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# 1. The Aim

The vision for Winchester Business Improvement District is to:

**“Create a business led programme of investment throughout Winchester city centre, raising the quality of experience for businesses, residents and visitors.”**

## 1.1 Strategic Objectives

Building on the strategic objectives of Winchester City Centre Partnership and our partner organisations; Hampshire County Council, Winchester City Council and North Hampshire Chamber of Commerce and Industry. The Winchester BID will seek:

- To improve street management
- To improve community safety
- To promote business
- To increase the involvement of the business community

In addition, the BID will have a supporting role with those partners and others:

- To improve access
- To better manage the evening economy

## 1.2 The BID Term

The BID will operate for the maximum allowable term of 5 years commencing on 1 April 2008 and ending 31 March 2013.

Details of how the BID levy is to be calculated, how and when the levy applies can be found in section 9 of this document.

## 2. Objective 1: To Improve Street Management

Clean, green and welcoming, these are the keys to success. The BID will support programmes which enhance the urban environment and will especially tackle problem areas.

When it comes to litter collection, Winchester is already a top-performing zone within the district. Litter collection, street sweeping and bin emptying takes place seven days a week. The BID will seek to enhance existing services by raising standards of appearance and maintenance through the introduction of new services and an ‘attention to detail’ programme.

The BID will troubleshoot management and maintenance issues that may otherwise get overlooked.

*“A BID will help to enhance the Winchester experience, making the city safer, cleaner, and more attractive”.*

**Steven Bodsworth - Manager, Sainsbury’s**

### Street Management Issues:

Cleaning Standards  
Emergency Repairs  
Deliveries  
Outdoor Performance & Events  
Signage  
Street Trading  
Vacant Property  
Busking

## 2.1 Street Management Projects

The BID will coordinate activity and ensure that appropriate regulations are used to encourage good quality activity and deter criminal and anti social behaviour. The BID management company, directly accountable to the business community, will monitor standards.

Projects funded by the BID include:

<b>Waste Management Initiative</b>	Levy	External Funding
	0	Grant Applications

Much of the commercial waste collected in Winchester is disposed of through landfill. Recycling more commercial waste, particularly cardboard, paper and plastic makes good sense. This can be managed through the BID, decreasing the burden on landfill (up to 80% of commercial waste could be diverted) with benefits to the environment and reducing landfill tax. The BID will partner with Hampshire County Council to survey the business community in year one, making a grant application in support of businesses wishing to adopt waste management initiatives.

<b>Enhanced Cleaning Services</b>	Levy	External Funding
	£145,000	0

Deep cleaning twice a year for designated streets within the BID area, removing the nuisance of chewing gum including street level entrances to retail stores and office buildings and restoring the appearance of the street surface.

<b>Floral Display Programme</b>	Levy	External Funding
	£45,000	£25,000 (Sponsorship)

We propose an extensive floral display programme to enhance the appeal of Winchester throughout the year but particularly during the spring and summer months. We will work in partnership with Winchester City Council and the Winchester in Bloom Group to find a long term sustainable future for the provision of floral decorations within the City each year. The BID will seek to expand the existing schedule of decorations including commercial sponsorship to to further enhance the programme.

<b>Festive Decorations &amp; City Dressing</b>	Levy	External Funding
	£240,000	None

Dressing the city at times like Christmas is important. City dressing lends to the atmosphere and will make Winchester feel interesting and different. The existing scheme for Christmas Lights will be extended by the BID investing up to £104,000 in lights, infrastructure and installation in year one. The BID will continue to support this extended scheme to cover installation and maintenance costs each year.

## **OUTCOME:**

**Making Winchester look more attractive to visitors and customers. Improved street cleaning. Recycling more waste, reducing landfill. Adding value to floral display projects and street management initiatives.**

Item	08/09	09/10	10/11	11/12	12/13	External Funding	Total Spend £,000
Enhanced Cleaning Services	29	29	29	29	29	0	145
Floral Display Programme	9	9	9	9	9	25	70
Festive Decorations & City Dressing	104	34	34	34	34	0	240
Waste Management Initiative	0	0	0	0	0	TBC	0
<b>Total Spend Street Management Projects</b>							<b>£455+</b>

### 3. Objective 2: To Improve Safety

The BID will provide the opportunity to extend the already successful SHOPWATCH and PubWatch crime reduction partnerships to include all businesses in the BID area. Everyone will benefit from advice, regular communications, incident recording and the targeting of Winchester's most persistent offenders.

