



BUSINESS PLAN 2023 ► 2028



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Glossary of terms

Baseline statement	Agreed level of services provided by the local authority within a BID area.
BCC	Bristol City Council.
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. Improvement is funded by local businesses via a levy based on their business rates. Businesses must vote in favour of a BID for it to be established.
BID advisory board	The group that will oversee the BID team – see page 19 for full details.
BID area	The area of Broadmead is shown on maps on page 6 and appendix 2.
BID levy	The payment made to a BID based on rateable value multiplied by the % multiplier.
BID team	Vivienne Kennedy will deliver the BID as Head of Broadmead BID. She will be assisted by Sophie McLaughlin and Morgane Duchâtel and overseen by the BID advisory board.
British BIDs	Membership organisation providing guidance, services, and training for BIDs – www.britishbids.org
Broadmead BID	The BID proposed is for the Broadmead area in Bristol city centre.
Business Rates	National & Non-Domestic Rates.
Business West	The accredited Chambers of Commerce for Bristol, Bath, Gloucestershire, and Wiltshire.
‘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 November in this case). There are no refunds made within the levy year because of change of occupancy.
Hereditament	Single unit of property with a given rateable value.
KPI	Key Performance Indicator.
Levy payer	The person or organisation responsible for paying Business Rates as of 1 November each year.
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
VW	Visit West.

Endorsements from Broadmead supporters

David Wait, General Manager, The Galleries, and Broadmead BID advisory board chair

“The Broadmead Bristol Business Improvement District (BID) team – Vivienne, Sophie, and Morgane – are at the heart of our community, providing support, answering questions, signposting guidance and advice, and creating and promoting activities and events designed to increase footfall.

“Without the BID, Broadmead would be a vastly different place. The BID levy we contribute towards ensures fantastic events and activities along with providing data and information, and provides immense value. If we worked in ‘silos’ as individual businesses, there would be no budget or team to promote a single entity, which would have a detrimental effect.

“The Broadmead Bristol BID team worked agilely throughout the Covid years, providing support through the lockdowns and subsequent recovery, arranging social distance queue marking, delivering free masks for our customers, and so much more.

“There are many changes ahead as Broadmead continues to evolve to meet today’s consumer needs and those of the future. Having this vital resource behind us will continue to make a difference, and there is much to lose if businesses do not vote in favour of another five-year BID. ”

Kathryn Davis, Managing Director, Visit West

“The Broadmead BID is a long-standing, and hugely effective partnership that brings together a wide range of partners with common goals and aims. The BID team genuinely care about the businesses, and the people working in the area, as well as those that visit. Building on the incredible achievements of the last 18 years, their ambition for the future has been built together with you as levy payers, to deliver what you need, and so I urge you to vote yes for this BID. ”

Lisa Jones, General Manager, Cabot Circus

“The Broadmead BID brings value in many ways and, as a member of the advisory board, I am proud to be a part of it. Working with the BID, we have seen a real shift in the way we tackle Broadmead’s challenges. Working collectively as one team, the BID leads the way, giving clear direction and support. ”

Jason Edward, Store Manager, Primark

“We all benefit from the Broadmead BID team’s continued efforts to encourage retailers and other businesses, large and small, to work together.

They are incredibly supportive, and we share one common goal. As a member of the BID advisory board, I really welcome the opportunity to input into proposed campaigns. ”

Mark Fullwood, Store Manager, Slater Menswear

“As a member of the BID advisory board, representing retailers, it was great to see the idea of seasonal tree lights, raised at one of our meetings, becoming a reality. They looked great and our customers loved them. ”

James Crees, Franchise Partner, Vodafone

“The Broadmead BID team have been enthusiastic in championing Broadmead as an engaging and inviting space for all shoppers and have constantly sought to introduce new and surprising initiatives to the area.

“Broadmead is undergoing a period of evolution and over the coming years it is essential that we have a team who know and understand the area and its opportunities and challenges; a team who have strong and constructive relationships with stakeholders; a team who can continue to passionately champion Broadmead as a space for retail, hospitality, leisure, entertainment, and community. It is essential in this coming period that we have the Broadmead BID team in place. ”

Paul Neale, Loss Prevention Officer, TK Maxx

“The BID’s retail support ranger is doing outstanding work in Broadmead. He patrols the area and responds to stores when they have shoplifters or other incidents involving members of the public causing a nuisance or displaying aggressive violent behaviour towards shop staff.

He’s very professional while carrying out his duties and I know he makes the smaller stores who do not have their own security feel a lot safer as well as helping the rest of the area’s security/loss prevention teams when they need assistance. ”

Louise Wratten, Co-Director, John Wesley’s New Room

“Thank you for all you do! Broadmead BID are a fantastic resource and support. Long may it continue. ”

Brendan Murphy, Head of Marketing, The Arcade

“The BID team has a passion for Broadmead and a genuine desire to make Bristol Shopping Quarter a special place for visitors and locals. ”

Introduction

This business plan provides the proposals for a fifth term of the Broadmead Business Improvement District (BID), running from 1 November 2023 to 31 October 2028, and sets out the operating, management, and financial principles for the BID.

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

The BID will be funded by business ratepayers. It will operate for a five-year period and will focus on four main themes: clean and welcoming; addressing anti-social behaviour issues and safety; marketing and promotion; and business support.

