



Business Plan 2018 – 2023

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Glossary of terms

BID	Business Improvement District – a vehicle in the UK through which investment in local trading areas can be facilitated including the provision of services or capital works. Improvements are funded by local businesses via a levy based on their business rates. Businesses must vote in favour of a BID in order for it to be established.
Broadmead BID	The BID proposed for the Broadmead area in Bristol city centre.
BID area	The area of Broadmead illustrated on the map on page 6.
BID team	Jo Hawkins will deliver the BID as the BID manager. She will be assisted by Sophie McLaughlin and Viv Kennedy and overseen by the BID management group.
BID management group	The group which will oversee the BID team – see page 18 for full details.
DB	Destination Bristol
BCC	Bristol City Council
British BIDs	Membership organisation providing guidance, services and training for BIDs - www.britishbids.org .
Hereditament	Single unit of property with a given rateable value.
Business rates	National & Non Domestic Rates
BID levy	The payment made to a BID based on rateable value multiplied by the % multiplier
Levy payer	The person or organisation responsible for paying Business Rates as at 1 November of each year.
'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). There are no refunds made within the levy year because of change of occupancy.
Baseline statement	Agreed level of services provided by the Local Authority within a BID area.
Prospectus	A summary of the Broadmead Bristol BID proposal prepared by the BID team. It should be read in conjunction with this business plan. It can be found at www.broadmeadbristolbid.co.uk .
KPI	Key Performance Indicator

Endorsements from Broadmead Stakeholders

John Savage CBE, Co-Chair, Destination Bristol

“The Broadmead BID is a product of the remarkable partnership that has transformed Bristol city centre. Whatever challenges businesses face in the years ahead, I am sure the BID team will bring passion and energy to finding collaborative solutions. I urge you to vote YES for this BID.”

Colin Lang, Centre manager, The Galleries

“The Broadmead BID allows us to market Broadmead, The Galleries, The Arcade and Cabot Circus as a single unified destination under the Bristol Shopping Quarter banner. Without this, I am sure fewer shoppers would venture into all areas, missing out on our great variety of shops.”

Stephanie Lacey, Cabot Circus

“The Broadmead BIDs have been integral to the success of Bristol city centre as a retail destination. Voting YES for a further BID will enable us to safeguard the many achievements and to continue with our collaborative marketing approach for Bristol Shopping Quarter. Cabot Circus is fully supportive of the BID and would urge retailers to vote YES.”

Cllr Paul Smith, Bristol Central Ward

“Over the past 13 years, I have welcomed the huge role the Broadmead BID has played in transforming Bristol’s central shopping area. The BID has allowed Broadmead, The Galleries and Cabot Circus to be presented together as a single, unified shopping destination. This is a great achievement. Bristol City Council is very keen to support the proposed new BID. The additional services to be funded by the BID will sit alongside those already provided by the council. We are committed to working closely with the BID team to further improve the Broadmead area.”

Jason Edward, General manager, Primark

“The BID team’s commitment is invaluable. It is imperative that we give the BID our full support to ensure we continue to enhance the retail offer in Bristol city centre.”

Calum Ewing, Head of Property, Metro Bank

“Metro Bank is very excited to have secured a fantastic location in the heart of Broadmead in Bristol city centre. We are very keen to work with BIDs. In our experience they are critical to the success of retail destinations and we are looking forward to working closely with the highly successful Broadmead BID team when we open later this year.”

Andy Hills, Manager, Antics Models

“As the manager of a business on the outer reaches of the BID area, I have been grateful for the support of the Broadmead BID team. I particularly appreciate the work they do to keep the area clean and tidy. If I report an issue it is always dealt with promptly.”

Matt Ashford, Manager, Wilko

“I have benefited from the team’s continued efforts to encourage retailers, large and small, to work together. As a member of the BID management group I really welcome the opportunity to input into proposed campaigns.”

Leonie Northey, Owner, Cococheno

“As an independent, I place great value on the free training offered to us by the Broadmead BID. This, together with the mystery shopping initiative, allows us all to raise our game. Without the BID, small businesses would not have access to these resources.”

Melissa Taylor, Manager, PureGym

“The marketing of Bristol Shopping Quarter is excellent. The increased use of social media by the BID team has been great and very helpful when it comes to promoting our offers and events.”

