



Worcester BID  
Business Plan 2010 - 2015

Say **YES** to the **BID**  
because they're your projects for your benefit



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Front cover: Jenny Howard, Stripes., Rick Johns, Kingsway English Centre, Matt Denwood, The Old Rectifying House and Erica Burlace, CrownGate Shopping Centre



Wouldn't it be great if the Worcester BID specifically promoted independent businesses through events and promotional literature?

Wouldn't it be great if the Worcester BID provided a pay for parking by phone system which allows people to spend longer in the city without the worry of finding change for parking?

## In summary

Worcester needs to ensure that it remains competitive and does not lose business to neighbouring centres in the current economic climate. We need to ensure that money is spent on projects and services which generate a positive return. In order to do this, a Business Improvement District (BID) has been proposed for an area of Worcester city centre to ensure that businesses decide on the strategy and projects they feel will improve trade in a fair and equitable way. BIDs have enjoyed great success in the UK and we believe that a BID in Worcester will give both your business and the city centre a competitive edge.

### The Business Improvement District (BID)

- The BID is an arrangement under which you plan how to improve your own trading environment.
- Businesses identify projects or services that will add value and agree on the level of funds which you will pay to make it happen.
- The funds generated are ringfenced and used to deliver a range of structured and guaranteed activities voted on by the businesses within the BID.
- The BID and the projects it will fund do not and cannot replace those services statutorily provided by public agencies such as the Police and Councils which are funded by your business rates. Instead the BID will provide new funding for new projects and services in addition to those statutory obligations.

### The Opportunity

- This is your chance to help deliver over £1.6 million of additional investment in the city centre over the next 5 years and see a great return on your investment. It is a unique opportunity for Worcester city centre to achieve its full potential and for retailers to take ownership and to collectively enhance trading conditions.

Whether the BID goes ahead is up to you – this is your BID.

### The Funding

- The Worcester BID would be funded by a 1.5% levy on the rateable value of most businesses in the BID area.
- Premises within managed shopping centres who pay a service charge will have a BID levy of 0.75% of their rateable value.
- Businesses with a rateable value of £7,500 or less will be exempt but can make a voluntary contribution of not less than 1.5% of their rateable value.
- For 60% of the levy payers, the cost of the proposals will be less than £1 per day.

### The Ballot

- You will receive a ballot paper before the end of September and you will have from 2nd until 30th October 2009 to vote.
- If the ballot is successful, with a majority of businesses voting in favour by both number and rateable value, the levy will be mandatory on all businesses in the BID area with a rateable value above £7,500.
- The BID will then commence on 1st April 2010 for 5 years through until 31st March 2015.

### The Management

- The BID will be run by the Worcester BID Board who will operate as a wholly owned subsidiary of VisitWorcester, the non-profit distributing company limited by guarantee who deliver city centre management, events and tourism in the city. The Board will comprise 15 members elected from businesses. They will be responsible for the delivery of projects ensuring that they are delivered on time and on budget to the highest standards possible.

The projects and services a BID delivers are new or in addition to Council services. They do not and cannot replace them.

## Introduction by Worcester BID Steering Group Chairman

I have studied, lived and worked in and around Worcester for most of my life and though it is a wonderful place so much more can be done to improve its trade, business and tourism.

In 2005 the Worcester Visitor Economy Strategy concluded that in order for Worcester to reach its full potential a BID should be undertaken. A Steering Group which comprises senior figures from local business within the city was set up to consult business and choose which projects the BID would carry out.

This Business Plan sets out the BID's proposed projects, the consultation process, balloting and implementation procedure.

“ Don't miss out on such a unique opportunity and vote YES for the Worcester BID. ”

The Worcester BID Steering Group has carried out a wide ranging consultation with businesses over the last 12 months and has worked very hard to ensure that this Business Plan reflects the local issues and opportunities for your business, staff and visitors to Worcester.

The Worcester BID is a unique opportunity for businesses to input and dictate the projects required to give the city centre a major improvement over a five year period.

As Chairman of Worcester BID Steering Group I am confident that the Worcester BID will have a major improvement not only in Worcester city centre as a whole but also your business.

The postal ballot will take place between 2nd and 30th October 2009, so don't miss out on such a unique opportunity and vote YES for the Worcester BID.



### Stuart Bailey

Chairman - Worcester BID Steering Group  
Director and Solicitor, Thomas Guise Solicitors, Foregate Street



Wouldn't it be great if the Worcester BID saved businesses around £200 a year by allowing any BID business to benefit from free membership to City Net, Worcester's retail radio scheme?

Wouldn't it be great if the Worcester BID developed a marketing and communications campaign aimed at raising awareness of Worcester and the businesses and attractions within it?

# Frequently Asked Questions



The BID isn't about replacing local authority funded services, it's about delivering new projects. That's projects and services specifically chosen by you to tackle the issues affecting your trading environment, whatever your business. But you've only got one chance to say yes to this unique opportunity.



**Adrian Field**  
Business Improvement District (BID)  
Project Manager



## Aren't BIDs just a way for Councils to save money?

Absolutely not. A BID scheme supports additional and provides new activity and does not replace statutory activities or services carried out by the City Council, County Council, Police and other public agencies. The Worcester BID have sought baseline agreements to ensure that businesses are not short changed in the future and to avoid any duplication of services. All three bodies have pledged their support for the BID and will contribute financially to it because they have commercial property in the BID area.

Businesses will continue to benefit from the services which the Councils and Police provide for the benefit of businesses and public such as cleaning, lighting, access and safety.

Baseline agreements have been written by Heads of Service at West Mercia Police, Worcester City Council and Worcestershire County Council for the following services:

- Licensing
- City centre policing
- Street cleansing
- Highway maintenance
- Car parking
- Landscaping
- Public conveniences

These can all be viewed at [www.worcesterbid.com](http://www.worcesterbid.com)

These documents define the benchmarks for the provision of these services and how they will be measured.

## Isn't this what I pay my Business Rates for?

No. Business Rates are a national tax that is collected by District / City Councils on behalf of central government and then redistributed according to a national formula. The Council's income from this redistribution is spent throughout the city on statutory and discretionary services for residents and businesses. Businesses have very little say in the way the funds are spent. The great thing about a BID is that the projects have been set by businesses, through a series of consultations. The money is kept locally, and spent locally, for the benefit of the local area. The BID levy is nothing to do with business rates. It is based on a levy on the rateable value of the business unit and the funds are invested within the BID area. The funds collected through the BID levy will be kept in a separate BID bank account, held by VisitWorcester but separate from non BID money. The income from the levy and from voluntary contributions will be used to fund local activities and services, as decided by the businesses.