The BID will aim to continue to improve the overall shopping and leisure experience, working closely with our neighbours - Bristol City Centre BID and Redcliffe & Temple BID - to review all relevant aspects within and adjacent to Broadmead. All three BIDs are operated by Visit West.

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

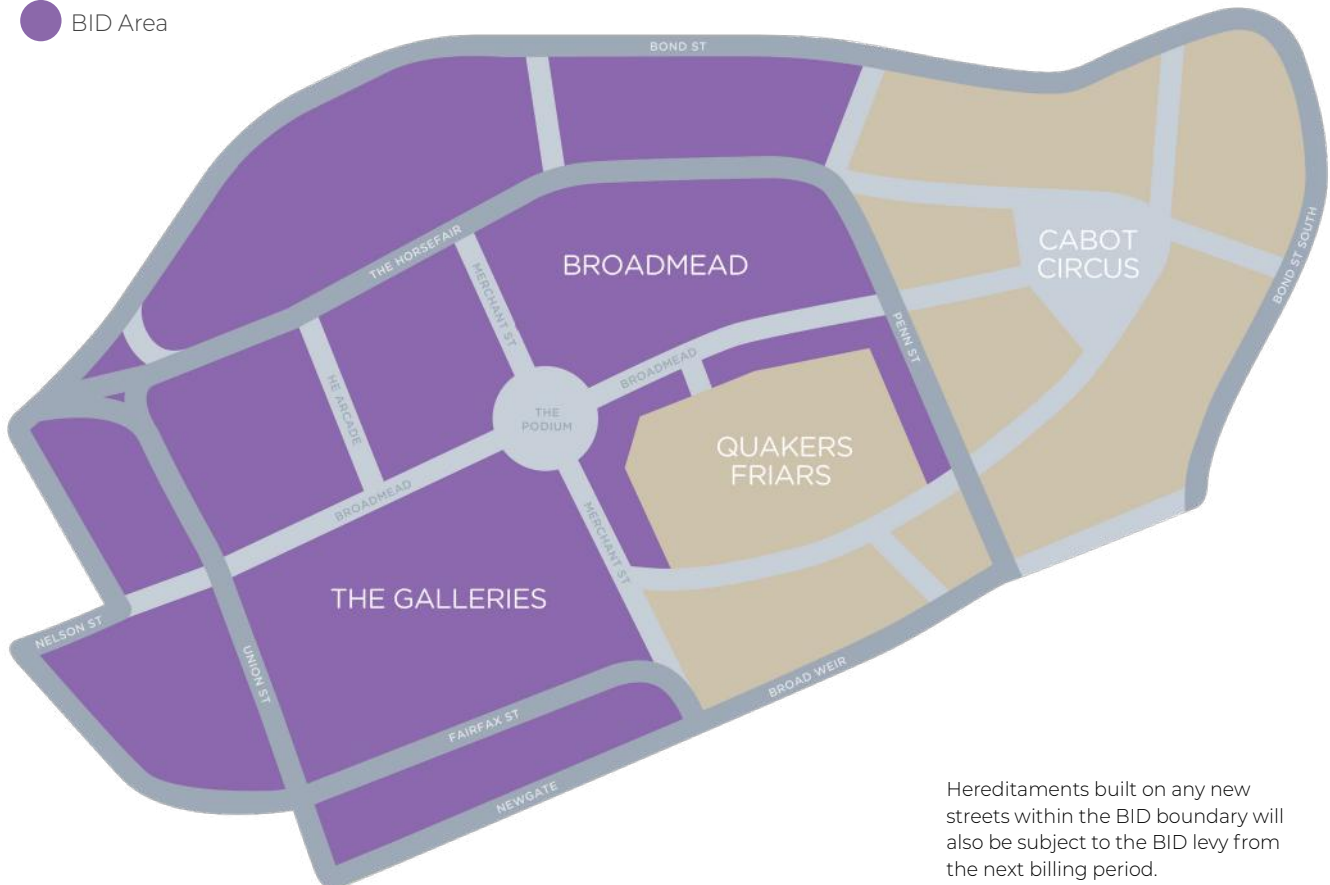
The BID area

The whole area illustrated below represents Bristol Shopping Quarter. All qualifying businesses within the purple area (which are not exempt) will fall within the proposed BID initiative. It is anticipated that at the time of the ballot, this will equate 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:

- ▶ All Saints Street (part)
- ▶ Barrs Court
- ▶ Bond Street (part)
- ▶ Broadmead
- ▶ Callowhill Court
- ▶ Fairfax Street (part)
- ▶ Hannover Court
- ▶ Merchant Street
- ▶ Nelson Street (part)
- ▶ Odeon Buildings
- ▶ Old King Street Court
- ▶ Penn Street
- ▶ St James Barton (part)
- ▶ The Arcade
- ▶ The Galleries
- ▶ The Haymarket (part)
- ▶ The Horsefair
- ▶ Union Street
- ▶ Whippington Court

 BID Area



Hereditaments built on any new streets within the BID boundary will also be subject to the BID levy from the next billing period.