Introduction

This business plan provides the proposals for the Broadmead BID for the period 2018 – 2023, and sets out the operating, management and financial principles for the BID.

If successful, this BID will seek to further improve Broadmead – the shopping area in Bristol city centre.

The BID will be funded by non-domestic ratepayers and selected property owners. It would operate for a five year period and will focus on comprehensive marketing campaigns, enhanced cleansing and maintenance of the public realm, addressing safety and anti-social behaviour in Broadmead and providing business support for the BID levy payers.

The BID will aim to continue to improve the overall shopping and leisure experience and will work with the newly established Bristol city centre BID – www.bristolcitycentrebid.co.uk – to review all relevant aspects within and adjacent to Broadmead.

This business plan should be read in conjunction with the Bristol Broadmead BID Prospectus, a copy of which can be found at www.broadmeadbristolbid.co.uk.

The BID Area

The whole area illustrated below represents Bristol Shopping Quarter. All businesses within the grey area (which are not exempt) fall within the proposed BID initiative. The equates to 268 business rate payers who will be entitled to vote and, if the BID is successful, will be liable to pay the BID levy.



The following streets are included in the BID area:

- Broadmead
- Merchant Street
- Union Street
- Nelson Street
- Fairfax Street
- Bond Street
- The Horsefair
- Penn Street
- St James Barton
- The Arcade
- The Galleries
- The Haymarket

Any future new developments within the BID area above (see map) will also be included in the BID.

Achievements of the Broadmead BIDs 2005 – 2018

The opening of Cabot Circus, 10 years ago, propelled Bristol city centre into the premier league of retail destinations. The first Broadmead BID in 2005 leveraged £11m on top of the BID levy to fund new paving, lighting and street furniture.

Retailers voted to renew the Broadmead BID in 2008 and 2013, ensuring that high standards of presentation were maintained. This allowed Broadmead and The Galleries to be promoted as a single retail destination with Cabot Circus under the Bristol Shopping Quarter banner, and for high-quality cleansing regimes to be implemented in Broadmead

The BID is now integral to all that happens in Broadmead. Our achievements include:

- ✓ **Unlocking voluntary contributions** — £11m contributed from property owners and Bristol City Council to boost the BID's impact.
- ✓ **Transforming the street scene** — New paving, lighting and street furniture installed to coincide with the opening of Cabot Circus.
- ✓ **Marketing** — High-impact marketing campaigns throughout the year aimed at increasing footfall.
- ✓ **Family-friendly events** which encourage longer dwell times. Targeted campaigns aimed at attracting more coach groups.
- ✓ **Christmas celebrations** — More and better Christmas lights each year. The Christmas markets are a well-established part of the annual festivities.
- ✓ **bristolshoppingquarter.co.uk** — Our new website, launched in 2017, allowed us to maximise the impact of all our social media platforms. The BID team has a dedicated member of staff who focuses on digital communications.
- ✓ **Street cleansing** — Since 2008, the BID has funded additional resources committed to cleansing, street washing and removal of chewing gum.
- ✓ **Maintenance** — Repairs to street furniture are dealt with quickly.
- ✓ **Supporting independent shops** — Special shopping guides and training courses, funded by the BID, have enabled independent stores to access activities they could not afford alone.
- ✓ **Attracting new investment** — Investor confidence in Broadmead is strong. TK Maxx has opened in a fantastic new unit and Metro Bank will be opening later in 2018. In addition, Bristol Alliance Limited Partnership, the owners of Cabot Circus, have received outline planning permission for a £370m development which would dramatically improve a large section of Broadmead.

The rationale for a further Broadmead BID

It is difficult now to remember what Broadmead was like before it become one of the first Business Improvement Districts in the UK. The BID has achieved so much, transforming the pedestrian area and delivering successful marketing campaigns alongside enhanced cleansing and maintenance regimes.

Without a further BID there would be no money available for the provision of marketing or events. Broadmead retailers are accustomed to the BID team addressing cleansing and maintenance issues promptly – this would no longer be possible without BID funding.

The Broadmead BID has enabled the team to ensure that the shopping area looks its best at all times, including dressing the windows of vacant units and the provision of hanging baskets.