## Isn't the recession a bad time to be developing a BID?

Actually this is a good time to develop a BID because it provides an opportunity for businesses to work together to drive down overheads such as insurance and utility costs. A BID also makes your money go that much further with larger marketing budgets which can reach out and promote your business to more people both locally and further afield. BIDs offer great opportunities for economies of scale and BIDs provide much greater value for money than you would have at present.

## Do BIDs exist elsewhere in the UK?

BIDs are a national success story with over 85 BID schemes in the UK. Evidence has shown that they do work with nearly every second term ballot resulting in higher numbers of businesses voting 'YES'. They have led to increased footfall, reduced overheads, safer and more vibrant towns and cities with higher spending levels. Kingston upon Thames, Reading, Bristol, Paddington, Liverpool, Coventry, New West End and Heart of London have all had second term ballots approved by businesses. Other BIDs operating locally include Rugby, Birmingham (3 - Broad Street, Retail and Colmore), Coventry and Bristol with Warwick and Solihull set to go to ballot imminently. Stratford's BID was approved in April.

## How did the Worcester BID evolve?

The Worcester Visitor Economy Strategy was commissioned by Worcester City Council in 2005 and it concluded that in order for Worcester to reach its full potential, the development of a BID should be undertaken 'as a means of actively involving the private sector in upgrading the quality of the city centre'. VisitWorcester was then formed to develop city centre management, tourism and events in the city centre and was tasked with developing a BID.

In February 2008, the development of the Worcester BID began with the aim of securing a more prosperous city centre for all members of the BID which would make Worcester more competitive.

## Why are businesses with a rateable value of £7,500 and under exempt?

The cost of collecting the levy from smaller businesses outweighs the income generated from them. It also means that the number of businesses is reduced by over 400, meaning that we can communicate with eligible businesses more effectively.

Businesses under the threshold do not get a vote. Exempt businesses can however opt to make voluntary contributions no less than 1.5% of their rateable value.



As centre manager of Worcester's largest shopping centre, I know just how tough times are right now. And that's why I'm convinced that Worcester city centre needs this BID. Here's the opportunity to get together to tackle the issues head on and work towards making a real difference.



**Erica Burlace**  
Centre Manager,  
CrownGate Shopping Centre



Wouldn't it be great if the Worcester BID offered BID businesses free membership to the Nightsafe scheme saving a potential £140 a year?

Wouldn't it be great if the Worcester BID tried to reduce your business overheads through bulk buying of insurance, utilities and advertising?

## Frequently Asked Questions...



Of course a safer, more accessible and vibrant city will boost trade for us, but I'm also saying yes to the BID because it will mean that my own business interests will be better represented on major issues that affect my trade. So, whether you're a restaurant, shop or office, it means having more of a voice on issues that matter.



**Nick Hunt**  
Owner, Saffrons Bistro  
New Street



### Why Should I vote Yes?

The BID offers you a unique opportunity to make a difference to your trading environment

BIDs provide many benefits for local businesses and for other parts of the community as shown below.:

#### Businesses / Property Owners

- Increases footfall
- Increases consumer spend and sales
- Reduces costs (crime reduction, joint activities, e.g. promotion and marketing)
- Is flexible to address the issues of individual sectors
- Gives businesses a local voice
- Creates a more appealing environment for employees
- Gives equal involvement and benefits to all businesses
- Fair system; those that invest benefit – no freeloading
- Can decide and vote for action before making the investment
- Can control the process and monitor results

#### The Landlord

- Assists capital value growth
- Increases an area's desirability and attracts occupiers
- Good PR for company locally and regionally
- Forges positive links with the local council

#### The Community

- Promotes economic well-being and growth
- Attracts inward investment
- Helps our competitiveness within the region
- Develops partnership between the private and public sectors
- Provides sustainable investment for ongoing projects and services
- Creates a positive sense of place and enhanced feeling of safety and wellbeing

#### Local Authorities

- Harnesses private sector management / organisational drive and skills
- Promotes greater understanding of the role of local authorities
- Provides an effective means of liaising with the business community

### ....and what if I vote no?

- Worcester will lag behind other competing towns and cities as they regenerate and develop which will affect your existing custom
- People won't be encouraged to visit us in Worcester and find out about your business
- We won't be able to promote the benefit of working in Worcester to potential employees and help reduce turnover
- The perception by some that it is unsafe to socialise at night in Worcester will continue
- Stock loss and anti social behaviour will continue
- You will still have to pay around £200 a year to be a member of CityNet and £140 a year for Nightsafe
- Paying for parking will remain unchanged and customers, clients and visitors won't be able to extend their parking stay so easily
- Your business will miss out on the opportunity to become more widely known and visited without planned improvements to signage and marketing.
- Christmas Lights will only gradually improve and expand
- Empty units will continue to be a blot on the landscape
- Your comments and concerns about specific issues affecting your business will remain difficult to be heard as a lone voice



I'm really enthusiastic about the BID. It's a great way of making Worcester a safer, more vibrant and attractive city and that's got to be good for any retail business, especially given the competitive market place we operate in. In fact, I can't see any reason not to back it!



**Mike Linton**  
Owner, Cornucopia  
Cathedral Plaza



### How much will my BID levy be?

In order to deliver the projects you wanted effectively and within budget, the Worcester BID levy has been set at 1.5% of your rateable value (RV) including empty commercial properties. If you are not sure what your rateable value is, please contact Worcester BID Project Manager Adrian Field on 01905 722337 or visit [www.voa.gov.uk](http://www.voa.gov.uk)

To calculate your levy simply multiply your rateable value by 0.015

**Example: A business has a rateable value of £20,000 x 0.015 (the BID levy) = Annual Contribution of £300.**

There are exemptions and reductions for those businesses in managed shopping centres and receiving mandatory rate relief – please see page 24.

For 60% of BID businesses the actual cost will be less than £1 per day.

The following table gives you an idea of your likely contribution:

Size of business	Rateable value	Annual levy	Weekly equivalent
Small shop/office	£10,000	£150	£2.88 (a pint of beer)
Average shop/office	£20,000	£300	£5.76 (a paperback book)
Large store/office/bank	£50,000	£750	£14.42 (a new release DVD)

Wouldn't it be great if the Worcester BID developed initiatives for discounted city centre parking charges?

Wouldn't it be great if the Worcester BID set up an employee loyalty scheme allowing employees in the city centre to take advantage of offers made by BID businesses?