Achievements of the Broadmead BIDs 2005 - 2023

If we achieve a YES vote in September, Broadmead BID will begin a fifth BID term on 1 November 2023, one of the first BIDs in the UK to reach this milestone, and 2025 will be our 20th anniversary year, a time to reflect on and celebrate our many achievements.

The very first BID term, which began in 2005, leveraged £11m on top of the BID levy to fund new paving, lighting, and street furniture. It meant that since 2008, when businesses voted for Broadmead BID to continue for a second term, we have been able to promote Broadmead, The Arcade, and The Galleries with Cabot Circus, which opened that year, as a single retail destination under the Bristol Shopping Quarter banner.

With ballots for the BID to continue taking place every five years, we are given a regular and valuable opportunity to reset, writing new business plans to reflect changing needs and priorities as Broadmead itself evolves.

The BID is now integral to all that happens in Broadmead. Our achievements over the past five years alone include:

- ✓ **Investment in Broadmead** – £100,000 of voluntary contributions to boost the BID's impact.
- ✓ **Introduction of the retail support ranger** – full time dedicated ranger, providing advice and guidance to help reduce retail crime and acting as a visual deterrent to shoplifters.
- ✓ **Introduction of the street intervention services officer** – co-funded by the three Visit West BIDs to work across the city centre, their work includes signposting vulnerable individuals to services that can help them, and gathering the evidence needed to issue prolific offenders with Community Protection Notices and Criminal Behaviour Orders.
- ✓ **Marketing** – high-impact marketing campaigns aimed at increasing footfall, plus family-friendly events to encourage increased dwell times and participation in large cross-city events such as Bristol Light Festival and this summer's Unicornfest.
- ✓ **Bristolshoppingquarter.co.uk and @bristolshopping** – the BID team includes a dedicated member of staff who focuses on our customer facing digital communications; our reach has more than doubled since this role was created.
- ✓ **Supporting independent businesses** – we have over 100 independent businesses in the Broadmead BID area; they are a huge part of the draw for shoppers. We showcase them on our website and social media accounts, give them access to online training, and much more.
- ✓ **Promoting sustainability** – shopping sustainably is becoming ever more important to consumers. We help businesses promote their sustainable initiatives and highlight ways to recycle and repair. Broadmead BID is a proud sponsor of Sustainable Fashion Week, which takes place each September.
- ✓ **Broadmeadbristolbid.co.uk and @broadmeadbid** – a website and social media channels (Twitter and LinkedIn) purely for delivering information, advice, and guidance to our businesses.
- ✓ **Christmas and seasonal lighting** – high quality and energy efficient Christmas lights plus seasonal tree lights that feedback has told us make the area feel safer during the darker months.
- ✓ **Street cleansing** – the BID funds additional resources committed to cleansing, street washing, and the removal of chewing gum and tagging.
- ✓ **Maintenance** – repairs to street furniture are dealt with quickly and we have a maintenance schedule to keep benches and the iconic Broadmead balls looking good.
- ✓ **Attracting new investment** – investor confidence in Broadmead is extraordinarily strong, with several large developments due to begin over the next few years. We will support our businesses through this exciting period of change, as Broadmead continues to evolve and adapt to changing consumer needs.

The rationale for a further Broadmead BID

18 years have passed since Broadmead became one of the UK's first business improvement districts back in 2005. We were at the start of a period of great change, with Cabot Circus opening just three years later, and the retail landscape has continued to evolve ever since, constantly changing to meet consumer needs. And, of course, we had to chart a new path entirely, with almost no notice, when Covid hit us in 2020, bringing with it a series of lockdowns when only essential retailers were permitted to open.

The BID team are at the heart of the community, providing support, answering questions, signposting guidance and advice, and creating and promoting activities and events designed to increase footfall. It is worth noting Broadmead footfall has recovered well post-pandemic, with more visitors most weeks than in their 2019 equivalents; we have consistently outperformed the region and wider UK.

Without a further BID, there would be no money for Christmas and seasonal lighting, no budget to maintain street furniture, and no funding for additional cleansing such as chewing gum and graffiti removal. Additionally, there would be no retail support ranger or street intervention services officer, no website or social media to promote the whole of Bristol Shopping Quarter, and nobody at the end of a phone call or email to help find the answers to the multitude of questions that arise daily.

In addition to a global pandemic, our fourth term challenges included the closure of two large stores, increasing competition from online retailers, and the exponential growth of food delivery services. But it is most definitely not all doom and gloom – we have also seen more independent retailers than ever opening bricks-and-mortar shops in Bristol Shopping Quarter, an increased focus on sustainable shopping (Sparks Bristol, an arts and sustainability hub, which opened in May 2023, is a fantastic meanwhile use of the former M&S store), and growth in the leisure and entertainment sector including the arrival of a soft play centre, tabletop gaming cafes, and Roxy Lanes, a day-to-night venue, offering ten-pin bowling, ice-free curling, and much more.

Broadmead is attractive to investors, with several large developments due to take shape over the next few years. The BID has been a key contributor in the creation of the Bristol City Centre Development and Delivery Plan, which considers what needs to happen to ensure Bristol's city centre is fit for the future and will set out a step by step guide to help us get there. We have been able to ensure the views of our businesses are heard.