The safety of staff and customers is an important issue for all businesses. The city's problems are characterized by low level crime including shoplifting and purse snatching in the daytime and the perceived threat of violence and anti-social behaviour at night.

Winchester BID will work closely with the Police and the City Council's CCTV through the established and successful community safety partnership.

We aim to use the Business Improvement District to become the first 'Safer City' in Hampshire, recognised by the Home Office through the Action against Business Crime Initiative.

*"The Business Improvement District is a positive step forward for managing the city centre for the benefit of residents and the local business community. We are pleased to be part of the process, and offer our full support to the principle"*

**Cllr Beckett, Leader of Winchester City Council.**

#### Safety Issues:

- Theft
- Anti-Social Behaviour
- Graffiti
- Aggressive Begging
- Drug And Alcohol Abuse

### 3.1 Safety Projects

<b>Policing Presence</b>	Levy	External Funding
	£310,000	0

Winchester BID will work with Hampshire Constabulary to create a permanent presence of additional Police Community Support Officers in the city centre. The BID will seek external funding through Hampshire Police Authority in support of this additional activity and if successful, the reduced draw on the BID Levy will be re allocated in support of further community safety initiatives.

The BID will sponsor up to two PCSOs directly employed by Hampshire Constabulary and those PCSOs will provide dedicated support to the city centre with flexible working patterns to tackle issues relating to both the daytime and evening economy.

<b>Accredited Community Support Officers</b>	Levy	External Funding
	See 'Policing Presence' above	0

Supporting Police Officers and Police Community Support Officers; Accredited Community Support Officers (ACSOs) will be employed specifically to undertake a caretaker role within the BID area. Monitoring and reporting problems as well as tackling small scale and one-off problems directly.

Activities will include monitoring environmental standards, tackling graffiti and fly posting, working with street drinkers and beggars, issuing fixed penalty notices for littering and other infringements such as unlicensed street trading; and supporting vulnerable people within our community.

At the discretion of the BID Committee, the BID will sponsor ACSOs for the duration of the BID with flexible working patterns to tackle issues relating to both the daytime and evening economy.

<b>Graffiti &amp; Fly-posting</b>	Levy	External Funding
	£40,000	0

It's a growing problem, which cannot be ignored. Winchester City Council has powers to enforce graffiti removal and can make on the spot fines for offenders. Under the BID, management of graffiti removal initiatives can become more effective, targeting resources directly to point of need and in a timely manner reducing the spread of graffiti throughout the city centre.

£12,000 will be allocated from the levy in year one with a further £7,000 in each of the remaining years to clean up existing graffiti and tackle new incidents as they occur.

<b>City Centre ‘Watch’ Services</b>	Levy	External Funding
	£127,000	Grant Support

Through SHOPWATCH and PubWatch we will provide combined ‘watch’ services free to all businesses wishing to participate in the business improvement district.

The BID will offer a cost effective leasing scheme for enhanced security radio equipment with greater functionality linking to the city’s CCTV and maximizing the benefit of the City Council’s proposed new investment in an updated CCTV system.

We will develop and expand the radio link providing access for up to 100 participants in year one of the scheme and delivering an improved training programme to help businesses deal with incidents and maintain personal safety. All in support of the City Council’s investment in CCTV.

With the support of Hampshire Constabulary we will target the most prolific offenders and ban them from participating member premises using our own banning orders and by seeking action through the court.

<b>Diverted Giving Scheme</b>	Levy	Additional Income
	£2,400	0

Winchester has one of the longest established ‘Diverted Giving’ schemes in the country. The existing scheme can be enhanced under the BID to raise the profile and encourage managed giving to those most in need by diverting funds from the street to local charitable organisations working with the disadvantaged.

As with the existing scheme 100% of funds donated will be passed to local charities. No donated funds will be withheld for administration or other purposes.

