



# YESterday & tomorrow

Worcester BID Renewal 2015|2020

shop eat play | live worcester

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Worcester BID have invested **over £2m** into the city centre which has benefited businesses, residents, employees, visitors and students.”

## Working to improve our City

Worcester's Business Improvement District (BID) is entering its final phase of its first 5 year term which began in April 2010.

In that time Worcester BID have invested over £2m into the city centre, which has benefitted businesses, residents, employees, visitors and students. But the achievements could just be the start.

A new second term BID promises even better projects that will boost trading conditions and will help to distinguish it from neighbouring towns and cities and encourage more people to come into and spend money in Worcester.

## Worcester BID renewal 2015-2020

In late October 2014 businesses will be invited to vote to maintain a BID for another 5 year period from April 2015 until March 2020. A positive vote will allow the delivery of projects that businesses themselves have stated that they want delivered.

These include the continuation of many successful existing as well as new BID projects which will really boost the profile of Worcester and businesses like yours.

This is a crucial decision for Worcester – much has been achieved through the BID and there remains much to be done, but there is also lots to lose by not continuing with the improvements and the investment that has already delivered so much.

# 5 years of achievement...

## So far

### Plenty done 2010 - 2015

#### 5 Years of Achievement

- **Navigation and signage**  
A city which is easier to navigate as a result of the fingerpost signage project.
- **Events and marketing**  
A comprehensive annual marketing and events programme has increased both profile and trade for the city, year on year.
- **Overcoming adversity**  
Our hugely successful #open4business campaign during the floods of February 2014 allowed BID businesses to get back on their feet in the aftermath much quicker than feared.
- **A safer city**  
A safer city centre with support for CityNet and NightSafe anti-crime groups, Street Rangers and Taxi Marshal team, as well as increased office support to combat crime.
- **Collective purchasing power**  
Projects to reduce overheads have helped businesses in difficult times.
- **Parking incentives**  
Visitors can now pay for parking more easily – and linger longer. Employees also enjoy cheaper car parking.

### Plenty to do 2015 – 2020

#### Renewed BID Objectives

- **Smarter, targeted marketing**  
Greater emphasis on marketing the city centre is needed to attract even more customers, visitors, tourists and students.
- **Collective savings**  
An opportunity to undertake even more projects to reduce business overheads by working together.
- **Focused events**  
Putting greater emphasis on fewer yet bigger events will allow businesses to benefit like never before.
- **Looking good**  
The chance to spruce the city centre up, making it a more pleasant environment for customers and visitors.
- **Open space activities**  
The opportunity to make more use of proposed open space in the Creative Quarter, Angel Place, Cornmarket and Cathedral Plaza for activities to boost trade is huge.
- **Embrace technology**  
The opportunity to help shape a city which embraces technology to boost trade will set Worcester apart from its competitors.

### Plenty to lose 2015 - 2020

#### Life without BID

- **£2 million investment**  
The potential to invest a further £2 million in the city centre, on projects chosen by businesses, would be lost.
- **Increased footfall and spend**  
Nationally award-winning projects to reduce business overheads, innovative marketing campaigns and initiatives to grow customer spend would vanish.
- **CityNet and NightSafe**  
The loss of funding to allow CityNet and NightSafe to operate would lead to increased crime and anti-social behaviour.
- **City profile**  
We would lose customers to other towns and cities who invest in BIDs such as Solihull, Birmingham and Stratford.
- **Seasonal promotions**  
A programme of events and seasonal promotions, for example at Christmas, would disappear.
- **City centre management**  
There would be no city centre organisation to deal with your operational and strategic issues.



# Working to improve our city



**Worcester BID funds a vast range of projects and schemes and without us they would disappear.”**

Since the Worcester BID went “live” in April 2010, the number of UK BIDs has doubled with many of these “new” BIDs seeking our advice on how to set up and run projects - that’s something we’re very proud of. We’re proud too of the fact that we’ve won two national awards and our achievements are held in very high esteem within the world of BIDs. We want that to continue.

We need your support to ensure that we can retain and build on the achievements of the last 5 years. We operated under 5 main areas of activity during our first term – Spreading the Word, Safer City, Getting Out & About, Attractive City and United Voice (lobbying).

Feedback from our various consultation exercises has indicated that you want to see more emphasis on projects for the office sector, technology, networking opportunities, making the city more attractive by reducing the gull population and installing hanging baskets, all with the aim of improving trading conditions.

We’ve recently consulted with BID members and you’ve told us there is strong support for the BID. We’ve been delighted with both the quality and variety of ideas put forward to deal with the issues that you face and we’re also pleased that those businesses who took part in the consultation believe that the Worcester BID is best placed to deliver such projects over the next 5 years.

Much has been done yet there is still a lot of work to do to keep us ahead of competing towns and cities as well as combatting other challenges that might threaten the prosperity of our city centre.