The future of Broadmead is bright, however, this is no time to be complacent. A fifth BID term is essential to drive footfall and ensure visitors experience a clean, vibrant shopping destination, while businesses continue to be supported throughout the next five years, provided with the advice and guidance they need to help them achieve their potential.

Communication and consultation

Between February and May 2023, we consulted with businesses. Feedback from this important stage of work gave us a clear insight into your priorities.

Our business engagement comprised:

Business Questionnaire

A comprehensive survey was undertaken. This generated a robust response, providing clarity of the priorities.

Face-to-Face Meetings

The team visited businesses for conversations designed to dig deeper into their thoughts about the BID and priorities. All businesses were invited to request a face-to-face meeting.

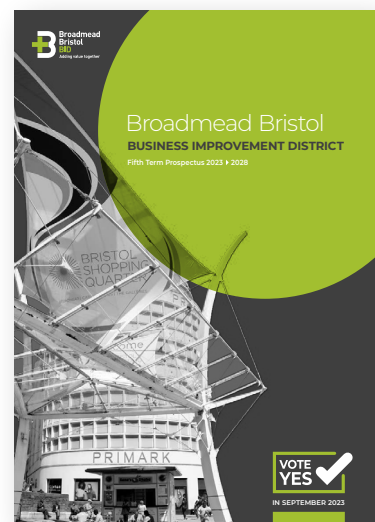
Open Office Sessions

Every Wednesday, 10am-1pm

The Broadmead BID team began this initiative when the current BID year began on 1 November 2022, providing a weekly opportunity for you to talk to us - a chance to give us feedback, tell us what you would like to see included in our plans for the next five years, ask for help, discuss footfall trends, or share good news. We have had some great conversations with businesses and look forward to many more.

Prospectus

A document was produced, which detailed the requirement for a further Broadmead BID and outlined the priorities the new BID will focus on, if a YES vote is achieved. This prospectus has been published on the Broadmead BID website, with the link sent to all individuals responsible for voting in the BID ballot in September 2023, where they could be identified. The link has also been sent to all businesses within the BID area, with a reminder of the opportunities 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 two BCC councillors sit on the BID advisory board 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 agreement will include levy collection costs, anticipated as a minimum of £9,000 per annum, collected annually at source. Further details can be found on page 23 of this document, in the section titled Financial management of the BID.

The operating agreement will be made available on our website during the ballot period and will come into force if the vote is in favour of a further five-year term.

BID priorities for the period 2023 - 2028

Clean and welcoming

Cleaner Streets

Since the start of our first term almost two decades ago, focusing on clean and well-maintained streets has been an essential element of Broadmead BID and this will continue in our fifth term. We will use our levy funding to supplement the baseline work carried out by Bristol City Council, ensuring Bristol Shopping Quarter remains litter-free.

We will continue to share a dedicated cleansing team with our neighbours, Redcliffe & Temple BID. We have done this for the past two years and it has proved excellent value for money. They wash the streets and street furniture, remove tagging and graffiti, deal with fly-tipping, and remove chewing gum.

This work was identified as a BID activity that is positive for Bristol Shopping Quarter by more than 91% of respondents to our business questionnaire.

Maintenance

BID funds allow us to safeguard our investment in the street scene, including repairs to street furniture. The BID team monitors the area and ensures repairs are carried out promptly including repairs when required to the lockable bollards that are removed at either end of each day, seven days a week, to allow deliveries and waste collections within the pedestrianised area.

Greening

We will work with strategic partners and Broadmead BID businesses to increase greening within Bristol Shopping Quarter, making the space more attractive for everyone.

Christmas and Seasonal Lighting

In 2022, we installed tree lights on Union Street and The Horsefair, switched on each evening from early November until the clocks went forward at the end of March. Feedback from shoppers and retail staff told us these lights made the two areas feel safer, as well as more welcoming.

Additionally, we increased our festive lighting, adding golden light canopies to Merchant Street North and South.

The lighting scheme across Broadmead, which we will further improve over the next five years, utilises LED lighting fixtures and components, which are incredibly energy efficient and have a longer lifespan than other lighting features used as festive decor. One of the huge benefits of these LED lights is their ability to last significantly longer, therefore reducing the need for frequent replacement as well as reduced maintenance costs.

Addressing anti-social issues and safety

We know anti-social behaviour is a major concern and work closely with the police, Bristol City Council, and others to tackle this and help reduce retail crime.

Your Feedback

Before the start of the current Broadmead BID term, our engagement with businesses helped us understand how serious your concerns over anti-social behaviour, rough sleeping, and retail crime were, and that we needed to make addressing these issues a priority. We know from talking to you more recently that while you appreciate the steps we have taken so far, you want more.

Dedicated Support for the BID Area

In 2019, we introduced a retail support ranger, contracted via a private security company, working full-time over five days a week. This role has been incredibly popular with businesses, providing advice and guidance to help reduce retail crime and acting as a visual deterrent to shoplifters. If there is a YES vote, we propose to use BID funds to increase this service to cover seven days a week and longer hours on busier days.

Since April 2023, we have been co-funding a dedicated street intervention services officer, who works across the Broadmead BID, Bristol City Centre BID, and Redcliffe & Temple BID areas. We have already seen some impressive results, with vulnerable individuals signposted to services that can help them, and several prolific offenders served with Community Protection Notices and Criminal Behaviour Orders.