## **OUTCOME:**

**A safe and welcoming environment for businesses, residents, shoppers and visitors.**

Item	08/09	09/10	10/11	11/12	12/13	External Funding	Total Spend £,000
PCSOs/ACSOs	62	62	62	62	62	0	310
Graffiti & Fly Posting	12	7	7	7	7	0	40
City Centre ‘Watch’ Services	37	21	22	23	24	TBC	127
Diverted Giving	0.8	0.4	0.4	0.4	0.4	0	2.4
<b>Total Spend To Improve Safety</b>							<b>£479.4</b>

## 4. Objective 3: To Promote Business

The BID will give businesses the chance to put Winchester on the map as a great place to shop, work, live and visit. Much has been achieved through marketing Winchester as a quality heritage destination but what about our ability to attract a local audience to the speciality shopping offer and growing knowledge, cultural & creative economies.

There are almost a million people within a 30-minute drive time of the city centre. Through the BID businesses can combine their resource to deliver proactive marketing initiatives to encourage new and repeat visits. Increasing footfall and positioning Winchester above other local destinations.

The knowledge, cultural and creative industries are hugely important to our future economy. Businesses can start up, grow and prosper here. The BID presents an opportunity to bring together the knowledge, cultural and creative industries with the University of Winchester, City Council, Chamber of Commerce and others to retain existing businesses and attract new investment to the local economy.

*"The BID is the only practical way of elevating the profile of this fine city. Business should categorise any expenditure as an investment not a cost, and look to reap considerable rewards and benefits from the bigger picture and over the longer term."*

**Graham Evans**  
**Group Chairman, Penyards Country Properties**

### **Business Promotion Issues:**

Reaching Local People  
Increasing Competition  
Maintaining Footfall  
Image

## 4.1 Marketing & Promotion

### Marketing Programme

Marketing Winchester is a key element of the BID proposal. We aim to raise the profile of Winchester as a great location for modern business.

Raising awareness of Winchester as a quality destination to key target audiences and promoting a positive view of the city centre to local retail, leisure and employment markets.

### Target Markets:

Retail
Leisure
Employment
Education

### 4.2 Marketing Projects

Marketing Campaigns	Levy	External Funding
	£325,000	0

The BID will concentrate efforts in year one to improve the commercial environment and maintain these improvements for the life of the BID.

From year two the BID will seek to deliver local marketing campaigns combined with creative public relations targeting key centres of population within a 30 minute drive time.

Sales promotion activity including consumer competitions to raise awareness and drive footfall.

Developing the brand image of Winchester as a contemporary, vibrant location for retail, leisure and business.

Winchester Christmas Festival	Levy	External Funding
	£60,000	£40,000 (Sponsorship)

Winchester City Council provide the infrastructure and service contract for Winchester's existing Christmas lights while the Cathedral has an expanding role in attracting visitors

to the city centre through its Christmas Market and Ice Rink. The Theatre Royal has a growing reputation for its Christmas Pantomime.

Supporting these initiatives and the retail core, the BID will promote Winchester as a quality shopping destination to reach households within a 30 minute drive time of the city.

The BID will enhance the existing role of local businesses in providing the city centre Christmas Trees, consumer competitions, Christmas Festival Guide and participation in Christmas features published across the local media to build footfall during this critical trading period.

Retail Guide	Levy	External Funding
	20,000	£75,000 (Advertising)

The BID will publish a retail guide on an 18 month cycle providing free listings, consumer offers and a web presence for all retail and service providers within the BID area. The Guide serves to support the work of Winchester City Council’s Tourism Marketing function, helping to direct visitors to the unique Winchester offer increasing consumer spend and dwell time.

## **OUTCOME:**

**A higher profile to the local population within a 30-minute drive time. Increased footfall, improved recruitment & retention for local employers.**

Item	08/09	09/10	10/11	11/12	12/13	External Funding	Total Spend £,000
Marketing Campaigns	5	80	80	80	80	0	325
Christmas Festival	12	12	12	12	12	40	100
Retail Guide	4	4	4	4	4	75	95
<b>Total Spend To Promote Business</b>							<b>£520</b>

## 5. Objective 4: Broadening Participation

All businesses in the business improvement district who pay a levy will become members of Winchester City Centre Partnership Limited - the Winchester BID Company.

In Winchester, a new company structure will manage the business improvement district plan by adapting our successful town centre management company (see section 13 for more details).

An enhanced BID Committee structure will replace the City Centre Partnership's existing Consultative Group to ensure that all quarters of the BID area have effective representation.

Winchester City Centre Partnership will operate a range of membership services within the Business Improvement District in conjunction with the North Hampshire Chamber of Commerce and Industry.

Through the Chamber we will provide a membership services coordinator whose role will be to organize networking events, welcome new members to the business improvement district and ensure that members' concerns are met by referral to a service provider or through appropriate representation.