# The Projects



The BID offers Worcester a great opportunity to go forward. I'm convinced it is good news all round – for the businesses that trade here, those that live here and those that visit from further afield.



**Howard Dorrell**  
Managing Director  
Russell and Dorrell, Dolday

The feedback from the extensive range of consultation resulted in 87 project suggestions from businesses in the BID area. Further consultation and research shows the following projects were most appropriate for the BID. The BID Steering Group have ensured that they are measurable, achievable and are not part of the statutory obligations of another agency.

It is likely that during the 5 year period of the Business Plan, new opportunities and projects will come forward which we could not have predicted when preparing this Business Plan. It is for this reason that we have included a contingency fund allowing you to have your say on new projects and plans funded by the contingency.



## Project 1: Spreading the word

This project is about marketing and promoting Worcester and the businesses within the BID area.

### You said:

- We need to put Worcester on the map and tell people what we have to offer.
- We must have more events to attract customers and we need to promote them more on a local, regional and national scale.
- We need to promote the fact that we have some wonderful independent businesses throughout the city centre which cater for the everyday and specialist needs of customers.
- We need to offer employees incentives to make use of our businesses in the BID area.

### What will the BID deliver?

1. We will develop a marketing strategy aimed at raising awareness of the city and the businesses within it. It will use a wide variety of media including radio, press, flyers / leaflets, magazines, websites branding and guides to promote Worcester and individual BID businesses all aimed at increasing footfall and spend. The Marketing Strategy will include:
  - a full marketing and communications campaign aimed at raising awareness of Worcester and the BID businesses and attractions within it.
  - an employee loyalty scheme where employees in the city centre can take advantage of offers made by BID businesses.
  - a rapid response positive PR campaign to promote Worcester if it suffers from flooding or any other unforeseen event encouraging people back into the city.
  - a BID magazine sent out to all residents in and around Worcester and other targeted areas promoting both the city and the businesses who are part of the BID.
2. We will deliver a series of high quality events and street entertainment in a variety of locations including making more of the riverside all aimed at increasing footfall and enhancing the customer's experience.
3. The BID will create an annual 'Independents Day' to specifically promote all sectors, and will use themes (such as weddings, cookery, art and hobbies) decided on by businesses to market and promote the independent sector.

**5 YEAR BUDGET: £500,000**

### Case study

Plymouth BID's Summer Festival brings a huge range of entertainment from street entertainment, Flavour Fest, comedians such as Jimmy Carr and the British Firework Championship under one banner between May & September. Independent research carried out by the University of Plymouth showed that average spend for visitors during the festival was £91. 48% visited the city specifically for the Festival events.



We welcome the Worcester Business Improvement District plan and its support for the high street. We're especially excited at the prospect of community events and street entertainment which should really help encourage shoppers to visit Worcester more often – good news for retailers, large and small.



**Vicki Poole**  
Store Manager, Marks and Spencer  
High Street



Wouldn't it be great if the Worcester BID developed a rapid response positive PR campaign to promote Worcester if it suffers from flooding or any other unforeseen event?

Wouldn't it be great if the Worcester BID produced a magazine highlighting the businesses in the BID area sent out to residents in and around Worcester and available electronically?



If a city feels safer, then customer numbers will go up. It's as simple as that and that's one of the main reasons I'm behind the BID. This is a very neat and low-cost way for Worcester's night time businesses to make it easier to eat, drink and party in the city and that's got to be good for all of us.



**Matt Denwood**  
Owner, The Old Rectifying House  
North Parade



## Project 2: Safer city

Through the consultation, businesses and visitors wanted people to feel safe and secure whilst in the BID area.

### You said:

- We need to ensure that there is a welcoming physical presence for visitors into the city centre.
- We need to do more to combat instances of theft and other anti social behaviour both in the day and at night to ensure that people want to come to Worcester and will return having had a pleasurable experience.

### What will the BID deliver?

1. We will employ 2 fully trained, full time, friendly and helpful BID Street Rangers who will be the eyes and ears of the BID and will liaise with businesses, report any damage or mess which requires urgent attention, provide accurate and timely information to businesses, residents and visitors to the city centre on shops, services, facilities, attractions and events. The Rangers can also assist with lost children, and carry out routine, daily high visibility foot patrols with the aim of improving the visitor experience through customer service.
2. We will have taxi marshals to operate predominantly at The Cross at key times in the year. They will help to reduce anti social behaviour, avoid queue jumping and will generally ensure that people feel safe in this area and get home quicker.
3. We will allow any BID business to benefit from free membership to CityNet, Worcester's highly successful retail radio scheme which directly links businesses to the Police and the CCTV control room. The BID will also pay for a roaming detective to identify shoplifters around the BID area as well as funding increased time for the CityNet Co-ordinator to provide business crime advice at your premises. This will save existing users around £200 per year, in many cases more than your BID levy investment.
4. We will also offer free membership of the Nightsafe scheme which aims to reduce anti social behaviour in pubs, clubs, restaurants and other businesses open at night. This ensures that more businesses are able to be a part of this scheme which works in a similar way to CityNet. It also ensures exclusion orders for individuals prosecuted cover all member premises.

**5 YEAR BUDGET: £470,400**

Wouldn't it be great if the Worcester BID delivered regular events and street entertainment aimed at increasing footfall and enhancing the visitor experience?

## Project 3: Getting out and about

This project is about ensuring that the BID area is easier and more appealing to get around with the potential to increase the length of stay in the city.

### You said:

- Our customers and clients want to return to their parked cars without being constrained by the time restriction on their parking ticket so that they can continue their meetings, shopping, eating and drinking by having the ability to extend stays by phone as well as to park with or without cash.
- We want details of the number of people in the city to see if trends correlate with our own business so that we can assess the relative impact of our business performance.
- Customers don't know where we are and what Worcester has to offer. Pedestrian signage needs to improve drastically to help people to the area in which my business is located.

### What will the BID deliver?

1. We will provide a 'pay for parking by phone' system which allows people without change to pay using their mobile phones. It will also allow cashless parking and the ability to extend a customer's shopping trip, leisure activity or business meeting without the need to return to the car.
2. We will undertake an audit of the existing signage to identify under representation of areas and attractions and then install smart, uniform new pedestrian 'fingerpost' signs and maps within the BID area ensuring that people are fully aware of everything Worcester has to offer.
3. We will consider initiatives which will offer discounts and improved payment conditions to regular users of the city's car parks such as your employees, clients or customers. These will be through season tickets and for special events.
4. We will install footfall monitoring counters in the BID area and report back to you any trends and the impact of events. You can then use these figures along with your own trading data to report any trends or differences.