Voice for Businesses

The Broadmead BID is a founding member of the Bristol Business Crime Reduction Partnership (BCRP), representing businesses in discussions with the police, Bristol City Council, and other organisations, ensuring their voice is heard when shaping strategy and

committing resources. We encourage businesses to report all crime through the official channels, sharing the relevant phone numbers and website links in our communications and on the Broadmead BID website. We also invite all Broadmead BID businesses to attend a monthly security meeting, which is hosted by our local beat sergeant.

Additionally, Broadmead BID subsidises a security radio scheme, which all businesses can join for an annual fee.

Purple Flag

Bristol was one of the first UK cities to be awarded the Association of Town and City Management's coveted Purple Flag status in 2010 and is still a proud Purple Flag bearer today in recognition of its work towards a more vibrant, welcoming, diverse, and safer nightlife.

Purple Flag assesses qualities such as cleanliness, safety, diversity, accessibility, and partnership working, and it gives positive reassurance to those people planning a night out in the city.

Broadmead BID will continue to support Bristol City Centre BID and Bristol City Council who coordinate a partnership of organisations working together to achieve the national standards of excellence for managing an evening and night-time economy and retain this annual accreditation.

Marketing and promotion

We believe marketing Broadmead, The Arcade, The Galleries, and Cabot Circus as one great destination - Bristol Shopping Quarter - is best for everyone and will continue to do this. We will showcase the fantastic mix of businesses we have here, including over 100 independents, and highlight the non-shopping activities visitors can enjoy such as ten-pin bowling, soft play, bingo, table-top gaming, live music, and club nights.

Advertising and Promotions

Effective marketing of Bristol Shopping Quarter is a priority for the BID.

We use our consumer-facing website, bristolshoppingquarter.co.uk, social media channels, and Bristol Shopping Quarter newsletter to promote the area and all BID businesses. Over the past five years, we have more than doubled our digital reach, building traction through our Facebook, Instagram and Twitter platforms and recently introducing TikTok and Threads, to appeal to different demographics.

We also deliver targeted marketing campaigns via local media and our link with Visit West provides opportunities for us to actively promote our activities on visitbristol.co.uk, which achieved almost seven million page views in 2022, as well as the wider Visit Bristol channels, including their annual visitor guide, which is widely distributed within the area and at key points of entry; it is also used for business and leisure group trade events.

Bristol Light Festival

Broadmead BID sponsored an installation on The Podium as part of the 2023 Bristol Light Festival, which took place over 10 days in February. This drew in additional footfall during a traditionally quiet time of the year, with visitors given an extra reason to spend time in Bristol Shopping Quarter and not just rush through on the way to other installations on the trail. It is estimated the festival brought 250,000 visitors to the city centre, with Broadmead's footfall between the hours of 5-10pm being up to 27% higher than the previous week.

Bristol Light Festival will return in 2024 and if there is a YES vote, Broadmead BID will explore the possibility of taking part again, with businesses encouraged to stay open later and run festival specific promotions to take full advantage of the increased footfall.

Better Sundays

In 2022, we worked with Bristol City Council to commission a series of high quality, local markets, to be held on Broadmead West. A five-month pilot

was delivered between June and October as one of the activities under the City Centre and High Streets Recovery and Renewal programme, funded by Bristol City Council and the West of England Combined Authority's Love our High Street project. Following its success, the Better Sundays market operated by Better Events, returned in November and December before taking a short winter break. The market now operates on the first Sunday of each month, from March to October each year.

Love Bristol Gift Card

The Love Bristol gift card (part of Miconex's Town & City Gift Card Scheme) was launched by Broadmead BID, Bristol City Centre BID and Redcliffe & Temple BID in June 2022 to benefit businesses across the city centre. Its unique selling point is that any business across the three BIDs can sign up to accept the card, so shoppers can spend it in a vast range of local independent businesses as well as in popular national chains such as Boots, Primark, and TK Maxx. It can be purchased by individuals to gift their friends and family, or in bulk orders by businesses wishing to use the card for staff incentives.

Since its launch, almost £50K worth of Love Bristol gift cards have been sold.

Events

We understand the importance our retailers place on events, bringing our streets alive. In 2023, this included events delivered as part of the City Centre and High Streets Recovery and Renewal programme, funded by Bristol City Council and the West of England Combined Authority's Love our High Streets project; for example, The Invisible Circus's four Weekends of Wonder!, which featured street theatre, and the Festival of Nature's Walking Forest. We also sponsored a unicorn as part of the city-wide Unicornfest trail.

We will continue to work with many organisations to provide a wide variety of family-friendly events, all designed to attract footfall to the Broadmead BID area and extend dwell time.

Business support

Supporting all Businesses

The Broadmead BID team will continue to act as the first point of contact for businesses, helping to resolve issues.

Business feedback has shown appreciation for the role the team play in communicating valuable information to retailers, including the BID newsletters, and for creating and maintaining a feeling of community.

Always available via email and telephone, the BID team also hosts an open office event every Wednesday, providing a weekly opportunity for you to talk to us – a chance to give us feedback, ask for help, discuss footfall trends, or share good news.

