restaurants, attractions & hotels) <b>30.3%</b>	Retail and Personal Care (inc. hairdressers, beauty & spa) <b>11.8%</b>

\*Street list in section 20.0 Appendix Two

15.0 BRISTOL CITY CENTRE BID LEVY RULES

BID TERM

The term of the BID will be for a period of five years from 1 November 2022, ending 31 October 2027.

BUSINESS RATINGS LIST

Throughout the term of the BID, the levy will be charged on the rateable value shown for the hereditament on the 1 September 2022 iteration of the 2017 valuation list.

- If no rateable value is shown for a hereditament on the 1 September 2022 iteration of the 2017 valuation list the rateable value as listed on the subsequent list will be used and billed at the next billing period.

THE BID LEVY

BID levy will be applied to all business ratepayers with a rateable value of £25,000 or more. The BID levy payable for each hereditament is 1.5% of the rateable value.

- A cap on the annual levy payable for any single hereditament is set at £20,000.
- A cap on the annual levy payable by any single legal entity is set at £40,000.

The BID levy is based on a 'chargeable day' basis and is paid in full in advance by the BID levy payer on 1 November of each year.

BID EXEMPTIONS

Any hereditament with a rateable value of £24,999 or less will be exempt from paying the levy.

Hereditaments listed on the non-domestic rates valuation list as: garage and premises, warehouse and premises, day nursery and premises, and telecommunications mast are exempt from paying the levy.

BID LEVY DISCOUNTS

Hereditaments in receipt of mandatory charitable relief on business rates will receive 50% discount on their levy payable, apart from those listed on the non-domestic rates valuation list as a shop and premises or university and premises.

Hereditaments which are rated as educational establishments for young people under the age of 18

which are in receipt of mandatory charitable relief will be granted 50% discount on their levy payable.

Hereditaments within a managed space will be discounted 50% of the levy to account for the services that are provided to them as part of the management charge.

BID LEVY ADJUSTMENTS

There will be no adjustments to the BID levy during the BID term for changes in rateable value except in the following circumstances:

- Properties removed from the valuation list, or having their rateable value reduced to zero, will be subject to the BID levy up to the next billing period.
- New properties, or those where the rateable value is increased from zero, will be liable from the next billing period.
- Where changes to properties cause the rateable values to be split or merged, then the BID levy will be re-calculated on the revised value(s) with effect from the next billing period.

LIABILITY FOR THE BID LEVY

The person liable to pay the BID levy is the Liable Party for the non-domestic rates for the hereditament.

There will be no changes to the BID liability in the billing period i.e. the person liable for business rates at the start of each billing period will be the BID levy payer for the entire BID billing period. When a hereditament is untenanted or empty, the eligible ratepayer will be liable for the BID levy with no void period.

BID AREA

The BID area is indicated by the map in section 14.0.

(Boundary excludes Broadmead BID and Cabot Circus. Managed space is also highlighted).

STREETS INCLUDED WITHIN THE BID BOUNDARY

Hereditaments on these streets which are located within the BID boundary are subject to the BID levy (bar exemptions). Hereditaments built on any new streets within the BID boundary will also be subject to the BID levy from the next billing period. See Appendix 2.