Worcester BID funds a vast range of projects and schemes and without us they would disappear. Schemes designed to reduce crime and anti-social behaviour like CityNet and NightSafe are both currently largely funded through the BID and are in jeopardy without a second term. Without a BID there would be no Christmas marketing campaign, no more parking by phone through RingGo, no events like the Motor or Foodie festivals that bring so many visitors to our city, no free training courses for BID businesses and we’d also lose campaigns such as Uniquely Worcester which promote our fantastic independent businesses.

I hope that you have time to consider the new and existing projects that the business community have sought to have included in our business plan for the next 5 years. That’s why I urge you to have your say on the Worcester BID and ensure that your company uses its right to vote ‘YES’ in the ballot.

*Nicki Williams*

**Nicki Williams**  
Chairman, Worcester BID Board of Directors

# 645

commercial premises working together for a more prosperous Worcester

Vote **YES** 31/10/14 – 27/11/14

# A quick reminder: what is a BID?

**A Business Improvement District (or BID) is an arrangement under which you plan to improve your trading environment. Businesses identify projects or services that will add value to their business and agree how to manage it.**

Funds collected are ringfenced and used only to deliver a structured and guaranteed set of activities voted on by the businesses within the BID area. The BID and the projects it will carry out do not and cannot replace those services statutorily provided by public agencies such as the Police and Worcester City Council. The BID can only provide services over and above what the public agencies supply as well as projects that public agencies have traditionally never been involved in.

## The opportunity

Retaining the BID is your opportunity to continue to invest £2 million over the next 5 years in your city centre.

## Benefits to businesses

The benefits of BIDs cited by businesses themselves are wide ranging and include:

- Businesses decide and direct what they want for the area
- Businesses are represented and have a voice in issues affecting the area
- BID levy money is ringfenced for use only in the BID area
- Increased staff retention
- Business cost reductions
- Area promotion

- Facilitated networking opportunities with neighbouring businesses
- Assistance in dealing with the Council, Police and other public bodies

## The funding

The Worcester BID is funded by those in the BID area paying a levy based on the rateable value of their business. The levy is ringfenced and spent on Worcester BID projects and services agreed by you. It is actually nothing to do with normal business rates. The voluntary contributions and other income that we receive in addition are expected to rise proportionately over the next 5 years.

## Awards and accolades

The Worcester BID has achieved national recognition for its excellent projects.

### 2014 - Association of Town and City Management (ATCM) Winner

Chairman's Award to the City of Worcester for the #open4business post flooding campaign

### 2012 - Association of Town and City Management (ATCM) Shortlisted

Outstanding Work by a BID for Reducing Insurance Premiums project

### 2011 - Association of Town and City Management (ATCM) Winner

Outstanding Work for a BID or Partnership for Employalty Card project

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**£2 million**

invested in the last 5 years

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# Worcester BID, your BID

**The projects run by a BID are determined and managed by the businesses who contribute towards it and so are based on need and desire. It is not a quango and 100% of the monies collected are passed from the Local Authority to Worcester BID.**

### The team

The Worcester BID officers are well established and work closely together to ensure that they deliver on the proposals in the Business Plan and aim to exceed expectations.

The team are involved and are members of British BIDs and the Association of Town and City Management (ATCM) and have in recent times chaired regional meetings with fellow practitioners. They are also members of the NightSafe Committee and, amongst others, attend CrownGate Shopping Centre tenants' and the Conservation Area Advisory Committee meetings. This ensures that we remain up-to-date on issues affecting the city centre.

### Your Board

The BID Board comprises Directors who give up their time voluntarily to ensure that the income received is spent effectively, efficiently and in accordance with the Business Plan. They will continue to meet no less than 6 times per year.

### The Board currently comprises:

**Nicki Williams** Vice Principal, Heart of Worcestershire College, Dolday

**Erica Burlace** Manager, CrownGate Shopping Centre (currently on maternity leave)

**Stuart Bailey** Director, Thomas Guise Solicitors, Foregate Street

**Dean Hill** Owner, Tramps, Mode and Velvet Nightclub, Angel Place

**Robert Higham** Secretary, Worcester Diocesan Board of Finance, Deansway

**David Sutton** Manager, Cleaner and Greener, Worcester City Council

**Councillor Adrian Gregson** Leader of Labour Group, Worcester City Council

**Deborah Thompson** VisitWorcester Director and former Boots Area Manager

**Amanda Savidge** Director, Museum of Worcester, Severn Street

**Alison Pickerill** Marketing Manager, Peplow Jewellers, High Street

**Tim Evans** Owner, Toys and Games of Worcester, Broad Street

The new term would see Directors being assigned to champion specific project areas according to their interest and expertise and to ensure greater scrutiny on the quality of work being carried out.

The Worcester BID also has a marketing sub group and has previously set up a signage sub group to look at a specific large scale project. Should the ballot be successful we will introduce an independent business forum and a major retailers group to help seek project delivery performance feedback and to consider ideas on project execution.