Footfall Monitoring and Reporting

Using Springboard footfall counters, we constantly monitor footfall, looking out for hourly patterns and comparing week on week, year on year, and the current year to pre-pandemic levels. Detailed weekly and monthly reports are posted on the Broadmead BID website and we also send out a weekly summary, which any business can subscribe to.

Retailers have told us how useful they find this information, and we are also able to share it with the local authority, and with businesses and developers considering investing in Broadmead.

If there is a YES vote, we will explore the possibility of installing a third monitor, which will give us even more of this rich data.

Training Courses

Broadmead BID has partnered with interactive learning specialists SeedL to offer Broadmead BID businesses and their teams unlimited free access to interactive webinars covering over 200 subjects including leadership, communication skills, customer service, and mental wellness. This new learning solution is designed to help employees learn, perform, and succeed.

Place Support Partnership

The BID has teamed up with business savings and support experts Place Support Partnership (PSP) to help Broadmead BID businesses navigate the energy and cost of doing business crises.

PSP want to work with you to identify and realise savings when considering new contracts and choosing suppliers. They can help your business improve cashflow and profitability, free up capital to invest, and become more cost efficient. You could save up to 30% on electricity, gas, and telecoms; up to 25% on pest control; up to 20% on water; and up to 10% on insurance.

The programme is funded by Broadmead BID as part of our business support services and is available to all businesses free of charge.

Representing Businesses

Broadmead BID has an advisory board, bringing together retailers and other businesses with senior leaders from Bristol City Council, Visit West, Avon & Somerset Police, The Galleries, and Cabot Circus. We will use our collective strength to influence decisions affecting the BID area and its businesses.

BID arrangements

Arrangements with respect to Business Improvement Districts are laid out under the Local Government Act 2003 (Part 4) and the Business Improvement Districts (England) Regulations 2004.

Ballot

The ballot for Broadmead BID's fifth term will commence with the distribution of voting papers no later than 31 August 2023. The ballot papers will be dispatched to the relevant voter for a business. Please note, a ballot paper will be issued for each individually rated property/hereditament, so it's possible one business or person will receive multiple ballot papers.

Bristol City Council has appointed Civica to manage the independent postal ballot process.

The ballot date is 28 September 2023. 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 Civica.

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 a data set provided by Bristol City Council.

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 the business rates team and/or property agents
- Internet searches followed by email or telephone checks

As many identified voters as possible have completed and signed a confirmation form, as required by Bristol City Council.

Where an individual voter has not been identified, the voting paper will be sent to the person responsible for paying the business rates.

Hereditaments

It is anticipated that at the time of ballot, there will be 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 collection and enforcement of the BID levy payments.

Notices

The Secretary of State for Levelling Up, Housing, and Communities was notified of the intention to hold a ballot on 25 April 2023.

The ballot holder, Bristol City Council, propose to issue the Notice of Ballot no later than 17 August 2023.

Voters will get a notice of ballot approximately 14 days before the ballot papers arrive.

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 2023 to 31 October 2028.

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 an alteration ballot in accordance with the BID regulations, which can be found at: www.legislation.gov.uk/ukxi/2004/2443/contents/made

An alteration ballot will not be needed to include any new developments in the BID area which fall within the BID levy rules.

Should there be a need to vary the BID arrangements in any way not mentioned above, VW will notify BCC in writing and will consult BCC and the BID advisory board 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 VW.

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

Visit West 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 The Local Government Act 2003.

Visit West

Destination Bristol, trading as Visit West, is a not-for-profit company limited by guarantee and has five owning members: Business West and the four local Unitary Authorities; BCC, Bath and North East Somerset Council, South Gloucestershire and North Somerset.

It also has a commercial membership of some 600 businesses working within the region's visitor economy.

Working in close partnership with its members, and associated local and industry partners, Visit West's aim is to develop a sustainable visitor economy to improve business competitiveness, growing routes to market, and provide effective market and visitor development to ensure that the region achieves its potential as a world class leisure and business travel destination.

As an accredited Local Visitor Economy Partnership (LVEP), Visit West is recognised as one of the leading organisations of its kind.

As the proposer of all previous Broadmead BIDs, the company has played a critical part in the management and development of the BIDs, and the complimentary relationship between the BID and LVEP functions.

Broadmead BID Advisory Board

VW will set up a BID advisory board, which will meet quarterly. The chair will sit on the VW board.

The advisory board 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 VW board.

VW is keen to involve Broadmead BID businesses in the advisory board and any interested businesses who contact them will be considered by the board of VW for appointment to the BID advisory board.