The BID committee will have powers to direct an annual discretionary budget to deliver local actions as required. In this way the Committee of the new company will truly have a say in directing the actions of the BID to service local need within the wider BID area.

*"The directors of Jeremy France Jewellers have always felt that the business's of Winchester are not putting enough into promoting it as a City. With only 10% of Business's directly helping Winchester forward in a business sense the city is slowly moving backwards in its desirability for shoppers and visitors. The Bid will level this playing field and everyone will contribute in an even fashion; we will push hard for this to go through."*

**Jeremy France**

### Issues:

Business Engagement  
Participation  
Transparency  
Accountability

## 5.1 Projects

### Lobbying and Representation

The BID will create a substantial lobbying body to have the voice of the business community heard and to bring about positive change.

In addition levy payers will be able to take up issues through the North Hampshire Chamber of Commerce and Industry local area committee.

Networking Events	Levy	External Income
	£7,500	£5,000 (Sponsorship)

Each year the Chamber will arrange forum events to network and raise issues on behalf of the Winchester BID.

BID Committee Discretionary Fund	Levy	External Funding
	£137,200	0

Throughout the BID consultation, businesses have expressed a desire for local decision making and the need for the BID to be truly private sector driven. Businesses have identified localised need within the BID area and are concerned that the BID levy should be directed in support of local need.

A discretionary budget is therefore proposed, to be directed by the BID committee to meet local needs and with the flexibility to meet changing circumstances throughout the life of the BID.

### Business Support

Information, advice and guidance will be readily accessible to all businesses through a new business centre currently proposed by Winchester City Centre Partnership and the Chamber of Commerce, supported by Winchester City Council and the University of Winchester.

A range of training and business support initiatives will be available through our links with the Chamber, Business Link and others.

### Chamber Discount

The Winchester BID will contract with NHCCI to provide such business support services. Businesses within the BID area will also be eligible to receive an introductory discount on full Chamber membership if they wish to receive the full range of Chamber benefits and become an active member of the Chamber movement.

## **OUTCOME:**

**A better organised BID; a stronger lobbying force for business; a better informed BID. Businesses will know exactly how their funds are being directed and have a say in the outcomes achieved.**

<b>Item</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>External Funding</b>	<b>Total Spend £,000</b>
<b>Networking Events</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>	<b>5</b>	<b>12.5</b>
<b>Discretionary Budget</b>	<b>10</b>	<b>31.8</b>	<b>31.8</b>	<b>31.8</b>	<b>31.8</b>	<b>0</b>	<b>137.2</b>
<b>Total Spend Broadening Participation</b>							<b>£149.7</b>

## 6. Objective 5: To Better Manage the Evening Economy

Winchester BID can provide additional resources to better manage the city at night, something that is important to the image of Winchester in the daytime too.

A growing student population and affluent lifestyle for the working population leads to a burgeoning evening economy. The success of Winchester's evening economy brings both benefits and challenges and how this is managed is an important issue for all businesses.

Local licensing arrangements have changed with responsibility moving from the magistrates to the City Council. Relaxation of licensing hours across the country has not led to significant change in Winchester. However, changes in licensing arrangements have led to closer cooperation between the City Council and licensees.

The existing City Centre Partnership has developed close working relations with the licensed trade through PubWatch. A local radio link and information sharing protocols are currently in place (see Objective 2).

Under the BID, additional policing resource in the form of Police Community Support Officers and Accredited Community Support Officers can be directed to support the evening economy and to promote a city centre that feels safe (see Objective 2).

We aim to build on this foundation to develop a coordinated programme of initiatives to reduce crime and the fear of crime to ensure that Winchester remains a safe and enjoyable place for even the most vulnerable in our community.

Guided by the BID Committee, the BID may direct discretionary funds to this Objective in addition to cross over support from the work undertaken in Objective 2; To Improve Safety. Through better partnership working the BID will work closely with Winchester Community Safety Partnership, Hampshire Constabulary, Winchester City Council, the further & higher education sector and others.

### **Evening economy issues:**

Early Evening Activity
Image
Crime & Fear Of Crime
Drug & Alcohol Abuse
Transport

## 6.1 Evening Economy Projects

### Early Evening Activity

Introducing a programme of early evening activity to bridge the gap between daytime and night time businesses. Creating the opportunity for extended shop hours, café culture and evening promotions by pubs and restaurants to encourage dwell time in the city.