2,689

employees of BID businesses are signed up to our Employment Card

Vote **YES** 31/10/14 – 27/11/14



“The BID has been excellent for my business because I have got involved in the projects that they deliver, and deliver well. To have no city centre management in a city of Worcester’s size would be a disaster.”

**Caroline Gregory**  
Owner, Cookmate, Broad Street



# Spreading the word

**Consultation with businesses outlined that marketing and promotion remains a huge area for the BID to be involved in. You wanted more investment in promoting the city and its businesses, fewer but larger events in more streets and an increased use of social media and digital marketing.**

**348**

**customer service assessments and reports (mystery shopping) undertaken for 160 businesses**

**40%**

**increase in footfall (week-on-week) on the Sunday of the 2014 Foodie Festival**

## The Next 5 Years:

### Marketing

We will have a marketing budget to help us grow footfall and spend. It will allow us to use a wide mix of media channels including radio, press, leaflets, flyers, magazines, websites as well as allowing us to produce city guides and improve the city's overall branding. It will include a budget to help promote the Sunday offering in the city centre.

We will undertake a high profile regional Christmas campaign to promote the city's offering at this crucial time of year.

### Streamlined events programme

We will run a streamlined programme of much larger events, covering a bigger geographical area within the BID, with more pre-promotion activity than before to further increase city centre footfall. These will include the popular Motor Festival, successful Foodie Festival and a proposed Fashion, Health & Well Being event.

### #open4business

Following the successful and nationally award-winning #open4business PR campaign during the floods of February 2014, we will continue to promote Worcester if it suffers a similar fate or for any other unforeseen event to encourage people back into the city.

### Uniquely Worcester

The BID will continue to produce a 'Uniquely Yours' book to specifically promote independent BID businesses. We will also work with national organisations to help promote your business through their campaign work.

### Loyal Worcester

We will make more of our Loyal Worcester scheme which encourages trade between fellow BID businesses.

### Customer service assessments

We will continue to run customer service assessments (also known as mystery shopping exercises) and an associated awards night to help raise standards within the city and to celebrate and publicise success.

### Employalty Card

We will upgrade the award-winning Employalty Card which promotes offers and discounts for any BID business to the 16,000 employees of these businesses. We will allow the Worcester BID and participating businesses to have access to the data capture of users. Applications for the card and offers will be undertaken online with social media proving the means to promote new and existing offers from the BID community.

### Restaurant Week

We will lead on the organisation of a Restaurant Week campaign to help raise awareness of the city's fantastic restaurants. This could be part of a project to consider a late night shopping scheme which extends beyond the pre Christmas build up and looks at whether retailers can start and finish their day later.

### Student events

We will promote the city's business offering at students events such as Fresher's Fairs and CrownGate Shopping Centre's own student related events.

### Coach driver incentives and 'Meet & Greet'

We will encourage more coach parties to stay in the city by offering incentives for the drivers in partnership with local food and drink BID businesses. We will also provide a Meet & Greet service by prior arrangement with our Street Rangers.

**Vote YES 31/10/14 – 27/11/14**

# Safer city



**Worcester remains a safe city with an excellent anti-crime operation. You wanted more of the same projects with increased attention on the evening and night time economy and closer liaison with the public through the Street Rangers and Taxi Marshals.**



## The Next 5 Years:

### CityNet

We will continue to allow any BID business to benefit from free membership of CityNet, Worcester's highly successful crime partnership scheme which directly links businesses to the Police and the CCTV control room. The BID will fund, host and manage the CityNet office and officers for 36 hours per week. The BID's Crime Prevention Manager will also provide free business crime advice at your premises to any relevant staff.

### NightSafe

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 will allow more businesses to be part of the scheme, which works in a similar way to CityNet. It also ensures exclusion orders for individuals prosecuted cover all member premises.

### Store detective

The BID will fund a part-time roaming store detective to identify shoplifters around the BID area and work with other store detectives and the Police to bring them to justice.

### BID Street Rangers

We will employ fully-trained, full time, friendly and helpful BID Street Rangers who will be the eyes and ears of the BID. They 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 will 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. They will also be highly trained to use social media to help promote the goods and services of BID businesses and will continue to run the Meet & Greet service for coach visitors to the city.

### Taxi Marshals

We will employ Taxi Marshals to operate (predominantly) at The Cross, mainly on Saturdays between 10.30pm and 4.30am and at other 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.

### PubWatch Online

We will fund any costs associated with PubWatch Online, the anti-crime internet-based programme which provides an instant intelligence communication channel to all authorised BID businesses who are NightSafe members.

# 93

**businesses receive free membership of CityNet and 56 for NightSafe**



“The BID’s commitment to safety and security through the support of CityNet and the roaming store detective has supported us in reducing stock loss. The BID has also helped to make the city a safer place to work and visit and we hope that businesses continue to support the BID’s valuable work.”