The structure of the advisory board will be as follows:

Visit West	1
Shopping centre managers	2
BCC councillor	1 or 2 (1 from each party representing Central Ward)
BCC officer	1
Legal advisor	1
Head of BID	1
Business representatives	5+ from across all sectors

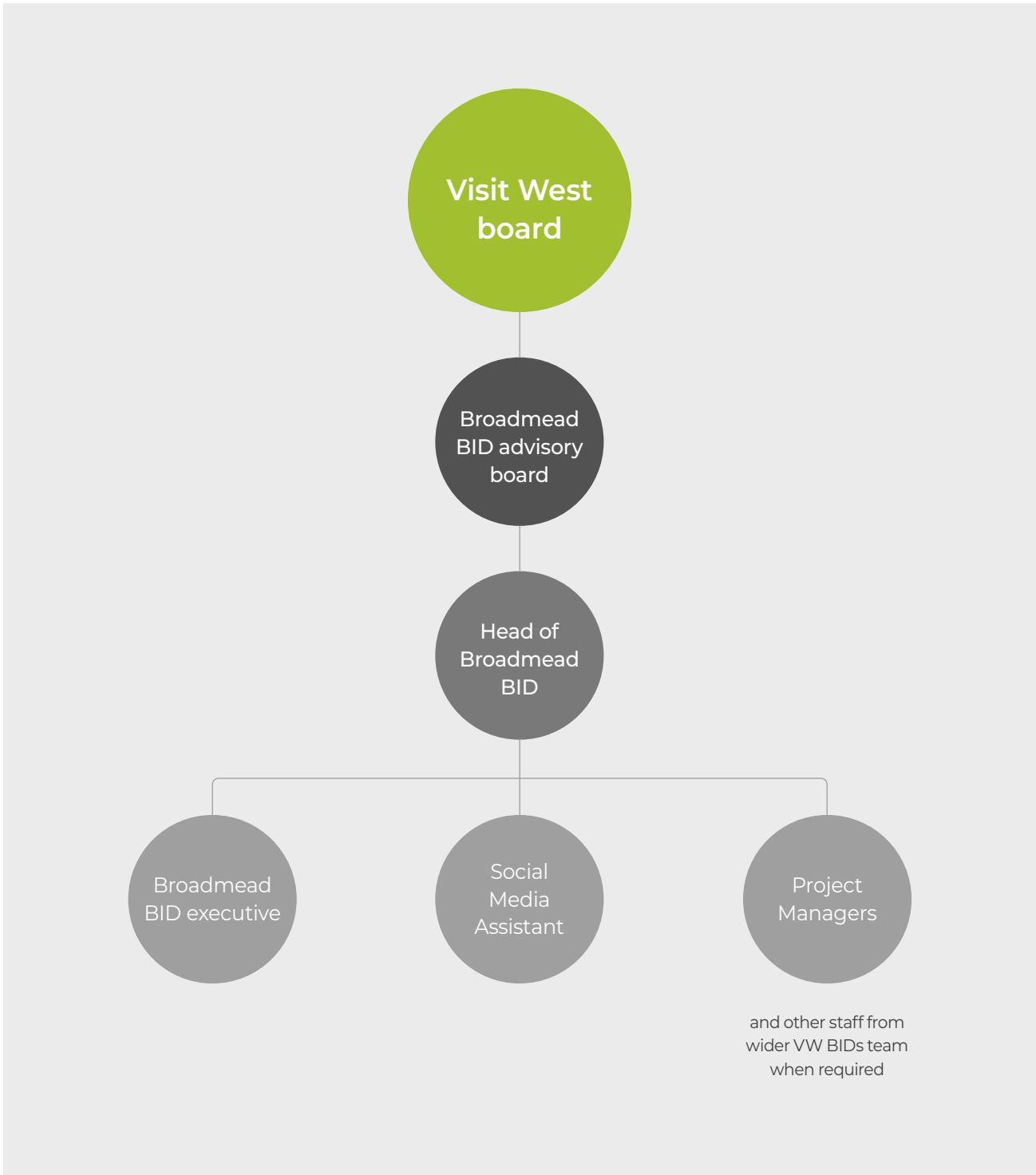
BID Delivery Team

The BID will be delivered by the experienced team who have successfully delivered the fourth term, 2018-2023. It will benefit from the marketing opportunities and resources available from the wider VW team, which includes Bristol City Centre BID and Redcliffe & Temple BID.

Open Office Events

The BID team will host an open office event every Wednesday from 10am-1pm. All businesses are invited to attend. These sessions provide an important sounding board for the development of the BID.

Structure of the Broadmead BID



Key performance indicators

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

KPIs will be a standing item on the Broadmead BID advisory board agenda and a quarterly performance report, as well as an annual impact statement, will be published on the BID website.

The BID team will commit to measuring the activity related to the agreed KPIs and to reporting back to the businesses at agreed intervals during the BID.

Any issues identified will be addressed by the BID advisory board in conjunction with businesses, with the relevant action being taken accordingly.

Agreed KPIs are:

- Promotion instances including website and social media activity
- Cleansing standards
- Maintenance response times
- Footfall
- Crime levels
- Anti-social issues reported
- Anti-social issues resolved
- Vacancy rates
- Business feedback
- Customer feedback

Financial arrangements

Financial Management of the BID

If the BID proposal is approved by ballot, VW will enter into an operating agreement with BCC. This will be made available to view on our website during the ballot period.

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 VW financial information to BCC in accordance with the rules set out in the BID regulations.

BCC will make a deduction to cover the cost of collecting, administering, and enforcing the BID levy, anticipated as a minimum of £9,000 per annum, collected annually at source.

Projects are funded through a levy charged to eligible businesses equivalent to 3% of rateable value. The council covers the costs of BID ballots as laid out in the BID (England) Regulations 2004; the costs incurred in developing this proposal are covered by the BID.

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:

The BID levy will be applied to all business ratepayers with a rateable value of £13,000 or more.