**5 YEAR BUDGET: £175,000**

Wouldn't it be great if the Worcester BID employed fully trained BID Street Rangers who will continually liaise and assist businesses and the public?



I'm backing the BID because it's committed to addressing the very specific needs of the many smaller independent businesses like mine that make Worcester such a unique and attractive shopping destination. That's better pedestrian signage, footfall monitoring, shopping trails and some great marketing and promotional literature to tell the world we're here – and all for a really small investment.



**Jenny Howard**  
Owner, Stripes  
Foregate Street



## Project 4: Attractive city

This project is about ensuring that the BID area is attractive to locals, businesses, clients, customers and visitors by delivering projects in addition to those provided by the Councils



A more attractive and accessible city can only be a good thing for all of us, especially in the current economic climate and that's what the BID will bring. It's time for us to stop talking and start doing, and that's why I'm backing the BID.



**Lauren Barry**  
Manager, Skipton Building Society  
Broad Street

### You said:

- We want to improve the provision of Christmas Lights, particularly in Foregate Street, to make the area more enticing and welcoming.
- Angel Place and the Market within it are not attractive areas, day or night. As it has a lot of pedestrians we need to raise the standards and make it a more pleasant area.
- We would like to make the street furniture, streets and empty units more attractive so that the public can take more pride in the area and have a good impression of the city centre.
- Training our staff is expensive. We want specific training based on demand to help improve their skills at a subsidised rate.

### What will the BID deliver?

1. We will purchase new Christmas Lights with a particular focus on Foregate Street.
2. We will follow up our highly successful pilot scheme in Angel Place by working with community partners such as West Mercia Probation Trust to tidy and paint unkempt areas and business premises in Angel Place and throughout the BID area. Additional external funding will be sought for some of these projects.
3. We will bulk purchase planters with low maintenance shrubs for use outside your premises to create a greener, more welcoming environment.
4. We will work with the landlords of empty units to dress their windows with a stylish vinyl finish to make the property and area more pleasant and to discourage flyposting.
5. We will offer free or subsidised training courses for your staff based on demand.

**5 YEAR BUDGET: £137,400**



## Project 5: United voice

This project relates to ensuring that the business community is aware of and can lobby on issues which affect them or the area. After all, almost 600 business being able to voice their opinion through the BID is better than you going it alone. The funds through the BID are limited but the potential for the private sector to voice and influence as a collective could lever additional investment into Worcester's BID area.

### You said:

- We need to have a greater say on key issues which affect businesses and the city as a whole. By working together surely we can have a greater influence?
- We want to reduce our overheads by working together as a business community to get better deals through bulk purchasing.
- We want to see our financial commitment to the city centre matched by that of other stakeholders, particularly public agencies to help look at new regeneration projects.
- We want to address the problem of the gulls in the city centre and mess they cause.

### What will the BID deliver?

1. We will provide opportunities for businesses to ensure that their own interests are represented on major issues such as planning, car parking improvements, pedestrianisation, regeneration, gulls, street furniture, licensing and traffic management. The BID is an opportunity to get the views of the business community across to the relevant bodies like never before.
2. We will have collective purchasing power of almost 600 businesses which will allow the BID to enter negotiations to try and achieve reduced overheads through bulk buying. Through consultation businesses have stated that they would most like to see reduced insurance costs, utility bills, and advertising rates. The BID will work on your behalf to look into the opportunities of saving you money.
3. We will seek to draw in further investment to the BID area as our appeal and reputation enhances because of your private sector investment through the BID.

**5 YEAR BUDGET: £10,000**

### Case study

In Rugby's BID, Rugby Electrical's previous insurance quote was £3,030. The BID company worked with a new provider who provided quotes for any interested businesses. Rugby Electrical's quote was £271 cheaper per year. The provider even refunded the BID levy saving them £465! Increased purchasing power and the other BID projects convinced the provider that the premiums should be much lower than businesses were previously paying.



The BID offers incredible return on investment because for a small contribution we'll get the kind of bright, vibrant, safe and accessible city that brings people in and keeps trade brisk. We're all about results and we think the BID's a winner.



**Mark Newton**  
Chief Executive, Worcestershire County  
Cricket Club, New Road



Wouldn't it be great if the Worcester BID paid for taxi marshals to ensure that people get home quickly and safely?

Wouldn't it be great if the Worcester BID developed new pedestrian signage and maps highlighting your area?



# How we sought the projects you want

Since April 2008, the Worcester BID Steering Group has sought your views on what issues you have and what projects you would like the BID to deliver to address these. Consultation has included:

**Business Surveys** – A business questionnaire was sent to all businesses in the city centre asking what their priorities were for improving the area. This resulted in 110 responses. Once businesses had suggested their ideas another survey was sent out to ask all eligible businesses which of these they would most like to see in a BID.

**Residents' Survey** – We have also sought the opinions of residents through the Citizens' Panel questionnaire where over 700 residents of Worcester were asked what is important to them when in the city centre and what entices them or makes them stay away.

**Open Days** – Two open days have been held with invitations sent to all eligible businesses at that time, in September 2008 and July 2009.

**Workshop Events** – Businesses were invited to attend a series of workshops to help explain the BID and to see what projects were felt to be the most beneficial to them.

**Face to Face Meetings** – Members of the Worcester BID Steering Group have met a large proportion of businesses face to face to discuss the issues and their project suggestions.

**Other** – We have engaged with organisations such as Nightsafe, Safer Worcester Partnership, the VisitWorcester Reference Group, the Federation of Small Businesses, Chamber of Commerce, and the British Beer and Pub Association to ensure that they are aware of the proposals and that they can inform their members of the Worcester BID. We have also attended tenants' meetings.

- We have also written and spoken to the business leaders at the headquarter premises of multi nationals and with the local authorities to ensure that they are aware of the BID and can have their say on the projects and the levy.
- We have also ensured that research from existing surveys and reports including the Worcester Visitor Economy Strategy which ultimately recommended the need to develop a BID in Worcester has been fully utilised.
- We have been talking to and visited successful BIDs around the country to see what projects work well and how they are set up. This included site visits to BIDs in Truro, the 3 BIDs in Birmingham, Croydon, Royal Leamington Spa and Rugby. Projects underway in these areas which match the proposed projects in this document have been considered at close hand in order to assess their suitability for Worcester.
- Other means of informing people about the BID have included the distribution of the newsletter 'BID Bulletin' and 'A Quick Guide to BIDs', the circulation of emails and the creation of a website – [www.worcesterbid.com](http://www.worcesterbid.com).