**Alicia Griparis**  
Store Manager, Debenhams,  
High Street



“Funding the membership of licensed premises which are NightSafe members has meant that Worcester continues to have a very safe evening and night time economy. Their promotion of the city centre is excellent and they have supported my businesses when I needed advice. I urge businesses to maximise the benefits Worcester BID can bring. There is no question I will vote ‘Yes’.”

**Frank Burden**  
Owner and Licensee,  
The Pheasant, New Street

Street Rangers will have patrolled over

**21,000**

miles and conducted over

**13,500**

business visits during the 5 years of the BID

Vote **YES** 31/10/14 – 27/11/14



“The prospect of not having any city centre management in Worcester is scary, particularly when we have a BID that has delivered on everything in the original Business Plan. Businesses who don’t get involved in their projects need to do so to realise the benefits that they are missing out on.”

**Julia Williams**  
Owner, Premier Places,  
Foregate Street

# 49

new pedestrian fingerpost signs highlight 67 different commercial areas and attractions within the BID area

# Getting out & about

**You wanted the BID to continue to offer reduced car parking charges for your employees and to embrace technology that informs the city's customers and clients, encouraging them to discover the whole city centre BID area.**

## The Next 5 Years:

### Pay for parking by phone

We will continue to provide the successful 'pay for parking by phone' system which allows people without change to pay using their mobile phones. It allows 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.

### City's car park discounts

We will continue to deliver initiatives which will offer discounts and improved payment conditions in the city's car parks for your employees as well as lobbying on reduced charges generally and for events and other special occasions and campaigns such as late night shopping.

### Footfall data

We will continue to offer BID businesses footfall data and analysis from the 4 counters already installed 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.

### Promote the parking offer

We will work with Worcester City Council, CrownGate Shopping Centre, NCP and any other provider of car parks deemed necessary to promote the parking offer in Worcester by highlighting the availability, location, security and competitive pricing (relative to similar cities and towns) of the city's parking offer.

We will consider the implementation of a model for car park refunds for customers to reward high spending levels in partnership with participating BID businesses.

### Fingerpost signage

We will maintain the BID's fingerpost signage and interpretation panels installed in the initial BID term to ensure that they are kept to a high standard.

RingGo has been used

**231,621**

times to pay for parking by phone since we introduced it in November 2010 and March 2014

**11.4%**

of all parking transactions represented by RingGo

**580**

employees of BID businesses have benefited from discounted parking through Worcester BID

Vote **YES** 31/10/14 – 27/11/14

# Attractive city

**You wanted the BID to invest in more proactive projects to remove gulls from the BID area as well as to make the city more appealing through the introduction of hanging baskets. You also wanted a collective cardboard shredding and trade waste recycling service as well as more work to fill empty units.**

## The Next 5 Years:

### Reducing gull numbers

For the first time, we will work in partnership with other agencies to assist in greatly reducing the numbers of gulls in the city centre and the problems that they cause.

### Hanging baskets

We will bulk purchase and install hanging baskets on business frontages and in suitable communal areas to ensure that the businesses, streets and the city centre as a whole are a pleasant environment to walk around and work in.

### Trade waste improvements

To reduce the length of time that trade waste bags are on the streets waiting to be collected, we will work with partners to try to ensure that trade waste recycling is collected quicker than at present and offer a cardboard recycling scheme for any participating businesses. Dependent on take-up and suitable service suppliers, the aim is to provide this either free of charge or heavily subsidised.



© Chris Dobbs

### Christmas lights

We will carry on offering Christmas lights for the frontages of BID businesses as well as installing street lights in the Broad Street trees and lamppost columns in Foregate Street, The Foregate and The Cross.

### Make the most of our empty spaces

We will work with the landlords of empty units and other partners to encourage more pop-up shops/offices, and dress their windows with a stylish vinyl finish to make the property and area more vibrant.

**15**

businesses achieved World Host accreditation after a BID funded training course

**119**

businesses benefit from BID funded Christmas lights for the frontages to their business

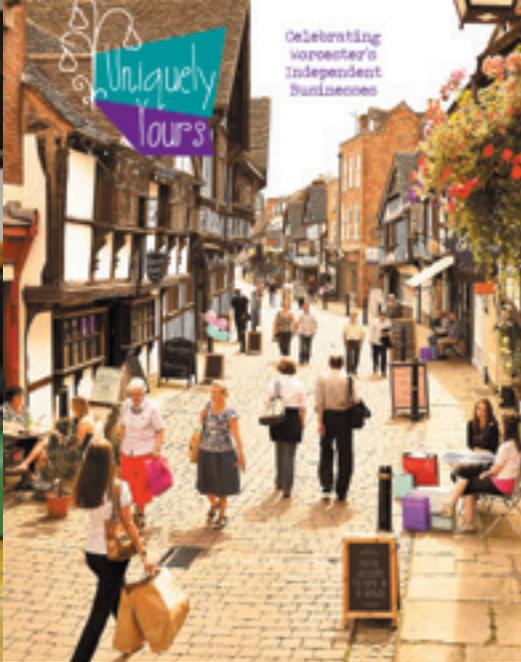


**“The BID has given us many opportunities to promote our business and the Street Rangers have also helped to deal with some anti-social behavioural activity near to our business. This has been dealt with quickly and effectively. We fully support the Worcester BID’s work and look forward to further BID initiatives in the near future.”**