Any hereditament with a rateable value of £12,999 or less will be exempt from paying the levy.

Hereditaments listed on the non-domestic (business) rates valuation list as: charity shops, garage and premises, workshop and premises, warehouse and premises, day nursery and premises, and telecommunications masts are exempt from paying the levy.

There will be 100% discount for hereditaments in receipt of mandatory charitable relief on business rates and 50% discount for hereditaments that are rated as educational establishments for young people under the age of 18, which are in receipt of mandatory charitable relief.

There will be 50% discount for hereditaments within a managed space to account for the services that are provided to them as part of the management charge (The Arcade and The Galleries).

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 recalculated on the revised value (s) with effect from the next billing period.

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

Transfer of Levy from BCC to the BID Company

As soon as practicable after the last working day of December, March, June and October in each financial year, the Council shall provide a statement to the BID Company as to the total value of credits to the BID Revenue Account excluding any credits included in a previous statement, any refunds due to levy payers and the contingency sum for that financial year.

Internal Reporting of BID Accounts

The Head of BID will provide the VW board and the BID advisory board with regular updates detailing revenues collected, expenditure incurred in the period, and cash flow forecasts, including:

- Monthly financial reports
- 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 are based on projections estimated by the BID team as of June 2023.

The following should be considered when reviewing the illustrative operating performance:

- The financial projections are based upon market conditions as of June 2023 and it has been assumed similar conditions will be applicable throughout the duration of the BID's fifth term; and
- All figures are provided in current values (2023) without inflation.

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

The projections are for the five-year duration of Broadmead BID's fifth term and include the BID levy and voluntary contributions.

The projections show the BID will generate a total income approximately £2,055,000 with an estimated annual income of approximately £411,000 (based on a collection rate of 95%).

It is assumed all income will be fully expended during the life of the BID. Where an overall surplus is forecast, the BID advisory board will be asked to approve further projects to ensure best value.

Projected Income and Expenditure

Income	2023/24	2024/25	2025/26	2026/27	2027/28
BID Levy*	391,000	391,000	391,000	391,000	391,000
Voluntary contributions**	20,000	20,000	20,000	20,000	20,000
Total	411,000	411,000	411,000	411,000	411,000

Expenditure	2023/24	2024/25	2025/26	2026/27	2027/28
Marketing	85,000	85,000	85,000	85,000	85,000
Addressing anti-social issues & safety	110,000	110,000	110,000	110,000	110,000
Appearance – cleansing, maintenance, & Christmas / seasonal lighting	105,000	105,000	105,000	105,000	105,000
Management costs	90,000	90,000	90,000	90,000	90,000
Contingency	21,000	21,000	21,000	21,000	21,000
Total	411,000	411,000	411,000	411,000	411,000

This is an indicative budget based on an estimated levy using the April 2023 rating list.

Actual expenditure and budget allocation will be overseen by the BID advisory board.

* The above budget is based on a 95% collection rate. Bristol City Council annual levy collection costs anticipated as a minimum of £9,000, collected annually at source.

** Voluntary contribution from Bristol Alliance (Cabot Circus).

Operating and Administration Costs

Staffing costs are a significant operating expense 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.

Appendices

1. Baseline statement

Baseline statement of existing BCC services as at May 2023. This statement will be reviewed on an annual basis with the BID.

Policy development	<ul style="list-style-type: none"> - Lead on the development of strategic policies e.g. planning, transport, urban design, resilience, energy, licensing, digital connectivity, public health, community safety.
Transport and access	<ul style="list-style-type: none"> - Maintain adopted public highway – including roads, pavements and cycle lanes. - Manage the network to secure expeditious movement of traffic and to reduce/prevent road casualties/improve air quality. - Highway inspections in accordance with the Council’s inspection policy and hierarchy identifying safety defects and arranging their repair. - Undertake maintenance projects in accordance with the asset management principals. - Maintain/service all street lights on adopted public highway. - Licences for skips, scaffolding, utility works etc. - Enforcement of obstructions on the highway e.g. A boards, tables/chairs. - Manage council owned car parks and on street parking. - Bus shelter maintenance. - Bus service allocation and bus stops, and taxi ranks. - Manage and maintain Legible City signage/information provision. - Manage the Urban Traffic Management System.
Waste & Streetscene, Parks & Green Spaces	<ul style="list-style-type: none"> - Cleansing and litter bin emptying on the public highway is carried out on a regular basis by Bristol Waste Company (BWC) on behalf of the Council - 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 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 core 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 (with response teams operating after 14.30). - Animal welfare, including dog wardens. - Manage and maintain parks, green spaces and horticultural features the council is responsible for.
Culture	<ul style="list-style-type: none"> - Deliver/commission major events - Operate Site Permissions procedure to enable events. - Investment in culture/events programme as part of City Centre & High Streets Recovery package.

1. Baseline statement... continued

Property	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. - Support and enforcement against individuals involved in aggressive begging, street drinking, unauthorised charity collecting and overly loud busking. - 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. Thrive at Work, Bristol Eating Better. - Provision of health intelligence. - 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. - 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. - Supporting the night time economy through the Bristol Nights initiative. - Supporting high streets through business development, engagement and marketing.
Regulations	<ul style="list-style-type: none"> - 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.

2. Broadmead BID managed areas