“

This isn't just about making Worcester a nicer place to live and work, it's also about having a collective, more powerful voice as business owners. That's why I'm urging you all to dive in and give the BID a chance – you'll be amazed by the benefits!

”

**Rick Johns**  
Owner, Kingsway English Centre  
Foregate Street



Wouldn't it be great if the Worcester BID offered free or subsidised training courses for your staff?



# The Worcester BID Budget

## Worcester BID 5 year Budget and Summary

Income (£)	Year 1	Year 2	Year 3	Year 4	Year 5	Total (all yrs £)
1.5% BID levy	318,761	318,761	318,761	318,761	318,761	1,593,807
Property Owners/Voluntary Contributions	36,000	0	0	0	0	36,000
<b>Total Income</b>	<b>354,761</b>	<b>318,761</b>	<b>318,761</b>	<b>318,761</b>	<b>318,761</b>	<b>1,629,807</b>

Expenditure (£)	Year 1	Year 2	Year 3	Year 4	Year 5	Total (all yrs £)
Spreading The Word	100,000	100,000	100,000	90,000	110,000	500,000
Safer City	102,080	92,080	92,080	92,080	92,080	470,400
Getting Out and About	42,000	10,750	57,750	57,750	6,750	175,000
Attractive City	16,400	35,000	17,000	22,000	47,000	137,400
United Voice	1,000	6,000	1,000	1,000	1,000	10,000
Management / Administration	61,000	61,000	61,000	61,000	61,000	305,000
<b>Total Project Expenditure</b>	<b>322,480</b>	<b>304,830</b>	<b>328,830</b>	<b>323,830</b>	<b>317,830</b>	<b>1,597,800</b>
Reserve (based on 2% of likely BID levy income)	6,386	6,386	6,386	6,386	6,386	31,928
<b>Total Expenditure</b>	<b>328,866</b>	<b>311,216</b>	<b>335,216</b>	<b>330,216</b>	<b>324,216</b>	<b>1,629,728</b>
<b>Net Company Balance</b>	<b>25,896</b>	<b>33,442</b>	<b>16,987</b>	<b>5,533</b>	<b>79</b>	

The BID levy income is based on a 97% collection rate. The BID levy income figures are based on data available as at August 21st 2009 from the South Worcestershire Revenues and Benefits Shared Service.

Note that income levels are based on the 2005 NNDR rateable values. 2010 NNDR revaluation figures will be released on 30th September 2009 after this Business Plan has been printed. The Worcester BID will allocate any differences in the income amongst the project areas proportionally. The BID levy will be increased each year by the inflationary factor for non domestic rate bills as calculated by the Government. For the purposes of illustration this annual increment has not been factored in to the above table.

Voluntary contributions have been confirmed from:

In year 1, The Crown Estate will match fund the contributions from the tenants of CrownGate Shopping Centre who pay the full service charge as well as paying the levy on their empty properties and premises which are not tenant occupied. This is expected to be approximately £23,000.

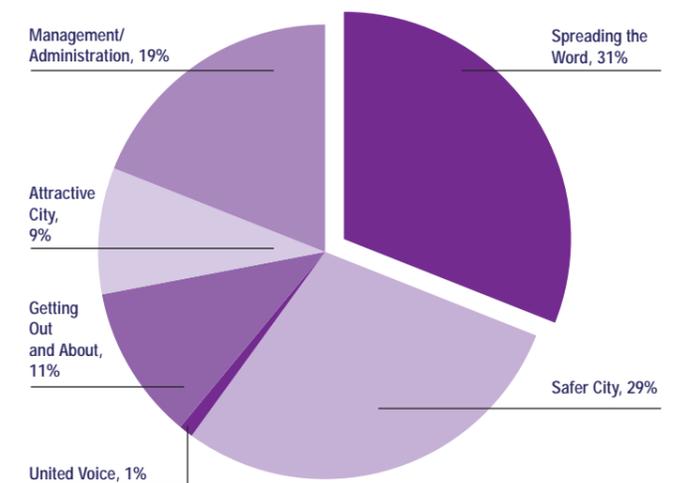
Land Securities who will work the same arrangement as above for Cathedral Plaza Shopping Centre with a voluntary contribution of approximately £13,000.

Both organisations may continue this level of funding in subsequent years. Such additional income will then be apportioned accordingly by the BID Board.

The Worcester BID will continue to pursue other potential sources of income from local authorities, commercial sponsorship and income generation, and voluntary contributions from property developers / owners (where not covered by BID levy arrangements).

It is also expected that there will be income generated from BID activity from events and this will be reinvested into BID projects.

## BID Project Expenditure



Wouldn't it be great if the Worcester BID installed footfall monitoring counters in the BID area to feedback to businesses?

# Performance Monitoring

The Worcester BID will deliver a variety of projects which you will see lead to:

- Reduced overhead costs such as insurance and utility bills
- More attractive and vibrant trading environment
- Increased promotion of Worcester and its businesses both locally and further afield
- A more welcoming and positive experience for your customers
- A more cohesive City Centre with all areas of the city represented and promoted
- More business to business marketing and networking opportunities
- Greater involvement in your city together with a 'voice' and collective budget to make things happen.

More formal performance indicators will include the following which the BID Board will use to assess how well the projects are being delivered and performing:

- 1. Footfall monitoring information** – electronic footfall counters throughout the city will provide you with reports on how the city is performing and can be compared with trends within your own business.
- 2. Customer satisfaction surveys** – regular research will be undertaken with users of the city centre to find out how satisfied they are with the BID area.
- 3. Annual survey of all BID levy payers** – with your participation we will be able to discover how the BID is performing.
- 4. Monthly sales data** – research will be carried out with a representative sample of businesses willing to supply sales information to assess the impact of the BID.
- 5. Car park data** – we will work with the City Council and CrownGate Shopping Centre to monitor the effectiveness of the BID projects which relate to car parks both directly and indirectly by assessing the numbers and dwell time of the users of the car parks.
- 6. Community Safety data** – we will work with key partners to assess the impact of the Taxi Marshals, Street Rangers, CityNet and Nightsafe projects.
- 7. Communications** – Street Rangers will regularly liaise with BID businesses to seek their assessment of the impact of the BID.
- 8. Media coverage** – we will keep an accurate record of the amount of media coverage the BID area generates as a direct result of the BID.