**Jason Smith**

Director, Ventutec Ltd, Queen Street

**Vote YES 31/10/14 – 27/11/14**



EVERYDAY SAVINGS & STUDENT OFFERS

For exclusive offers and discounts, all year round, across Worcester City Centre follow:

- STUDENTWORG
- @STUDENTWORG

www.worcesterbid.com/student

shop eat play | live worcester

DISCOUNTS  
STUDENT SHOPPING EVENT



# Better together

**You said that you wanted us to set up increased opportunities for the office/professional sector to be more informed on relevant topics and to network, as well as to deliver even more cost-saving projects to help reduce business overheads more than we have ever done before. You also wanted us to deliver more subsidised/free training courses for your staff.**

# 15

**TV and radio interviews to promote Worcester was #open4business during and after floods of February 2014**

**Chuggers reduced in numbers and frequency of operation thanks to BID lobbying**

## The Next 5 Years:

### Training courses

We will offer free or heavily subsidised training courses for your staff based on demand in the following areas and will introduce new training topics/or new training courses where demand from BID businesses necessitates it:

- Emergency first aid at work (including refresher course for those who have already taken part in a BID First Aid course previously)
- Digital marketing and social media
- Security Industry Authority (SIA) for doorstaff employed directly by BID businesses.
- Visual merchandising
- Food hygiene
- Working at height
- Sales and upselling
- Microsoft Office courses

### Networking opportunities and events

We will increase networking opportunities for the office/professional sector in particular through specific BID-organised events as well as subsidies for attendance at events held by other BID-approved networking forums such as breakfast clubs, keynote speaking events and seminars.

### Collective bargaining and purchasing

With the collective purchasing power of almost 600 businesses, which will allow the BID to enter negotiations to try and achieve reduced overheads through bulk buying,

**One of the first businesses to sign up to our scheme to reduce insurance premiums saved more than 4 times their annual BID levy**

we will operate reduced insurance costs, telecoms, gas and electricity bills. For the first time we will also reduce your overheads through the delivery of a collective paper shredding service as well as the cardboard recycling scheme outlined on page 14, thus providing environmental benefits.

### Embracing technology

We will work with the approved agents for Google to help increase presence on their various platforms such as Google Business View through the collective purchasing power of the BID. We will also embrace changes and opportunities that technology will provide to help promote businesses as well as increase trading opportunities for them.

### Business representation

We will provide opportunities for businesses to ensure that their own interests are represented on major issues such as planning, car parking, proposed out/edge of city developments, regeneration, gulls, licensing, increased brown tourism signage for city centre attractions and traffic management.

The BID will continue to be an organisation which can raise awareness of issues and also present the views of the city centre business community to relevant bodies to an even greater degree than before.

### Investment and sponsorship

We will actively seek grants and further investment into the BID area that the city centre's businesses can benefit from such as sponsorship of events and other BID activities, central government funding and other various grants.

**Vote YES 31/10/14 – 27/11/14**

# The consultation process

## Business surveys

A business questionnaire was sent to all existing BID businesses (662) asking what their priorities were for improving the area.

Once businesses had suggested their ideas, further consultation was then undertaken to assess the importance attached to each proposed project to then ascertain demand and likely project costs.

## Open day

An open day was held in June 2014 between 8am and 7pm with invitations sent to all eligible businesses at that time to ensure people were able to attend at a time to suit them.

## Sector-based focus groups

Businesses were all invited to attend a series of focus groups, broken down by sector, to help explain the BID and to see what projects were felt to be the most beneficial to them. Meetings were held for independent retailers, major/multiple retailers, professional services/office, and leisure/evening/night time economy.

## Face to face meetings

Members of the Worcester BID team and the Directors have met a large number of businesses face to face to discuss their issues and ideas.

## Other

As well as Worcester City Council, we have engaged with organisations such as NightSafe and the Chamber of Commerce to ensure that they are aware of the BID2 proposal and that they can inform their members. We have also attended tenants' meetings to gain feedback.

- We have 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 Worcester BID and can have their say on the projects and the levy. The local authority has also approved the detailed BID proposal in accordance with the full requirements of the BID Regulations. The proposal is available to view by any levy payer requesting it.