The BID has funded additional Christmas lights each year and joint-funded exciting regional Christmas promotional campaigns.

Run by a committed team, the BID co-ordinates many activities on behalf of the retailers. Without BID funding, none of the above could be maintained and it would not be long before Broadmead slipped back to the days before the introduction of BIDs.

The current climate is increasingly challenging for retailers; the rise of online shopping and the uncertain economic times mean that retail businesses must retain a competitive edge and take advantage of every opportunity.

Several years of resources being cut from local authority and police budgets are now beginning to show. The prospect of further cuts means that BIDs are only funding option available.

However, the future is not all bleak. Broadmead had recently seen TK Maxx make a major investment in the city centre and in October 2018 Metro Bank will open a large branch and regional office. In addition a multi-million pound redevelopment by Hammerson, the owners of Cabot Circus, which would significantly improve a large part of Broadmead has received outline planning permission.

This is no time to be complacent. If Broadmead is to continue to thrive, another BID is essential to ensure that visitors experience a clean, vibrant shopping destination and to provide businesses with the support, advice and guidance tailored to helping them achieve their potential.

Communication and consultation

Between February and June 2018 we undertook a consultation period. Feedback from this important stage of work gave us a clear insight into the priorities of the Broadmead retailers.

Our retailer engagement comprised the following:

Business Questionnaire

A quantitative survey was sent to all levy payers in March 2018. This generated a robust response, providing clarity of the priorities.

Focus Groups

Two discussion groups were held in May 2018 to dig deeper into retailers' attitudes and priorities. All businesses were given the opportunity to attend.

Group Meetings

All levy payers invited to attend and provide input in BID meetings during March and May 2018.

Prospectus

A document was produced which detailed the requirement for a further Broadmead BID and outlined the priorities which the new BID would focus on if it is successful. This Prospectus was sent to all individuals responsible for voting in the BID ballot in June 2018 where they could be identified and to those responsible for paying the rates for a property where they could not. A copy of the Prospectus was also distributed to all businesses within the BID area.

Face-to-Face Meetings

A letter sent out with the Prospectus made all businesses aware of the opportunity for individual meetings with the BID team.

Engaging with Bristol City Council

Bristol City Council is the local authority for the Broadmead BID area. BCC officers have been involved with the set up and management of the Broadmead BIDs since 2004.

A BCC officer and a BCC Councillor sit on the BID management group and a single point of contact for the BID has been provided by BCC.

A Baseline Statement has been drafted to show the level of services currently provided by the city council and is included as Appendix 1 of this document.

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

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

An Operating Agreement has been prepared that deals with the collection, handling and transfer of BID levy payments – this is shown as Appendix 2. This agreement will include a charge of £10,000 per year. This charge covers the costs of collecting the annual BID levy and is included within the financial section of this document under Financial Management of the BID.

BID priorities for the period 2018 - 2023

1. CLEAN and WELCOMING

The BID team will improve the cleansing standards to encourage more shoppers to visit.

Cleaner Streets

A significant majority of retailers (94%) identified cleaning as an important priority for the BID. The focus on clean and well-maintained streets will once again be an essential element of the BID. The BID team will use funds to supplement the baseline work carried out by Bristol City Council, ensuring Bristol Shopping Quarter remains litter-free.

The rapid response team will:

- wash the streets and street furniture
- remove tagging and graffiti
- deal with fly-tipping
- remove chewing gum

Maintenance

The first Broadmead BID paid for new street furniture and the subsequent BIDs have meant we have been able to maintain the seats, bins and bollards. A future BID will allow us to continue to safeguard our investment in the street scene.

The BID team will monitor the area and ensure that repairs are carried out promptly.

Hanging Baskets

Installed in June and maintained by the BID until October, hanging baskets are appreciated by the levy payers each year. The BID will continue to offer hanging baskets to all levy payers.

Shopmobility

Based in Cabot Circus, this facility is used by many shoppers throughout Broadmead and The Galleries. Following the withdrawal of council funding, the unit faces an uncertain future.

BID funds will be used to support funding of Shopmobility, helping increase disabled access to Broadmead.