## Case study

The Bedford BID is one of over 85 nationally and was set up in 2005. Here's why it has been a huge success:

- The Bedford Street Rangers, the 'Bluecaps' dealt with over 100,000 enquiries and made over 50,000 business visits last year
- Business crime down by 38% in 3 years of BedfordBID
- All crime down by 26% since BedfordBID started
- Small business flyer design service launched
- Retail sales 2% up
- Radio adverts, regular press campaigns, national press coverage and over 150,000 websites hits
- 190,000 people visit Bedford Town Centre each week
- 23 new independent businesses opened in the last year
- Over £100,000 of BedfordBID gift vouchers sold and over 180 participating businesses
- BedfordBID events attended by over 150,000 people
- Over 20 separate BedfordBID promotions
- Café seating licence fee reduced by 1500%

Source:  
Bedford BID Annual Report 2007/08  
Visit [www.comearoundtobedford.co.uk](http://www.comearoundtobedford.co.uk)  
for more information

# BID Delivery, Set up, Area of Operation and Duration

The Worcester BID will be a wholly owned subsidiary of Discover Worcester Limited trading as VisitWorcester (hereon in referred to as VisitWorcester). VisitWorcester is a non profit distributing company, limited by guarantee. The BID company will be directly accountable to all levy payers for the successful delivery of the BID and they will report regularly to the VisitWorcester board.

VisitWorcester has been responsible for city centre management, tourism and the development of the BID since 2007 and the BID itself will have a Board which would be made up of representatives from businesses each of whom pays a levy. The BID will be private sector led.

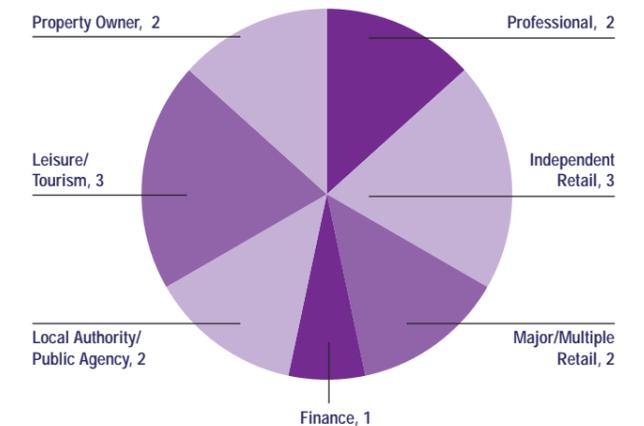
Membership of the BID Board shall comprise representatives from the following sectors to ensure that all sectors in the BID area are well represented. No more than 20% of the Board's members will come from the public sector.

Levy payers within the BID area will be eligible to stand for election to the BID Board. The BID Board will manage the funds that are collected by the BID levy and will direct the BID team in the delivery of BID projects. This arrangement will ensure projects are delivered and any financial liabilities of the BID Board are transparent and answerable to the BID business levy payers in the BID area. There will be not less than 2 and no more than 3 members of the BID board who are at the same time members of VisitWorcester.

The Worcester BID is right at the heart of the city and will cover the following area and it includes those properties on the boundary. Please see the BID area overleaf.

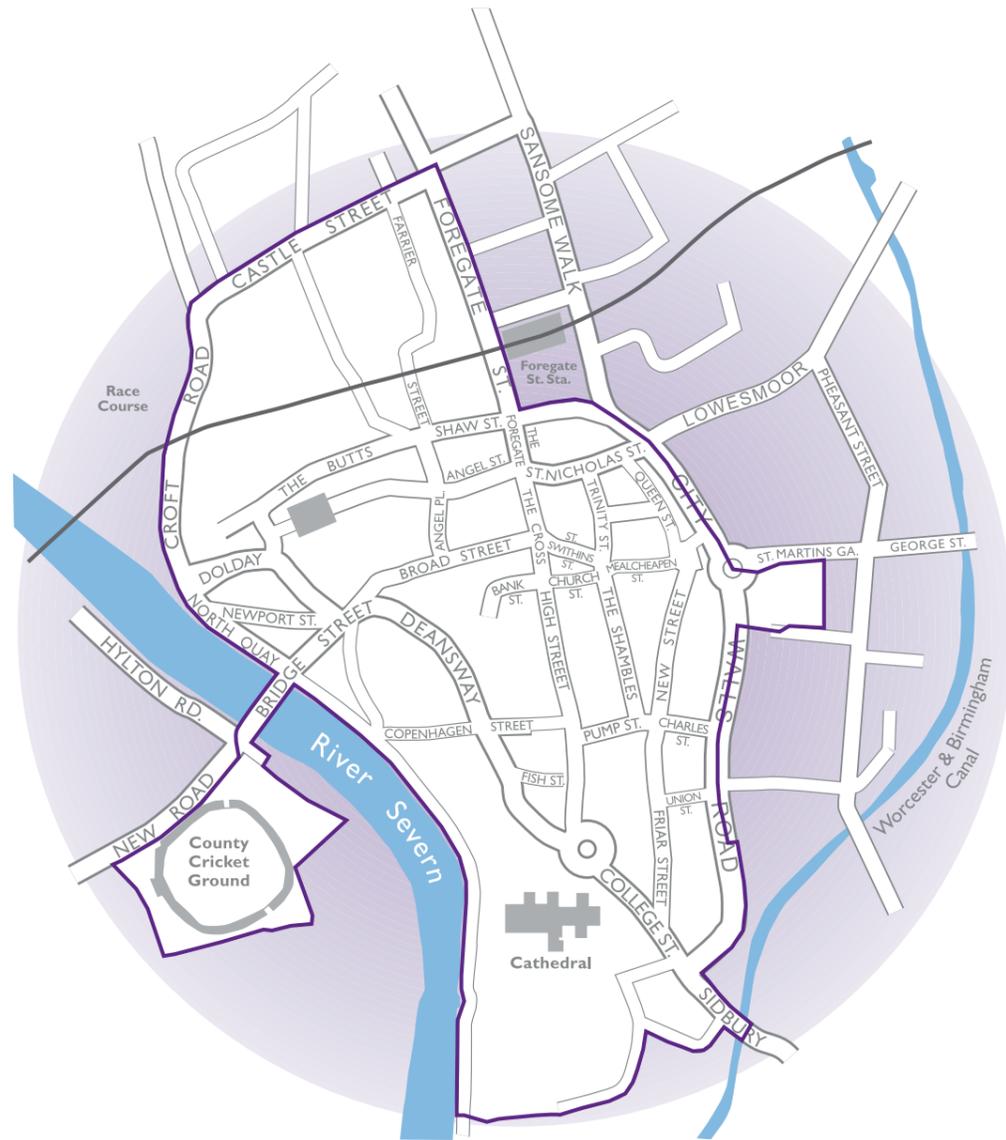
The BID will operate from April 1st 2010 and run until 31st March 2015. A second term ballot can then be set up to establish whether businesses want a BID to continue.

