

Key Issues Matrix: BID Case Studies in Great Britain

Location	Governance	Financial arrangements	Stakeholder Engagement
Heart London Alliance BID	<ul style="list-style-type: none"> • Strong and experienced partnership and BID manager with successful track record in other Town Centre Management schemes and BID sites. • Senior business leader appointed as Chairman with extensive experience of strategic planning and leadership. • Clear focus on Base Line Service Agreements so as to clarify additional BID delivery • Empowered to influence local authority delivery within the BID boundary 	<ul style="list-style-type: none"> • Track record of delivery funded by Circle Initiative (SRB funded) • Significant investment by property owners via voluntary contributions • Substantial investment by Local Authority in addition to their levy payment responsibilities, in terms of personnel (managed by the BID manager) 	<ul style="list-style-type: none"> • Clear focus on the BID objectives leisure and nighttime economy • High level of engagement with business • Strong focus on developing a monitoring process and measures to identify BID delivery
New West End Company BID	<ul style="list-style-type: none"> • Emphasis on branding to ensure BID is recognised as being independent to the Local Authority • Consistency of leadership throughout the BID development process • Recognition of the importance of Board membership and executive leadership • Clarity regarding its target membership – retail. There are no members with premises above street level, ie non retail. • The BID coordinates three previously distinct Street Associations 	<ul style="list-style-type: none"> • The BID has generated significant additional income by broadening the strategic focus. For instance, in Central London ‘access’ is recognised as being a key issue, and the Mayor has allocated funding to improve and promote access to the West End • Large voluntary contributions from property (financial and leadership) 	<ul style="list-style-type: none"> • Ongoing consultation and engagement with stakeholders post the ballot via participation in the management of project delivery (security, marketing promotion, events) • Annual review of progress published • Recognizing and promoting the different needs of areas within the BID boundary (Oxford Street, Regent Street and Bond Street)
Coventry BID	<ul style="list-style-type: none"> • Detailed ongoing consultation process established that includes questionnaires, telephone surveys, one 	<ul style="list-style-type: none"> • The BID company has used its credibility to lobby at political level for greater engagement and support for city 	<ul style="list-style-type: none"> • Developed from very strong partnership culture (city centre management and voluntary

	<p>to one meetings, group presentations, direct emails, direct mail-outs, newsletters and use of website</p> <ul style="list-style-type: none"> • Clearly defined objectives for the organisation – to promote the city centre and strengthen its relative position as compared with competition from out of town centres • Emphasis at all stages that BID delivery requires additional positive returns for all levy payers 	<p>centre management.</p> <ul style="list-style-type: none"> • Discount negotiated for tenants within shopping centres, taking account of the overlap in service charge deliveries • BID developed from strong voluntary membership scheme that had been established on the principle of “members gain, non members miss out” 	<p>membership scheme)</p> <ul style="list-style-type: none"> • Extensive customer consultation delivering a Business Plan focused on business needs • Bi-monthly health checks to monitor progress
Birmingham Broad Street BID	<ul style="list-style-type: none"> • Although the BID is focused on the evening economy there is a close bond between the daytime and evening operators • Clear KPIs agreed to monitor progress. Accurate data sources have been established to provide hard quantifiable evidence of delivery 	<ul style="list-style-type: none"> • Considerable time taken to develop and update property databases and to identify owners/decision makers • Flexible rating structure (leisure 2%, inner zone other businesses 1%, outer zone other businesses ½ %) • No exemptions for void or partially empty premises 	<ul style="list-style-type: none"> • Leisure operators recognise the preference of a BID to a Crime and Disorder Zone (the likely alternative) • Strong branding has enabled clear message of delivery to be communicated to levy payers • Setting the BID Business Plan within the cities broader agenda and linking it to other strategic planning for the city centre
Plymouth BID	<ul style="list-style-type: none"> • BID development included identifying an initial pool of business champions to work with the BID team and promote the BIDs potential • Strong engagement between Local Authority and Business leaders at senior level • BID partnership evolved from an existing strong voluntary organisation with a track record of delivering 	<ul style="list-style-type: none"> • Significant income (£250k+) generated from commercial opportunities established post the BID ballot • Recognition that commercial income will form an important and growing source of resource post BID • Council funds cover all management and administrative costs • Clear Service Level Agreements have been confirmed with the City Council and regular meetings are held to review 	<ul style="list-style-type: none"> • Visible BID delivery on the ground via PCSOs, newsletters, face to face meetings, street events and activities • The BID is recognised as being part of a wider strategic vision for a radically improved city centre, and is managed by the Plymouth City Centre Company that has broader strategic management responsibilities for City Centre Management • There is recognition that the BID must