Signage and maps

BID funds will permit the signage in Broadmead to be updated regularly, helping shoppers to orientate themselves. Maps, featuring all stores, cafés and restaurants in Bristol Shopping Quarter, will help visitors to locate their favourite destinations.

2. ADDRESSING ANTI-SOCIAL ISSUES, SAFETY & RETAIL CRIME

Anti-social behaviour is on the rise nationally. The BID team will work with the Police and Bristol City Council to tackle this and work with businesses to reduce retail crime.

Tackling crime in Broadmead

During the BID consultation period, it was made clear that retail crime and anti-social behaviour issues have risen sharply and are now a significant problem for Broadmead businesses. In the survey carried out during March 2018, 93% of businesses mentioned that reducing retail crime should be a BID priority. Additionally, 89% of businesses supported the introduction of a rough-sleeping co-ordinator and 85% gave support for a dedicated ring-fenced PCSO / Police officer.

The BID team understands the priority placed on ensuring that these issues are addressed and resolved and that Broadmead's streets are safe and welcoming for shoppers.

If this BID is successful, it is proposed that the BID team sets up a new partnership which will focus on establishing a strategy to address the current issues and those that develop in the future. The plan arising from this will focus on the key areas and point resources directly at addressing the cause of the problems. The BID will actively work with partners to create new funds and resources as required to tackle the identified issues.

The BID will provide leadership in order to utilise all of the systems, groups and information available and then focus this through the delivery team to ensure that a strong, clear and effective plan is delivered. Currently there are a number of different groups operating within the BID area which are focussed on retail and business crime. They will be reviewed and consolidated and decisions will be made as to how these are re-focused.

If there is a YES vote, at least £60,000 will be allocated towards this initiative initially - £48,000 from BID funds and the remainder from Destination Bristol who are committed to resolving these major issues in Broadmead. It is proposed that BID funds are used to pay for a PCSO / Police officer or co-ordinator(s) to deal with retail crime and anti-social behaviour in Broadmead, whichever the sub-group considers to be the most effective option.

The Broadmead BID will continue to represent retailers in discussions with the Police, Bristol City Council and other organisations, ensuring their voice is heard when shaping strategy and committing resources. Levy payers will be encouraged to become active members of this initiative which will be reviewed every 6 months.

This will be a priority until the above issues are resolved.

3. MARKETING & PROMOTION

The BID team understands that marketing Broadmead, The Galleries and Cabot Circus as ‘one great destination’ is best for everyone and it will continue to do this.

Advertising and Promotions

Effective marketing of Bristol Shopping Quarter is a priority for the BID. The BID team will deliver highly targeted marketing campaigns, using extensive radio, press and online channels. These will focus on all the key trading periods. Radio and press advertising campaigns will be delivered during the Easter, Summer and Christmas periods as a minimum.

The BID team’s links with Destination Bristol provide opportunities for it to actively promote marketing activities to the 250,000 monthly visitors to visitbristol.co.uk.

Targeted national destination marketing campaigns will be undertaken to attract group tour operators to Bristol Shopping Quarter.

Online and Social Media

A successful BID ballot outcome will allow the BID team to continue to invest in the Bristol Shopping Quarter website, which promotes all BID businesses. It will enable the team to sustain its proactive social media activity, continuing to build traction through Twitter, Facebook and Instagram platforms and ensuring year-round activity including the very successful Facebook competitions.

Christmas

The BID team will ensure that the Christmas retail period is a memorable experience in Broadmead. 80% of retailers identified high quality Christmas lights as important. BID funding will continue to provide spectacular festive lights. Retailers also place a priority on Christmas markets, 79% identified this as important or very important. We will continue to work with partners to stage the popular Christmas markets as well as delivering compelling Christmas marketing campaigns.

Events

Broadmead retailers are keen for events which bring the streets alive. The BID team will continue to work with many organisations to provide a wide variety of family-friendly events, all designed to attract footfall to Broadmead and The Galleries with the aim of extending dwell time.

Well established events such as the popular Easter trails which see over 1,000 children and families taking part will be continued and increased in scope each year. The annual charity static cycle event, which raises money for worthy causes while creating a sense of community among retailers and fun for shoppers, will also continue to be organised by the BID team. New opportunities will be sought with local organisations to provide cost-effective events and entertainment for shoppers while making the most of BID funds.