- We have talked to and visited successful BIDs around the country to see what projects work well. This included site visits to BIDs in Birmingham, Truro, Solihull, Falkirk, Royal Leamington Spa and Rugby. Projects underway in these areas which match the new proposed projects in this business plan have been considered in detail 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', letters, flyers, social media, business visits through the Street Rangers, the circulation of emails and the creation of a website – [www.worcesterbid.com](http://www.worcesterbid.com)

## Who is proposing BID2?

**The BID2 proposer is Worcester Business Improvement District (BID) Ltd, a company limited by guarantee who initiated and managed Worcester's original BID under its parent company VisitWorcester. For BID2, Worcester BID Ltd will be the sole organisation responsible for the delivery of the projects outlined in this Business Plan.**

## Performance management

We are constantly monitoring and analysing the performance of our work and listening to feedback from stakeholders via surveys and word of mouth. Analysis of our activities has

allowed us to direct resources and respond to the changing environment and local needs. Over the next 5 years we will be even more adaptable and flexible. We will continue to evaluate all of our work and provide details of all key activities, insights and learning and demonstrate a return on investment using clear, timed and measurable targets.

## Area intelligence

We will continue to measure footfall, vacant commercial property as well as new business activity by sector and location. We will monitor performance against local and national benchmarks to provide useful analysis and interpretation that can be passed on. We will also ensure our activities are responsive to local issues.

## Company reporting

Published baseline agreements and service level agreements will be negotiated with all relevant partners and will be available on request well ahead of the new term. We will also look to apply for British BIDs Accreditation to ensure our quality management systems are robust. Worcester BID will also provide an annual report to include:

- New investment in the area and new business activity
- Business feedback and satisfaction survey
- Business take-up of projects and initiatives
- Numbers of issues reported and sorted by Worcester BID within set timescales
- Extent of cost-saving initiatives offered
- Media coverage analysed by editorial value equivalent/reach and circulation/ key message communication
- Footfall within Worcester city centre
- Financial management
- Stakeholder feedback



“They have championed independent businesses from the start and they appreciate that smaller businesses need to have a voice and be promoted as well as the big boys. The Uniquely Worcester campaign to promote us ‘indies’ is great. We have easily seen a return on our investment and long may it continue.”

**Mark and Heather Stewart**

Owners, Wise Owl Toys,  
Charles Street



“The support that the BID has provided us since we opened has been second to none and we have been delighted with how the events and marketing work for us. The city centre would struggle without having a body like the BID to bring the businesses together for the greater good.”

**David Lloyd Rumens**

Owner, Sub Studio Photography,  
Copenhagen Street

54

project ideas submitted by attendees and respondents to the BID2 consultation

75%

of businesses responding to BID2 consultation survey indicated their support



“The Worcester BID team helped me a great deal when I was looking to move into bigger premises within the city. They totally understand the power of digital marketing as well which I know is crucial now and will be ever more so in the future.”

**Lucy Bushell**

Owner, Little Puds,  
Chapel Walk, CrownGate



“The Digital Marketing and Social Media training courses that the BID funded through the levy have helped me to totally change the focus of how I run my business. The course was excellent and their support to highlight independent businesses has been second to none.”

**Judy Owen**  
Owner, You, Friar Street



“The Worcester BID team are great at supporting our efforts to bring in more customers and this was clearly evidenced in the work they did to bring people in during and after the floods in February 2014. The BID simply must continue to help us all in these ever-changing times for retailers and other sectors.”

**Kate Senczyszyn**  
Store Manager, White Stuff

**£7,500**

Levy threshold



“The BID team are regularly liaising with me seeking my views on issues or project ideas. They make me feel as though I can help to shape the projects that I pay a levy towards and that is reassuring to know.”

**Ian Quartermaine**  
Owner, Ian Quartermaine Jewellers, Ice Fine Jewellery and Trilogy



“The Street Rangers have been excellent in informing me of what is going on in the city and the BID projects that we can, and have, got involved in. We are delighted that there will be even more benefits to the office sector for BID2.”

**Asmat Riaz**  
Owner, Hills Estate Agents, Foregate Street

# BID levy rules

**In developing the rules that will apply, consideration has been given to “The Industry Criteria and Guidance Notes for BIDs” (2014) published jointly by the British Retail Consortium, the Inter Banking Rating Forum and the Federation of Small Businesses.**

**The BID process is governed by the ‘Local Government Act 2003’ and ‘The Business Improvement District Regulations 2004’.**