## 16.0 FINANCIAL PLANNING

### FIVE YEAR BUDGET

	2022/23	2023/24	2024/25	2025/26	2026/27
<b>INCOME</b>					
<b>BID levy at 1.5% assumed 95% collection</b>	£955,700	£955,700	£955,700	£955,700	£955,700
<b>Other Income (estimated)</b>	£60,000	£60,000	£60,000	£60,000	£60,000
<b>Total Income</b>	<b>£1,015,700</b>	<b>£1,015,700</b>	<b>£1,015,700</b>	<b>£1,015,700</b>	<b>£1,015,700</b>
<b>EXPENDITURE</b>					
<b>ENHANCING</b>	<b>£353,560</b>	<b>£353,560</b>	<b>£353,560</b>	<b>£353,560</b>	<b>£353,560</b>
<b>PROMOTING</b>	<b>£224,000</b>	<b>£224,000</b>	<b>£224,000</b>	<b>£224,000</b>	<b>£224,000</b>
<b>PROTECTING</b>	<b>£135,000</b>	<b>£135,000</b>	<b>£135,000</b>	<b>£135,000</b>	<b>£135,000</b>
<b>SUPPORTING</b>	<b>£80,000</b>	<b>£80,000</b>	<b>£80,000</b>	<b>£80,000</b>	<b>£80,000</b>
<b>Management and Overheads</b>	£182,826	£182,826	£182,826	£182,826	£182,826
<b>Levy collection costs</b>	£20,000	£20,000	£20,000	£20,000	£20,000
<b>Contingency 2%</b>	£20,314	£20,314	£20,314	£20,314	£20,314
<b>TOTAL EXPENDITURE</b>	<b>£1,015,700</b>	<b>£1,015,700</b>	<b>£1,015,700</b>	<b>£1,015,700</b>	<b>£1,015,700</b>

### FINANCE NOTES:

Based on performance throughout the previous BID term a levy collection rate of 95% has been assumed.

Budgeted additional investment is estimated from past performance. The BID has annual targets to generate further additional income, from partnerships, grants and potentially membership to the BCRP initiative.

An annual contingency of 2% has been allowed to permit flexibility in project planning. Reallocation of the unspent contingency will be agreed with the BID Advisory board.

Bristol City Council are responsible for the administration, collection and enforcement of the

BID levy, and the fee for this service is no more than £20,000 per annum. Further details are provided in the Operating Capital agreement.

Annual financial accounts will be independently audited and shared with all levy payers via an annual report.

A financial statement will be included with all levy bills and will be published on our website.

In line with industry guidance, management and overhead costs include: core staffing, office costs, and legal and accountancy costs associated with the running of the BID. These costs are budgeted to remain below 20% of the total annual expenditure.

## 17.0 BID ARRANGEMENTS

### BALLOT

The ballot for the BID will commence with the distribution of voting papers no later than 1 September 2022 - the ballot papers will be dispatched to the relevant voter within 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 Vicky Lee by email: vicky@bristolcitycentrebld.co.uk or telephone 07849 803 795.

The ballot date is 29 September 2022 – this is the final day on which postal ballots can be received. The ballot result will be announced and published by the BID team and Bristol City Council as soon as it is received from Civica Election Services, the party responsible for administering the ballot.

### DATABASE

The list of voters has been compiled from, but is separate to, the non-domestic 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) – 2022 version with further confirmatory checks.
- Research and enquiry through rating / property agents or 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, an agreement is in place for that information to be used by Civica in the ballot.

### HEREDITAMENTS

At the time of the vote there are anticipated to be just over 700 eligible separately rated properties/ hereditaments within the BID boundary with a rateable value of £25k and over and this includes all local authority, NHS & university properties/ 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 for Levelling Up, Housing & Communities was notified of the intention to hold a ballot by the City Centre BID on 11 April 2022.

The Ballot Holder, Bristol City Council, proposes to issue the Notice of Ballot no later than 18 August 2022.

### PROPOSED SERVICES

The Services to be provided by the BID will be in addition to those provided by the City Council in its Statement of Baseline Services - see section 20.0 Appendix One.

The services the BID is proposing are included in the BID Strategy 2022-2027, section 10.0. The costs for the four priority areas are shown in the Finance section of this business plan section 16.0.

### TERM

The Bristol City Centre BID term will be five years and will run from 1 November 2022 to 31 October 2027.

### 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 Advisory Board at its regular meeting by the Head of the BID.

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 Meeting for approval.



# 18.0 BID OPERATIONS

## BASELINE STATEMENT

The Council's 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 statement. Where the BID commissions a service from the provider of an existing 'baseline service', this will be contractually separate with distinct performance measures that ensure best value for the levy payers.

## COMMUNICATION WITH LEVY PAYERS

Communication with levy payers is of paramount importance to us. We communicate with businesses in the area via daily social media updates which link through to further information on our website articles. We round all of this up in our monthly email newsletters, and we encourage businesses to respond and give feedback on all of our communications.