4. BUSINESS Support

As a business community, working together, we are stronger — the BID will continue to lobby on behalf of businesses and to use its expertise to support levy payers.

Supporting Retailers

The BID team will continue to act as the first point of contact for businesses, helping to resolve issues. All BID businesses are visited monthly as we hand deliver our newsletters and are invited to BID marketing meetings, which take place six times a year. Always keen to encourage engagement, a member of the BID is available to meet with levy payers at short notice.

The experienced BID team has wide-ranging contacts and ensures that it is aware of city-wide issues and events. Anything likely to impact on the BID area, such as road closures, festivals and demonstrations is communicated to the businesses in advance. This support will continue if the BID is successful

The annual Mystery Shopping and Retailer Award programmes have grown in popularity and demonstrated improvements in customer service each year. All participants receive a detailed report, highlighting areas for improvement. A future BID would mean continued support to encourage excellent service.

Training Courses

There will be BID funded training courses offered for levy payers. The BID team members will continue to provide guidance for retailers on many different topics, including staff recruitment, social media and specific retail-focused topics as required.

Lobbying

The BID has a Management Group, bringing together Broadmead retailers with senior leaders from Bristol City Council, Destination Bristol, The Galleries and Cabot Circus.

The BID team will continue to provide a strong voice for retailers, ensuring their interests are represented effectively on a range of issues.

BID Arrangements

Ballot

The ballot for the Broadmead BID will commence with the distribution of voting papers on 29 August 2018 – the ballot papers will be despatched to the relevant voter for a business.

Bristol City Council has appointed Electoral Reform Services to manage the independent postal ballot process.

The ballot date is 26 September 2018 - 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 Electoral Reform Services.

The ballot will be deemed successful if it has a simple majority both in number of votes cast and in rateable value of votes cast.

Voter database

The list of voters has been compiled from the ratings list provided by BCC.

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

- Face to face enquiry at the business address
- Telephone or email enquiry with the business head office
- National voter database provided by British BIDs, followed by email or telephone checks
- Research and enquiry with ratings and / or property agents
- Internet searches followed by email or telephone checks

Hereditaments

There are 268 hereditaments within the BID area which will be liable to pay the BID levy if the BID ballot is successful.

Local Authority

The billing authority is Bristol City Council; BCC 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 26 March 2018.

The Ballot Holder, Bristol City Council, propose to issue the Notice of Ballot on the 15 August 2018.

Proposed BID Services

The services to be provided by the BID will be in addition to those provided by BCC in its statement of Baseline Services (Appendix 1).

Term

The Broadmead BID term will be five years and will run from 1 November 2018 to the 31st October 2023.

Variations to the BID

Any proposal to alter the BID arrangements in respect of the geographical boundaries of the BID area and / or the BID levy in such a way that will increase the BID levy or will cause any person who was not previously obliged to pay the BID levy will be put to alteration ballot in accordance with the BID regulations, which can be found at: [\[link to BID regulations\]](#).

An alteration ballot will not be needed to include any new developments in the BID area which fall within the BID levy rules detailed within the Operating Agreement (Appendix 2).

Should there be a need to vary the BID arrangements in any way not mentioned above, Destination Bristol will notify BCC in writing and will consult BCC, the BID management group and the BID retailer group on the proposed alteration over a period of at least 21 days, following which the alteration will be determined by a majority vote of the board of directors of DB.

Details of any alteration to the BID arrangements decided through this procedure shall be notified in writing to each person liable for the BID levy explaining the reasoning for and the effect of the alteration.

BID Management

BID Body

Destination Bristol is both the BID proposer and, assuming the BID proposals are approved by the ballot, will be the BID body, responsible for the implementation of the BID arrangements set out in this business plan under the Business Improvement Districts (England) Regulations 2004.

Destination Bristol

Destination Bristol is a company limited by guarantee supported by BCC, Business West and its broad membership base of businesses operating within the visitor economy.

Working in close partnership with its members, BCC, Business west, West of England LEP, VisitBritain, partner destinations and travel and tourism stakeholders, Destination Bristol's aim is to improve business competitiveness, support employment and economic growth, provide services to visitors and market the Bristol city region as a world-class leisure and business travel destination.