Proposed Worcester BID Board (15 members)



Wouldn't it be great if the Worcester BID installed new Christmas Lights?

Wouldn't it be great if the Worcester BID worked with community partners to remove graffiti from business premises, and organised business frontage improvements?

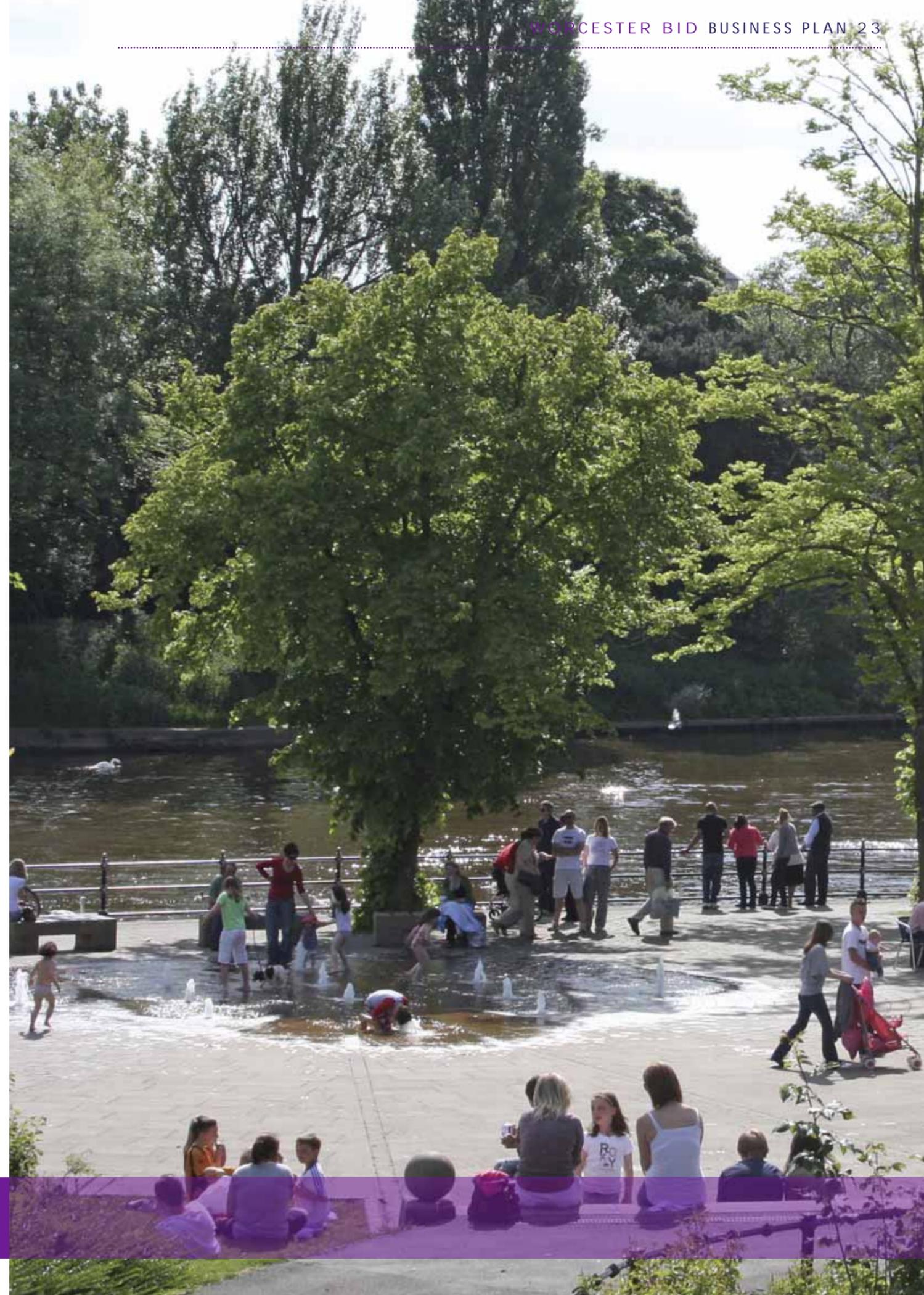


**The BID will cover the following streets**

- |                                       |                   |                             |   |                     |
|---------------------------------------|-------------------|-----------------------------|---|---------------------|
| All Saints Road                       | Clare Street      | Friar Street                | North Quay                                    | St. Swithins Street |
| Angel Place                           | College Green     | Friary Walk                 | Pump Street                                   | The Avenue          |
| Angel Street                          | College Precincts | High Street                 | Quay Street                                   | The Butts           |
| Bank Street                           | College Street    | Hood Street                 | Queen Street                                  | The Cross           |
| Bridge Street                         | College Yard      | Hopmarket Yard              | Reindeer Court                                | The Foregate        |
| Broad Street                          | Copenhagen Street | Infirmery Walk              | Sansome Street                                | The Hopmarket       |
| Castle Place                          | Cornmarket        | Inglethorpe Court           | Severn Street                                 | The Shambles        |
| Castle Street                         | Croft Road        | Lychgate Mall               | Shaw Street                                   | The Trinity         |
| Chapel Walk                           | Croft Walk        | Mealcheapen Street          | Sidbury (not south/east of<br>The Commandery) | Trinity Passage     |
| Charles Street                        | Crown Passage     | Moreton Place               | South Parade                                  | Trinity Street      |
| Cherry Tree Walk                      | Deansway          | Nash's Passage (New Street) | South Quay                                    | Windsor Row         |
| Church Street                         | Dolday            | Netherton Lane              | St. Martin's Gate                             |                     |
| Spring Gardens (Youth<br>Centre only) | Edgar Street      | New Road (south side only)  | (St. Martins Gate car park only)              |                     |
| City Arcade                           | Farrier Street    | New Street                  | St. Nicholas Street                           |                     |
| City Walls Road (part)                | Fish Street       | Newport Street              | St. Peters Street                             |                     |
|                                       | Foregate Street   | North Parade                |   |                     |

Please contact Adrian Field, BID Project Manager on 01905 722337 if you are not sure if you are within the BID area.