## 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. We believe 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 Visit West – and the Advisory Board will operate as outlined in section 13.0 Meet the BID team.

Destination Bristol, trading as Visit West, is a not-for-profit company limited by guarantee – company number 03715280.

## 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.

The Operating Agreement will be available at [bristolcitycentrebid.co.uk](http://bristolcitycentrebid.co.uk) when completed.



# 19.0 HOW TO VOTE

VOTE YES for five more years of investment for Bristol.

## Ballot: 1 to 29 September 2022

A postal ballot of non-domestic ratepayers who would be liable for the proposed BID levy will take place from Thursday 1 September. This ballot will be run by Civica and overseen by Bristol City Council.

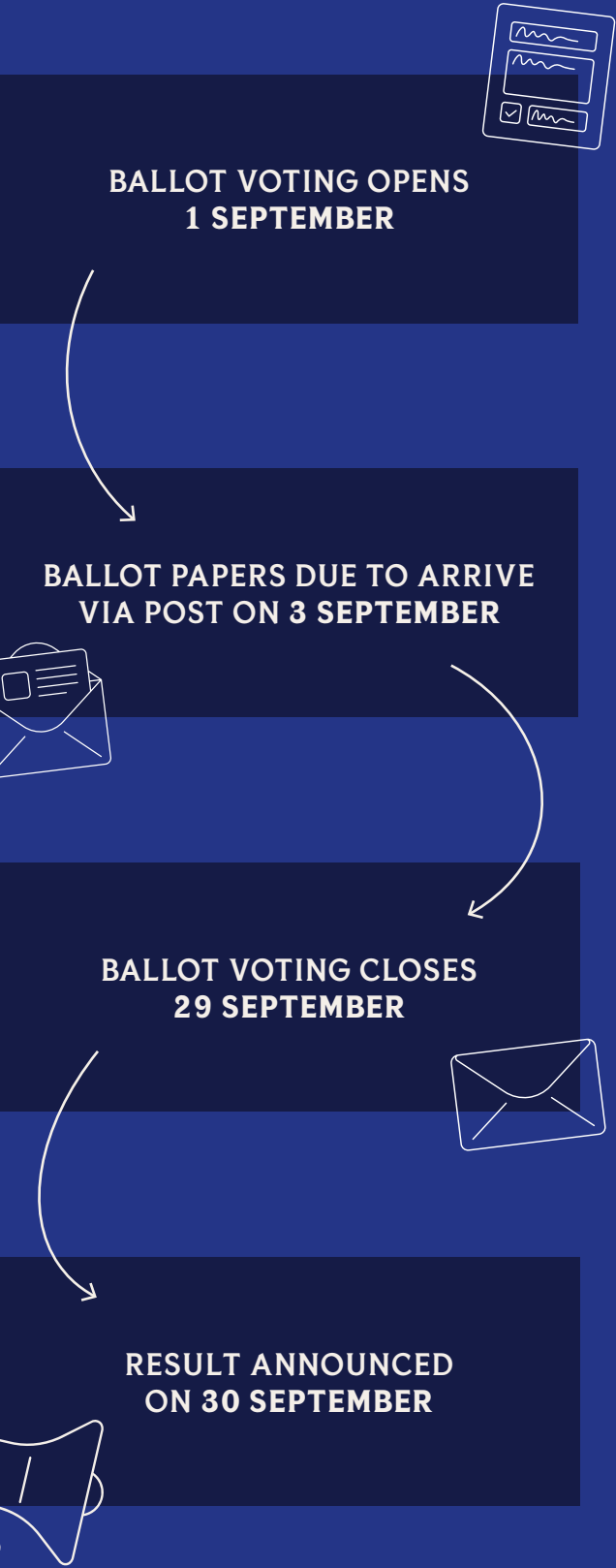
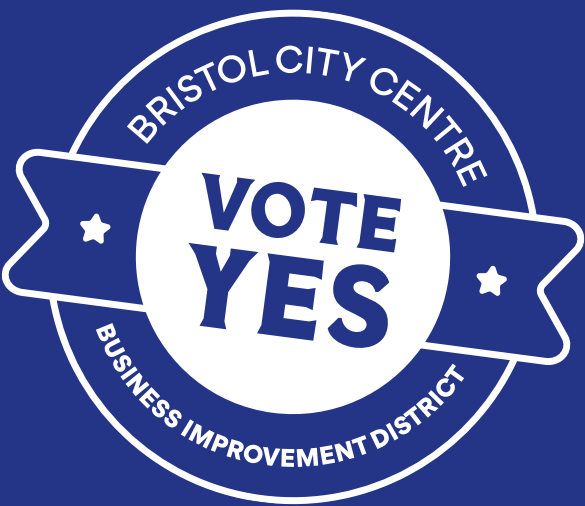
Notice of ballot will be issued for all eligible properties by Thursday 18 August 2022. If you do not receive your notice of ballot, please contact Bristol City Centre BID so that we can ensure your voice is heard.