Destination Bristol has been the proposer of all three previous Broadmead BIDs and has played a critical part in managing and developing the BIDs to their full potential.

DB (company number 3715280 registered in England and Wales) is a company limited by guarantee.

The structure of the DB board is as follows:

Destination Bristol	1
BCC councillors	4
Business West	1
South Gloucestershire councillor	1
Attractions representatives	2
Hotel representatives	2
Shopping centre managers	2
Bristol airport representative	1

BID management group

DB will set up a BID management group with special responsibility for advising the main DB board. This group will meet once every two months.

The BID management group will not have delegated responsibility to make major decisions for the company but will make recommendations to be considered and acted on by the main board of DB

DB is keen to involve retailers in the BID management group and any interested retailers who contact them will be considered by the board of DB for appointment of the BID management group.

The structure of the BID management board will be as follows:

Destination Bristol	1
Shopping centre managers	2
BCC councillor	1
BCC officer	1
Legal advisor	1
BID manager	1
Retailers	5

BID delivery team

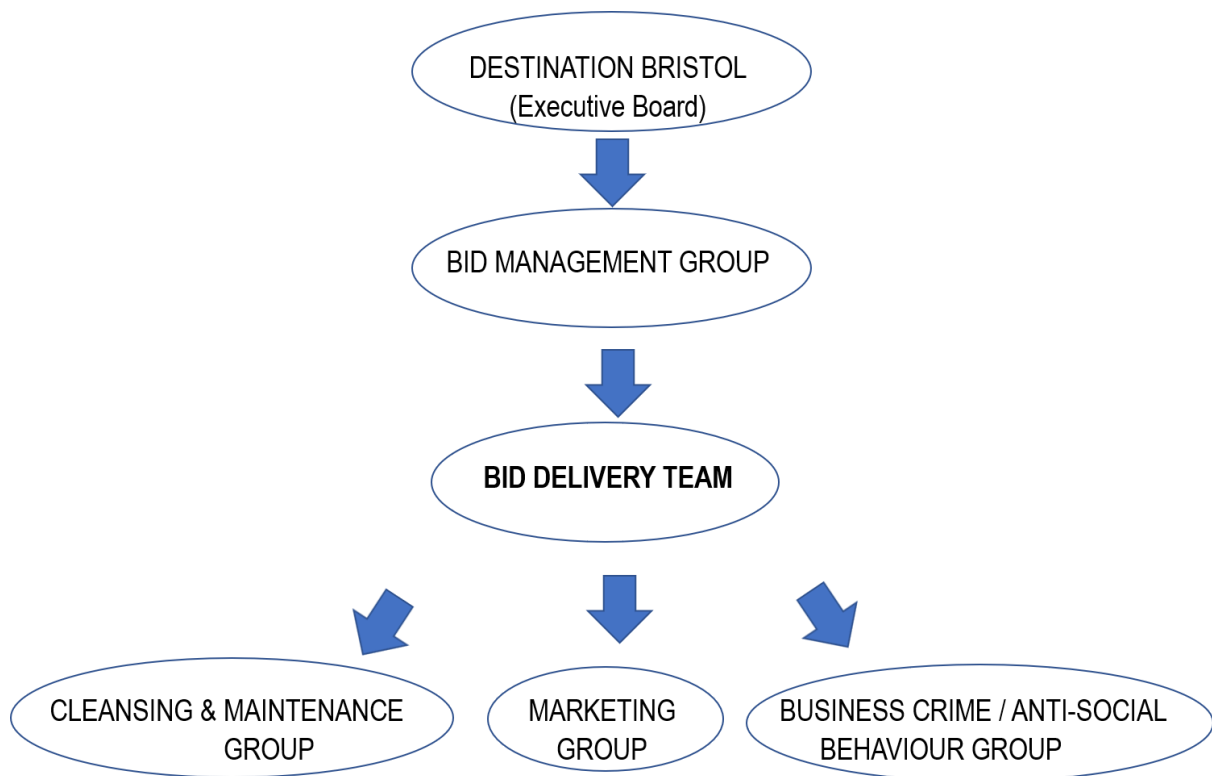
The BID delivery team will comprise the experienced team which has successfully delivered the BID over the 2008-2013 period. It will benefit from the marketing opportunities and resources available from the wider Destination Bristol team.