### Night Time Activity

Building on the awareness raising of PubWatch to deliver improved communication within the industry, incident reporting procedures, student issues, door staff coordination and new initiatives to tackle theft, drugs and personal safety.

### Late Night Transport

Developing new services between the University, City and County Councils and public transport operators providing for a more civilized atmosphere in the city centre by getting people home more efficiently.

"I see the BID as a highly equitable and effective method of enhancing both the daytime and evening economy within Winchester City Centre. By creating a safer, cleaner and more attractive environment I strongly believe city wide business will benefit from Winchester being recognised as the destination of choice for both retail and leisure activities. As Chief Executive of Winchester's flagship theatre I wholeheartedly support the BID."

**Fiona Burn - Theatre Royal Winchester**

## OUTCOME:

**The creation of a civilized environment for the city at night and a new market of early evening activity.**

## 7. Objective 6: To Improve Access

No city centre strategy for Winchester can ignore access and parking.

Improving access is a tough nut to crack in an historic city such as Winchester. We believe that the Winchester BID can make a real difference to people's experience of working in the city centre and make the visitor experience hassle free.

Winchester BID, through its membership lobbying can also help provide the political drive to bring forward investment in access, car parks and additional park & ride – all key in promoting Winchester as a forward thinking, vibrant city destination.

We intend to push for better use of existing facilities through improved signage to car parks, including electronic boards highlighting the number of spaces available and by giving users at key access points a better experience in terms of the quality of welcome and information.

Winchester BID needs to be realistic about what it can achieve at a modest levy; it will be unable to engage directly in the provision of major infrastructure. However, Winchester BID can be effective in setting and managing specific footfall targets, whilst continuing to press for investment in infrastructure and lobbying for improvement through links with the North Hampshire Chamber of Commerce, Winchester City Council and Hampshire County Council.

*"We must ensure that Winchester remains a quality destination for businesses, residents and visitors. The BID will help us to achieve this."*

**Margaret Newbiggin**  
**Chairman, Winchester Strategic Partnership**

### Access Issues:

Parking Information  
Park & Ride  
Public Transport  
Pedestrians

## 8. Financials

### 8.1 Income, Expenditure & Cash Flow

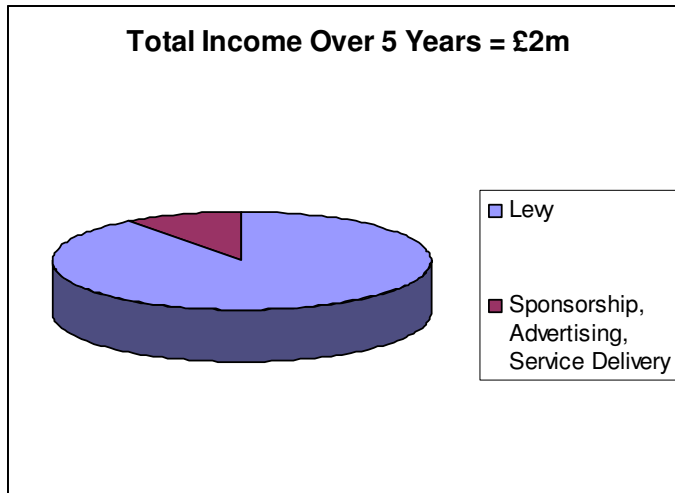
<b>Income*</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>Total</b>
Levy**	370000	350000	350000	350000	370000	1790000
Sponsorship, Advertising, Service Delivery	41000	41000	41000	41000	41000	205000
<b>Total</b>	<b>411000</b>	<b>391000</b>	<b>391000</b>	<b>391000</b>	<b>411000</b>	<b>1995000</b>
<b>Expenditure</b>						
Enhanced Street Cleaning	29000	29000	29000	29000	29000	145000
Enhanced Floral Display Programme	14000	14000	14000	14000	14000	70000
PCSOs & ACSOs	62000	62000	62000	62000	62000	310000
Graffiti & Fly Posting	12000	7000	7000	7000	7000	40000
SHOPWATCH	8000	8000	8000	8000	8000	40000
PUBWATCH	8000	8000	8000	8000	8000	40000
Radio Rental Scheme (100 units)	21000	5000	6000	7000	8000	47000
Marketing Campaigns	5000	80000	80000	80000	80000	325000
Extending Christmas Lights Scheme	104000	34000	34000	34000	34000	240000
Christmas Festival	20000	20000	20000	20000	20000	100000
Retail Guide	19000	19000	19000	19000	19000	95000
Forum Events	2500	2500	2500	2500	2500	12500
Discretionary Fund	10000	31800	31800	31800	31800	137200
Diverted Giving Scheme	800	400	400	400	400	2400
Football monitor	9000	9000	9000	9000	9000	45000
KPI	6000	6000	6000	6000	6000	30000
Establishment	10000	10000	10000	10000	10000	50000
Administration	11000	11000	11000	11000	11000	55000
Levy Collection Costs	26000	26000	26000	26000	26000	130000
WCC Recharge (software costs @ 50%)	10250	0	0	0	0	10250
Contingency	6500	6500	6500	6500	6500	32500
Surplus/ -Deficit	16950	1800	800	-200	18800	38150
<b>Total Expenditure</b>	<b>411000</b>	<b>391000</b>	<b>391000</b>	<b>391000</b>	<b>411000</b>	<b>1995000</b>