Wouldn't it be great if the Worcester BID bulk purchased planters with low maintenance shrubs for use outside your premises?



# BID Levy and Funding

Each business ratepayer will have a vote provided they are listed on the National Non Domestic Ratings List (NNDR) for the boundary defined on the map opposite, on the day the notice of ballot is given by Worcester City Council.

A 1.5% levy will be charged to each qualifying ratepayer using the 2010 NNDR rateable values to calculate the amount payable. The BID levy will be set on 1st April each year and payment is annually in advance.

## Worcester BID will be applying exemptions and levy reductions to the following:

- Business premises with a rateable value of £7,500 or less at any time during the lifetime of the BID.
- Private car parking spaces
- Aerials / mobile phone masts
- Advertising boards / hoardings
- Any business receiving mandatory rate relief will receive an 80% levy reduction.

Those responsible for unoccupied or part-occupied hereditaments, will be liable for the full BID levy. The BID levy will also not be affected by the small business rate relief scheme or any discretionary relief granted.

## Managed shopping centres

Businesses who are located within a managed shopping centre and who already pay service charges to landlords will receive a 50% discount in their levy rate so that their contribution will be 0.75% of their rateable value. Those businesses in managed shopping centres who contribute a *pro rata* service charge, will contribute a levy rate of 1%.

Where a property is undergoing refurbishment or being demolished, the ratepayer will be entitled to vote and also obliged to pay the levy with no void period so long as it remains in the ratings list.

## Collection and enforcement

Collection and enforcement arrangements will be similar to those for the collection and enforcement of non domestic business rates with the Worcester BID company being responsible for agreeing any debt write off.

Each person entitled to vote will have one vote in respect of each hereditament within the Worcester BID boundary. A proxy vote is available and details will be sent out with ballot papers.

The BID levy will have to be paid by any new ratepayer occupying an existing hereditament whether occupied or not within the BID area up until the end of the five year term on 31st March 2015 even though they did not vote on the initial proposal. Likewise, any new rateable property created during the lifetime of the BID will be obliged to pay the levy providing it does not fall into one of the exemption categories.

If a business ratepayer occupies premises for less than one year, the amount of BID levy payable will be calculated on a daily basis. The BID will start on 1st April 2010 and last for a period of 5 years ending on 31st March 2015. Worcester BID will endeavour to secure additional voluntary contributions to supplement the levy throughout the five year lifetime of the BID.

## The levy monies

Under the BID regulations 2004, the South Worcestershire Revenues and Benefits Shared Service who have a legal responsibility for the collection of the levy on behalf of Worcester City Council will be responsible for collection of the levy on behalf of Worcester BID. The levy income will be kept in a separate ring fenced account and transferred to Worcester BID on an agreed basis. Once elected, the Board of Worcester BID will meet at least 8 times a year throughout the year and will report to the VisitWorcester Board of Directors. Every levy paying business will be eligible to be a member of Worcester BID and vote at Annual General Meetings. A BID Manager will be appointed and will work with appropriate agencies to deliver the programme of projects. The BID area and the levy percentage cannot be altered without an alteration ballot. The BID projects, costs and timescales can be altered subject to BID Board approval providing the changes fall within the allocated budget of the BID.

None of the costs associated with the development of the BID or the ballot will be recovered through the levy.

Full details can be found in the Worcester BID Operating Agreement which is available on request.

Wouldn't it be great if the Worcester BID dressed the windows of empty units to make the property and area more pleasant?



# The Ballot

Under BID legislation, all qualifying businesses have an opportunity to vote on whether they want a BID in Worcester to go ahead. In September 2009, the person with the authority to vote in your organisation will receive a ballot paper and statement – The secret ballot commences on 2nd October 2009 and all votes must be received by 5pm on Friday 30th October 2009 by Electoral Reform Services, the organisation who will independently conduct the ballot. Each hereditament within the boundary with a rateable value of over £7,500 will be eligible to vote. This means that some organisations occupying more than one hereditament will have more than one vote.

**For the BID to go ahead, two conditions must be met:**

- 1. More than 50% of businesses who vote must vote in favour of the proposal, and**
- 2. The 'yes' votes must represent more than 50% of the total rateable value of all votes cast.**

Under the legislation, if the BID is approved, all businesses regardless of how they voted will be under an obligation to pay the levy each year for five years until 31st March 2015. Collection of the BID levy carries the same enforcement weight as collection of the non-domestic rates.

The results of the ballot will be publicly announced by 2nd November 2009. A 'yes' vote for Worcester will mean that great things will start happening on the ground from April 1st 2010 with funds to deliver a comprehensive programme of benefits for everyone for five years from that date.

**Say YES to the BID**  
because they're **your** projects for **your** benefit

Wouldn't it be great if the Worcester BID provided opportunities for businesses to ensure that their own interests are represented on major issues that affect your trade?

# Contacts

Business representatives who have helped develop the BID proposals through to this Business Plan via their involvement in the Steering Group are:

Beth Marron	Boots
John Kendrick	Cathedral Plaza Shopping Centre
Mike Linton	Cornucopia
Erica Burlace	CrownGate Shopping Centre
Clem Fraser	House of Fraser
Ian Quartermaine	Ian Quartermaine Jewellers / Ice Fine Jewellery / Ice Fine Photography
Nick Hunt	Saffrons
Claire Wright & Jenny Howard	Stripes
Matt Denwood	The Old Rectifying House
Stuart Bailey	Thomas Guise Solicitors
Georgia Smith	VisitWorcester
Adrian Field	Worcester BID Project Manager
Nicki Williams	Worcester College of Technology
Chris Jaeger	Worcester Live – Huntingdon Hall
Amanda Savidge	Worcester Porcelain Museum

In addition, solicitor Doug Wotherspoon, formerly of Whatley, Weston & Fox has provided legal advice to the group.

**For more information contact:**

Adrian Field  
Worcester BID Project Manager  
2-4 Copenhagen Street  
Worcester  
WR1 2EY

Telephone: 01905 722337  
Fax: 01905 721149  
info@worcesterbid.com  
www.worcesterbid.com

For further general information on BIDs, visit [www.ukbids.org](http://www.ukbids.org)

Designed and produced by Severn Communications  
Photography by Kevin Mallett Email: [KSMvisual@aol.com](mailto:KSMvisual@aol.com). Location photography courtesy of Chris Dobbs and VisitWorcester

Wouldn't it be great if the Worcester BID could draw in new private and public sector investment to your BID area?



**For more information contact:**

Adrian Field  
Worcester BID Project Manager  
2-4 Copenhagen Street  
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