BID retailer meetings

To provide a voice for the Broadmead retailers, the BID delivery team will establish regular BID meetings. All retailers will be invited to these meetings which will take place each six weeks. This group will be an important sounding board for the development of the BID.

Structure of the Broadmead BID

The operational and management structure of the BID is summarised below:



Key Performance Indicators

To make a full evaluation of the success of the BID it will be necessary to establish a number of KPIs, which are quantifiable measurements and agreed to at the outset of the BID period. They will reflect the critical success factors of a project. These will assist in determining the performance of the BID against its objective and can be used to inform future decision making.

It has been agreed that at each of the bi-monthly BID management group meetings, KPIs will be a standing item on the agenda.

The BID team will commit to measuring the activity related to the points below and to reporting back to the levy payers at agreed intervals during the BID.

Any issues identified will be addressed by the BID management group in conjunction with the levy payers, with the relevant action being taken accordingly.

Agreed KPIs are: [to be reviewed depending on projects]

- ❖ number of marketing campaigns
- ❖ number of events
- ❖ social media activity
- ❖ cleansing standards
- ❖ maintenance response times
- ❖ footfall
- ❖ crime levels
- ❖ anti-social issues reported
- ❖ anti-social issues resolved
- ❖ vacancy rates
- ❖ retailer feedback
- ❖ customer feedback

Financial Arrangements

Financial management of the BID

If the BID proposal is approved by ballot, DB will enter into an Operating Agreement with BCC. This can be seen at Appendix 2 and will be posted on the BID website www.broadmeadbristolbid.co.uk once completed.

The Operating Agreement covers the following:

- ❖ BCC's responsibility for the imposition, collection, enforcement and administration of the BID levy;
- ❖ How and when BCC will pay the BID company the monies collected;
- ❖ The supply of DB financial information to BCC in accordance with the rules set out in the BID regulations;

BCC will make a charge to cover the cost of collecting, administering and enforcing the BID levy which shall equal £10,000 for each year.

BID levy collection rules

The BID levy rules are set out within the Operating Agreement with BCC referred to above. They are also summarised in the following paragraphs:

Subject to the exemptions set out in the following paragraphs, the BID levy will be charged on all hereditaments listed in the local non-domestic rating list located within the BID area falling within the following property types:

- ❖ Bank and premises
- ❖ Café and premises
- ❖ Car park and premises
- ❖ Car parking space and premises
- ❖ Hairdressing salon and premises
- ❖ Kiosk and premises
- ❖ Leisure centre and premises
- ❖ Offices and premises
- ❖ Post Offices and premises
- ❖ Restaurant and premises
- ❖ Shop and premises
- ❖ Store and premises
- ❖ Other miscellaneous
- ❖ Other commercial (not atms)

The person liable to pay the BID levy is the business ratepayer liable for non-domestic rates in respect of the hereditament.

The BID levy will be charged at a rate of 1.5% of the rateable value shown for the hereditament on the 1st September 2018 for the duration of the BID period, save in respect for hereditaments within The Galleries where the BID levy will be charged at 0.75% of rateable value.

The following exemptions apply:

- ❖ those hereditaments with a rateable value of less than £12,000; and
- ❖ those hereditaments receiving charitable mandatory relief under Sections 43 & 45 of the Local government Finance Act 1988

The BID levy is payable in full, and in advance, on 1st November of each year.

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.

Please refer to the Operating Agreement, appended, for a complete list of the BID levy rules.

Businesses will have certainty of the level of their contribution costs for the BID period as the levy will be a percentage of rateable value fixed at the commencement of the BID, i.e. re-rating will not increase the levy.

Transfer of levy from BCC to the BID

Payments will be made to the BID from the BCC Business Rates team by the last working day in January, July and November, starting in January 2019 with the net levy collected since the previous payment and any residue of the BID levy arrears for previous financial years collected since the previous payment.

Internal reporting of BID accounts

The BID team will provide the DB board and the BID management group with regular updates detailing revenues collected, expenditure incurred in the period and cash flow forecasts, including:

- ❖ monthly financial accounts;
- ❖ regular management reports;
- ❖ annual financial statements.