To ensure your vote counts, you must return your ballot paper in the pre-paid envelope to arrive at Civica's office by 5pm on Thursday 29 September.

Businesses with multiple premises, according to the rating list, will receive a ballot paper for each hereditament / property. Return your ballot paper(s) in the pre-paid envelope(s) provided.

The BID arrangements outlined in the document will come into operation if the following two criteria are met; more than 50% of hereditaments that vote cast that vote in favour, and the total rateable value of the hereditaments that vote in favour is over 50%.

The result of the ballot will be announced as soon after 29 September as possible via Bristol City Centre BID's communications channels.





APPENDIX ONE

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

Baseline statement of existing BCC services as at April 2022.This statement will be reviewed on an annual basis with the BID.

THEME	
Policy development	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	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	Cleansing and litter bin emptying on the public highway is carried out on a regular basis by Bristol Waste Company (BWC) on behalf of the Council. Examples as follows: - Queens Road/Triangle/Park St – daily - St Augustine’s Parade/Broad Quay/Centre Promenade – daily - Wine Street – daily - Baldwin Street/Corn Street/Clare Street – daily - Queen Square/Farrs Lane – daily - Harbourside/Canons Way – daily - Frogmore Street/ Frog Lane/Denmark Street – daily - Colston Street – daily - St James Barton (Bearpit) – daily

THEME

Waste, Streetscene, Parks & Green Spaces (continued)	BWC shall implement and maintain a cleansing regime for the BID area to aim for an A Class Standard as set out in the Code of Practice on Litter & Refuse.  Offensive or racist graffiti will be removed within 8 hours of BWC being notified of it. Other graffiti will be removed if reported.  Where graffiti is on private property, the provision of a signed indemnity form from the property owner is preferable and the graffiti will be removed.A charge may be made by BWC.  BWC can provide a service to apply Anti-Graffiti Coating to exposed areas on private property and frequently subject to graffiti for an additional cost.  Where scaffolding or specialised equipment is required then BWC and the Council shall agree a timeframe for the relevant graffiti removal and costs will need to be covered by the property owner, or BWC can provide for an additional cost.  Fly-tipped material on the public highway and on Council land is cleared within 48 hours by BWC, following the process of evidence gathering and notifying the Council.  Remove dead animals from the highway within one working day of them being reported.  Litter/waste enforcement – commercial and residential.  The Operating Hours for the services shall be from 06.00 to 20.00 Monday to Friday and 05:00 to 18:00 Saturday and Sunday.  Manage and maintain parks, green spaces and horticultural features within public areas.  Animal welfare, including dog wardens.  Investment in street scene improvements and greening initiatives as part of City Centre & High Streets Recovery package
Culture	Operation of Museums and Bristol Central Library.  Deliver/commission major events (for example the Harbour Festival; 10k and Half Marathon).  Operate Site Permissions procedure to enable events.  Manage and maintain banner advertising on Centre Promenade.  Investment in culture/events programme as part of City Centre & High Streets Recovery package
Property	Asset management and maintenance of Council owned properties/sites, including the Docks Estate, St Nicholas Market.
Community Safety	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.