		<p>council services within the BID area</p> <ul style="list-style-type: none"> • The SLA contract commits the City Council services to be continuously improved throughout the lifetime of the BID 	<p>continue to evolve and deliver new services if it is to retain stakeholder engagement</p>
Liverpool Town Centre BID	<ul style="list-style-type: none"> • Business Plan developed and launched that is easily accessible to the reader, containing clear KPIs and measures • Recognition that the BID body must be operator (ratepayer) led rather than property led • An historically weaker track record of business engagement, necessitated a greater resource being directed at the BID in order to achieve a successful ballot (at second attempt) • BID initially established for 3 years so as to prove its value (subsequently they aspire to a 5 year BID lifespan) • BID structure established to accommodate subsequent BIDs in other parts of the city, enabling administration and management savings 	<ul style="list-style-type: none"> • The management and administrative resource is fully funded by the City Council, enabling all levy income to be directed towards project delivery • Quarterly income, expenditure and cash flow statements presented to a Board of Liverpool City Council • Shopping centre property owners subsidising their tenants BID contributions (25% reduction) 	<ul style="list-style-type: none"> • The Business Plan was established following extensive consultation and research • Due to the historic low level of business engagement (see above) pre BID projects were launched in advance of the BID so as to illustrate the benefits of greater partnership working • Clear measures established within the Business Plan to identify project delivery
Keswick BID	<ul style="list-style-type: none"> • The BID structure enabled stakeholders to contribute to regional, sub regional and local strategic partnerships • Keswick, being a relatively small market town has incorporated all businesses into the BID area, not just those in the town's centre • KPIs and customer satisfaction surveys are being used to monitor the BIDs delivery 	<ul style="list-style-type: none"> • With lower levels of potential income, management and administration costs are to be met by the public sector enabling BID levy income to be targeted at project delivery • The levy is charged on all businesses with an RV above £2900 • More than 30% of the BID turnover is generated by voluntary contributions and match funding • Whilst wishing to incorporate all businesses (see above), the 	<ul style="list-style-type: none"> • Post BID, businesses were engaged in an extensive consultation exercise that identified 64 potential projects. Elements of these formed the basis of the BID Business Plan

		organisation identified the need to maintain the boundary within an area where BID delivery could be recognised and appreciated	
Bolton Industrial Partnership BID	<ul style="list-style-type: none"> • Eight separate business parks operate within a single BID structure (313 businesses) • The BID evolved from a successful voluntary business membership partnership • Bolton Metropolitan Borough (MBC) manages the partnership and reports to a BID Board. The members own the BID company enabling transparency and fairness to be recognised 	<ul style="list-style-type: none"> • The Bolton MBC Business Crime Reduction Unit is funded in part through the BID levy, with match funding being provided by Bolton MBC • The amount businesses pay is based on a banded system (7 bands), with contributions dependent on Rateable Value • Where units are vacant, the costs revert to the legal owner of the premises • BIDs are collected via 10 equal annual instalments. 	<ul style="list-style-type: none"> • A thousand consultations took place with businesses in advance of the ballot (average 3 per business) • The BID is focused on security. Surveys identified that the average business in one industrial estate in Bolton was losing £14,700 per year due to crime before the BID • Crime figures were reduced by 78% during the first year of the BIDs operation • The BID's security package enabled members to reduce their insurance costs • Two face to face meetings are with each business each year • A membership guidance pack is distributed to all members setting out how they can benefit from the partnership's work • Existing services are being extended to include waste management and business support
Swansea BID	<ul style="list-style-type: none"> • Strong city centre partnership with a track record of delivering successful projects • A 20 month lead in time (before the ballot) coordinated by a high calibre BID manager • BID boundaries set (and adjusted) following detailed discussions and 	<ul style="list-style-type: none"> • Swansea City Council has provided majority of the funding necessary to cover staffing costs for the City Centre Partnership. The Partnership manages and delivers the BID • Over a five year period the BID is estimated to raise over £2million, and administer an additional £3.2million of 	<ul style="list-style-type: none"> • Potential projects were developed and prioritised following dialogue with stakeholders, using an innovative electronic voting system • Monthly tracker system established to monitor BID delivery, based on outturn achievements and set against clear and tangible measures.

	<p>negotiations with the business community</p> <ul style="list-style-type: none"> • Annual review of Baseline Agreements monitoring year on year improvements to existing local authority services 	<p>voluntary contributions received from Swansea City Council, property owners and other stakeholders, £90k from commercial activities and special events, and £500k from grant awarding agencies</p>	
Inverness Pilot BID	<ul style="list-style-type: none"> • Strong business engagement pre the BID, with an established membership scheme reaching out to in excess of 120 businesses • 5 1/2 FTE delivering TCM scheme in advance of the BID • The BID boundary adjusted (reduced in size) following negotiations with a group of traders not wishing to support the initial BID • Extensive questionnaire survey conducted on businesses has identified 89% in favour of the BID within the chosen BID boundary 	<ul style="list-style-type: none"> • TCM scheme, with annual turnover of £200k pre the BID • The BID levy is likely to raise £275k annually, and the partnership will benefit from an additional £250k generated from voluntary contributions, commercial income and match funding 	<ul style="list-style-type: none"> • Partnership with track record driven by a clear business plan and with identified measures and deliveries • Demonstrative projects delivered in advance of the ballot • Existing city centre partnerships merged to create single 'offer' for business (town centre management, retail crime partnership, markets, marketing and promotion) • Robust market research conducted on business and customers to identify and weight priorities in advance of the Business Plan being drafted
Edinburgh City Centre Pilot BID	<ul style="list-style-type: none"> • Before developing their BID the Edinburgh initiative spent considerable time learning from other successful UK BIDs • BID organisation created following the successful delivery of city centre management (financially supported by 80 businesses) • Pilot projects delivered in advance of the BID to enable business to recognise the opportunities that could be realised from a successful BID • Lessons learnt to date include; <ul style="list-style-type: none"> - ensuring the Board (previously City 	<ul style="list-style-type: none"> • Significant levels of match funding and commercial income have been generated in advance of the BID to support projects pre the ballot • The partnership has recognised the need to establish business requirements and the BID boundary, before estimating levy turnover and budgets (the budget and revenue should 'follow on, rather than be considered first!') 	<ul style="list-style-type: none"> • A detailed timeline for BID management and development has been agreed in advance of the BID proposals being launched. This has allowed expectations to be managed • Businesses in Edinburgh have a track record of working together at senior level over the past decade

	<p>Centre Management Board) are comprised of individuals willing to promote the BID concept</p> <ul style="list-style-type: none">- Managing expectations: Business knowledge of BIDs is limited and Edinburgh has recognised the danger in asking local managers too many questions that they have little knowledge or understanding of		
--	--	--	--