**Accordingly, once a majority vote has been achieved, the BID levy becomes mandatory on all defined ratepayers.**

1. The Renewal BID term will be 5 years and run from the 1st April 2015 – 31st March 2020.
2. The BID levy will be applied to all non-domestic properties or hereditaments with a rateable value of over £7,500.
3. The following exemptions to the BID levy will apply the levy: 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 and hoardings.
4. In order to fund the proposed projects, from April 2015 the levy rate to be paid will be fixed at 1.5% of the rateable value as at the selected ‘chargeable day’ (1st April annually).
5. Businesses who are located within a managed shopping centre and who already pay a service charge 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.
6. The levy will be charged annually in advance for each chargeable period to be April to March each year, starting in April 2015. Refunds will be made to the liable party from the date at which they are no longer liable and will be calculated on a daily rate.
7. The liability of the levy will fall on the eligible ratepayer. The owners of part or untenanted properties or hereditaments will be liable for payment of the levy.
8. There will be no VAT charged on the BID levy.
9. Organisations that are subject to Worcester City Council mandatory relief on their business rates liability are eligible to a BID levy reduction of 80%.
10. The ‘rateable value’ will be defined as the rateable value assigned to a property or hereditament as calculated using the 2010 NNDR Ratings List until there is a time when this list is updated or a new system for calculation is in place which supersedes the 2010 NNDR Ratings List.
11. The exception to this will be variations to rateable value due to any change of use or a physical change to a property or hereditament including inter alia; new construction, merger, subdivision, extension and refurbishment which result in the issue of a new entry (entries) in the Ratings List current at that time. The Ratings List relevant at that time will be examined for new entries each year prior to the issue of levy invoices.
12. If, during the term, the rateable value assigned to a property or hereditament falls below £7,501 for whatever reason (either through physical change, change of use, or revaluation arising from the adoption of a future Rating List), the hereditament will be exempt from the levy from the date at which it’s rateable value fell to below the threshold.
13. If, during the term, a property or hereditament with a rateable value which had previously been at or below the £7,500 threshold is assigned a rateable value which is above £7,500, the hereditament will be liable for the levy.
14. Worcester City Council will collect the BID levy and they will be responsible for collection of the levy through their shared-service arrangement with South Worcestershire local authorities and delivered by Civica. Collection and enforcement arrangements will be similar to those for the collection and enforcement of non-domestic business rates with the BID Board responsible for any debt write-off.
15. The BID levy will not be affected by the small business rate relief scheme or any discretionary relief granted.
16. The Worcester BID shall be non-political.
17. Other than in exceptional circumstances, any re-ballot following a failed ballot will not be held before 27th November 2015.

# Governance



**The office/professional sector were keen for us to deliver a better return for them and we believe that, amongst others, the increased emphasis on training, networking, reducing overheads, and B2B trading opportunities in this new plan reflect this desire.”**

**Adrian Field,**  
Head of Worcester BID

**The BID has and will be fully audited each year**

# 14

**Board Directors and Project ‘Champions’ will all be volunteers**

1. The new BID will be managed by The Worcester BID Company Limited (the ‘Company’), a not for profit company (company number 07188738) registered in England, limited by guarantee.
2. The BID Board will be made up of representatives of levy paying member businesses who will be elected annually with one third required to stand down annually on a rotating basis but who may seek re-election. Additional members may be co-opted, as required.
3. The BID Board will advise on operational and service delivery issues, oversee performance measurement, and more generally act as the primary consultative and advisory body on BID services. It will have responsibility for financial arrangements, contractual obligations, human resources, standards and compliance, and strategic direction.
4. Each year, the Board members will elect a Chairman from members of the Board.
5. The BID Board will continue as a nominated body and will include all Directors of the Company.
6. Provided that the BID is meeting its overall objectives, the BID Board shall have the ability to vary service delivery and expenditure allocation according to the changing demands of levy payers. However, any change to the BID boundary or to the levy rate proposals would require an alteration ballot.
7. An Operating Agreement, which includes the Council’s baseline service statement, will be in place by commencement of the new BID term.
8. Notice of the intention to hold a ballot was given to the Secretary of State at the Department for Communities and Local Government.
9. The Company will provide copies of statutory accounts and financial statements to the Billing Authority annually.
10. The Company will provide financial monitoring reports to the representatives of the Billing Authority on a quarterly basis and meet with them to discuss levy collection and financial management issues.

## Definitions

1. For the purposes of definition the term ‘Renewal’, used on the front cover and elsewhere, in regard to the Worcester BID means replacement of the existing BID at the end of its current term (March 2015) with a new arrangement covering an amended area illustrated by the ‘BID Zone’ and which will be subject to the rules and arrangements herein.

# The BID Board of Directors

The BID Board of Directors will consist of up to 14 elected places that represent a cross section of skills and sectors. The BID will be private sector-led and is a not for profit company limited by guarantee (Company Number 07188738). Levy payers within the BID area will be eligible to stand for election to the BID Board.

Directors will all be from commercial organisations who are BID levy contributors. No more than 20% of the Board's membership will come from the public sector. The Board will meet no less than 6 times per year.

**All Directors will be volunteers and will aim to comprise representatives from the following sectors:**



42

BID Board meetings held during first term of the BID

Vote **YES** 31/10/14 – 27/11/14

# Finances

## Projected 5 year budget (2015 – 2020)

The average annual levy available to be spent by the BID for the term is £396,079.