THEME

Health & Wellbeing

Commission substance misuse treatment services and integrated sexual health services.

Promotion of health initiatives e.g. Thrive at Work, Bristol Eating Better, Sugar Smart, Tackling Physical Inactivity, Safer City.

Provision of health intelligence

Health Protection, including Covid-19 Outbreak Management Plan

Support policy development

Economy

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

Building control and planning applications (including pre-applications service).

Collection and administration 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.

APPENDIX TWO

List of Streets Covered by the BID

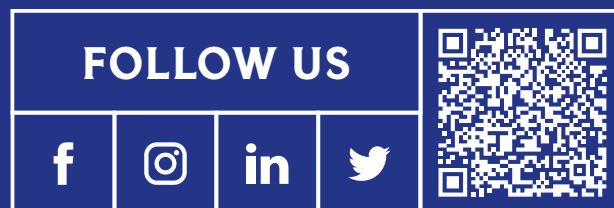
Alfred Parade	Colston Avenue	Lodge Place	Rackhay
All Saints Court	Colston Street	Lodge Street	Royal Oak Avenue
All Saints Lane	Colston Yard	Lower Castle Street	Rupert Street
All Saints Street	Corn Street	Lower College Street	Saint David Mews
Anchor Road	Coronation Place	Lower Lamb Street	Silver Street
Assembly Rooms Lane	Crow Lane	Lower Maudlin Street	Small Street
Baldwin Street	Culver Street	Lower Park Row	St Augustines Parade
Bell Avenue	Deanery Road	Mark Lane	St Augustines Place
Bell Lane	Deep Street	Market Steps	St Georges Road
Berkeley Avenue	Denmark Street	Marlborough Hill	St James Barton
Berkeley Crescent	Earl Street	Marlborough Street	St James Barton Roundabout
Berkeley Square	Elmdale Road (PART)	Marsh Street	St James Parade
Bigwood Lane	Elton Road	Middle Avenue	St John's Steep
Blackfriars	Exchange Avenue	Mill Avenue	St Nicholas Steps
Bond Street (PART)	Explore Lane	Millennium Promenade	St Nicholas Street
Bordeaux Quay	Fairfax Street	Narrow Lewins Mead	St Stephens Avenue
Brandon Hill Lane	Farrs Lane	Narrow Quay	St Stephens Street
Brandon steep	Frog Lane	Nelson Street	Tailor's Court
Bridewell Street	Frogmore Street	Newmarket Avenue	Telephone Avenue
Bridge Street	Gasworks Lane	Orchard Avenue	Terrell Street
Bristol Bridge	Gasferry Lane	Orchard Lane	The Grove
Broad Quay	Gaunts Lane	Orchard Street	The Haymarket
Broad Street	Great George Street	Park Place	There And Back Again Lane
Brunswick Square (PART)	Grove Avenue	Park Row	Tower Lane
Byron Place	Hannover Quay	Park Street	Trenchard Street
Cannon Street	Harbour Way	Park Street Avenue	Triangle South
Canons Road	Haymarket Walk	Partition Street	Triangle West
Canons Way	High Street	Perry Road	Trinity Street
Castle Street	Hill Street	Pipe Lane	Unity Street
Cathedral Square	Hobbs Lane	Pithay Court	University Road
Cathedral Walk	Horfield Road (PART)	Prince Street	Upper Byron Place
Charlotte Street	Host Street	Pro-Cathedral Lane	Upper Maudlin Street
Charlotte Street South	John Street	Quay Street	Upper Wells Street
Christmas Steps	Johnny Ball Lane	Queen Charlotte Street	Welsh Back
Christmas Street	King Street	Queen Square	Whitson Street
Clare Street	King William Avenue	Queen Square Avenue	Wine Street
College Green	Leonard Lane	Queens Avenue (PART)	Woodland Road (PART)
College Lane	Lewins Mead	Queens Parade	York Place
College Square	Lime Kiln Road (PART)	Queens Road (PART)	Zed Alley
College Street	Little King Street	Queens Row	





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