The annual financial statements of the BID will be subject to external audit by an independent auditor and a summary performance report distributed to BCC, BID levy payers and any other interested parties upon request. They will also be posted on the BID website: www.broadmeadbristolbid.co.uk.

The financial record keeping and reporting will be undertaken by Business West.

Financial operating forecast

This section presents the forecast operating performance of the BID. The illustrative financials presented are based on the projections estimated by the BID team as at June 2018.

The following should be taken into account when reviewing the illustrative operating performance:

- ❖ the financial projections are based upon market conditions as at June 2018 and it has been assumed that similar conditions will be applicable throughout the duration of the BID; and
- ❖ all figures are provided in current values (2018) without inflation

The projections set out in the table below have been prepared following consultation with members of the BID management group.

The projections are for the five year duration of the Broadmead Bristol BID and include the BID levy and voluntary contributions.

The projections show that the BID will generate a total income approximately £1,528,455 with an estimated annual income of approximately £305,691 (based on a collection rate of 96%).

It is assumed that all income will be fully expensed during the life of the BID.

Projected income and expenditure

INCOME	2018 /19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
BID levy*	285,691	285,691	285,691	285,691	285,691
Voluntary contributions	20,000	20,000	20,000	20,000	20,000
TOTAL INCOME	305,691	305,691	305,691	305,691	305,691
EXPENDITURE	2018 /19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
Marketing	118,691	118,691	118,691	118,691	118,691
Addressing anti-social issues	48,000	48,000	48,000	48,000	48,000
Cleansing & maintenance	54,000	54,000	54,000	54,000	54,000
Shopmobility**	10,000	10,000	10,000	10,000	10,000
Management costs	60,000	60,000	60,000	60,000	60,000
Bristol City Council levy collection fee	10,000	10,000	10,000	10,000	10,000
Contingency	5,000	5,000	5,000	5,000	5,000
TOTAL EXPENDITURE	305,691	305,691	305,691	305,691	305,691

This is an indicative budget based on an estimated levy using the 2017 rating list.

Actual expenditure and budget allocation will be overseen by the BID management group.

*The above budget is based on a 96% collection rate and assumes a £12K levy for 2 businesses on Merchant Street which are currently zero rated.

**Funds will only be allocated to Shopmobility if sufficient additional money is sourced to enable the organisation to continue.

Operating and administration costs

The levy will be collected by Bristol City Council on behalf of the Broadmead BID. The collection charge for the levy is £10,000 each 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 cost line of the above table.

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

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

Appendices

1. Baseline Statement
2. Operating Agreement – to be added to this document by end August 2018

Appendix 1

Broadmead Business Improvement District (BID) – Baseline Statement

This baseline statement of existing services is as at May 2018. 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 on street parking. - Bus shelter maintenance. - Bus service allocation and bus stops, and taxi ranks. - Manage and maintain Legible City signage/information provision. - Manage the Urban Traffic Management System.
Waste & Streetscene	<ul style="list-style-type: none"> - Cleansing and litter bin emptying is carried out on a regular basis by Bristol Waste Company (BWC) (on behalf of the Council), on the public highway. - BWC shall implement and maintain a cleansing regime for the Broadmead Primary Retail Centre to aim for an A Standard as set out in the Code of Practice on Litter & Refuse. - Offensive or racist graffiti will be removed within 8 hours of the BWC being notified of it. Other graffiti will be removed within 60 hours of being notified. - Where graffiti is on private property, BWC must obtain a signed indemnity form from the property owner and the graffiti will be removed within 60 hours of receipt of the signed indemnity form. A charge may be made by BWC in line with Council policy. - Where scaffolding or specialised equipment is required then BWC and the Council shall agree a timeframe for the relevant graffiti removal. - Fly-tipped material 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 - Animal welfare, including dog wardens.
Culture	<ul style="list-style-type: none"> - Deliver/commission major events - Operate Site Permissions procedure to enable events.
Property	<ul style="list-style-type: none"> - Asset management and maintenance of Council owned properties/sites.

Community Safety	<ul style="list-style-type: none"> - 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, Bristol Eating Better, Sugar Smart, Tackling Physical Inactivity - Provision of health intelligence / impact assessment - Support policy development
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.