Income (ex VAT)	Year 1	Year 2	Year 3	Year 4	Year 5	Total (all yrs £)
BID levy income	396,079	396,079	396,079	396,079	396,079	<b>1,980,395</b>
Additional income (RingGo, events & sponsorship)	34,000	34,000	34,000	34,000	34,000	<b>170,000</b>
Voluntary contributions	2,000	2,000	2,000	2,000	2,000	<b>10,000</b>
<b>Total income</b> <b>2,160,395</b>	<b>432,079</b>	<b>432,079</b>	<b>432,079</b>	<b>432,079</b>	<b>432,079</b>	<b>2,160,395</b>

Expenditure (£)	Year 1	Year 2	Year 3	Year 4	Year 5	Total (all yrs £)
Spreading the word	137,000	137,000	137,000	137,000	137,000	<b>685,000</b>
Safer city	103,000	103,000	103,000	103,000	103,000	<b>515,000</b>
Getting out and about	30,000	30,000	30,000	30,000	30,000	<b>150,000</b>
Attractive city	29,000	29,000	29,000	29,000	29,000	<b>145,000</b>
United voice	32,400	32,400	32,400	32,400	32,400	<b>162,000</b>
Management & operational costs	79,000	79,000	79,000	79,000	79,000	<b>395,000</b>
Contingency 5% (as per industry guidance)	21,600	21,600	21,600	21,600	21,600	<b>108,000</b>
<b>Total expenditure</b>	<b>432,000</b>	<b>432,000</b>	<b>432,000</b>	<b>432,000</b>	<b>432,000</b>	<b>2,160,000</b>

# £67,000

generated in voluntary contributions 2010-2014

### Notes

Historically, Worcester BID has collected over 98% of BID levies owed and this rate has been applied throughout the financial projection. The collection rate for Worcester BID is above average for the industry.

During its first term, Worcester BID generated £67,000 in additional revenue (excluding RingGo) and we expect to build on this for the second term.

Operating costs are estimated as 20% of total expenditure over the course of the 5 year term. This includes premises and rent, professional and legal fees, BID levy collection fees and management costs.

Collection costs amount to £20.39 per unit which is well below acceptable industry criteria of £35 per unit.

As with the first term BID where there was just one

increase, Worcester BID's Board of Directors will seek to minimise any inflationary increases to the BID levy during the second term of the BID. The BID Board of Directors will annually assess the need to add inflation (as calculated using the Consumer Price Index (CPI) as at September in the preceding year).

The campaign for Worcester BID2 has

been entirely funded by a voluntary contribution from VisitWorcester rather than by BID levy payers via their levy.

The Worcester BID Board will consider non levy income generating opportunities on a case by case basis. These include sponsorship and requests for becoming a member from non levy paying businesses both within and outside the BID area.

# The proposed BID area

The following streets are included, either in whole or in part, and the BID area currently contains 645 businesses that are eligible to vote and liable to contribute to the BID levy. The proposed renewed BID boundary contains the main retail, leisure, financial and hospitality areas of the city centre. It includes Grand Stand Road for the first time.



# 75

streets within the BID area

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

Vote **YES** 31/10/14 – 27/11/14

# Vote YES

**31/10/14 – 27/11/14**

**The ballot closes at 5pm on 27th November.**

**43%**

**turnout for initial BID ballot**

1. Worcester City Council, via independent professional company Electoral Reform Services, will send those responsible for properties or hereditaments to be subject to the new BID, a ballot paper before 31st October 2014. Please ensure they are given to the eligible voter.
2. Prior to this date, the Council will have completed a canvass process to identify a voter list which will be used for the purposes of the ballot.  
  
A Notice of Ballot will be sent to you on the 16th October setting out the BID arrangements.
3. Each property or hereditament subject to the BID will be entitled to one vote in respect of the proposal during a 28 day postal ballot which will commence on Friday 31st October 2014, and close at 5pm on Thursday 27th November. Ballot papers received after 5pm on 27th November will not be counted.
4. In order for the proposal to be successful at ballot the result will need to meet, as a minimum, two independent criteria which are: (a) of those ballots returned by the close, those voting in favour must exceed those voting against it, and (b) of those ballot papers returned by the close, the total rateable value of those properties or hereditaments which vote in favour, must exceed the total of those voting against.
5. Worcester BID will make every effort to widely publicise and seek the maximum participation in the ballot.
6. The result of the ballot will be announced on Friday 28th November 2014.
7. If successful at ballot, the new BID will commence delivery of services on 1st April 2015 and will continue for a period of 5 calendar years to 31st March 2020.

## Your next steps to securing the city's future

Read the Business Plan and contact Worcester BID on **01905 731612** if you have any questions.

For more information on this document or the ballot process please contact:

**Worcester BID** 4 Copenhagen Street  
Worcester WR1 2EY

**Phone** 01905 731612

**Email** [info@worcesterbid.com](mailto:info@worcesterbid.com)

Full ballot arrangements are available at [www.worcesterbid.com](http://www.worcesterbid.com)

**Voting 'YES' will ensure that the BID is retained for a further 5 years.**

**Ballot Papers must be received at the ERS Office in London by 5pm on Thursday 27th November 2014 for your vote to be counted.**



# YES



Worcester BID Renewal **2015|2020**

**Vote YES 31/10/14 – 27/11/14**

**For more  
information,  
contact:**

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WR1 2EY

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For further information on BIDs,  
visit [www.britishtids.com](http://www.britishtids.com)



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