\* Note: For the purpose of illustration the annual increment to be applied to the levy (expressed by the BID multiplier) has not been factored in to the above table. The levy will be subject to an increase of 3% in each year of the BID. An explanation of this is provided within section 9 of this document. Full details of the levy rules are available online at [www.wincity.uk.com/bid](http://www.wincity.uk.com/bid)

\*\* Note: A decrease in total annual Levy is anticipated in years 2-4 during the first phase of the planned Silver Hill redevelopment.

## 9. The Levy Details

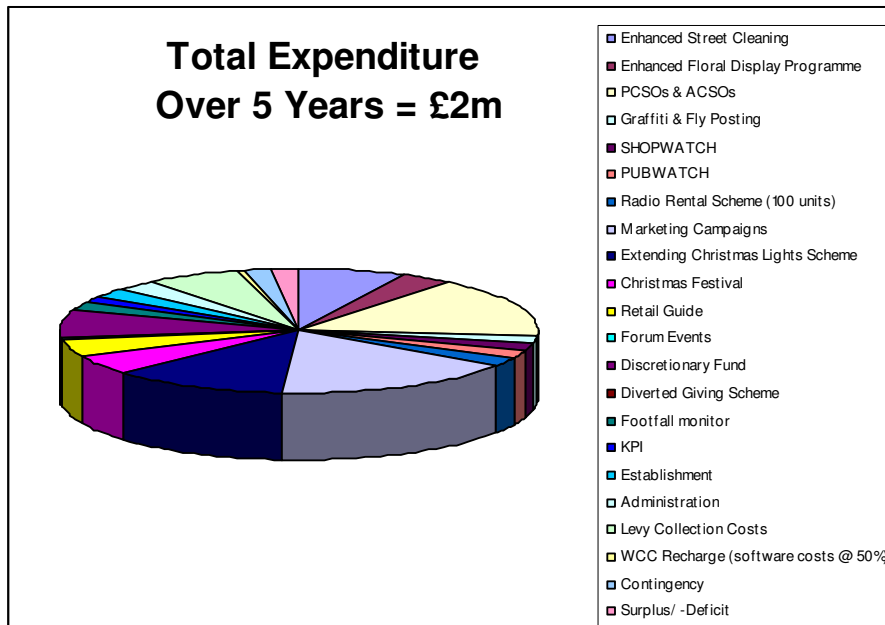
### 9.1 How will the money be raised?



Winchester City Council will calculate and collect the BID levy on behalf of Winchester City Centre Partnership Ltd. (the BID company). The funds are then controlled by the private sector through the BID company management board and BID committee.

### 9.2 How resources will be allocated?

One important fact that all non-domestic rate payers will want to know is what the BID will cost and what they will get for their money. This can be measured against the projects included within the final business plan and the overall size of the proposed BID levy.



To meet the range of projects within this business plan proposal a levy of 1.5% will apply initially, rising each year to a maximum of 1.69% in the fifth year of the BID.

Winchester City Centre Partnership will provide Winchester City Council with regular updates for the life of the BID detailing expenditure under the BID and cashflows. The Winchester City Centre Partnership Management Board will receive quarterly updates and an external auditor will oversee the accounts in the first year.

The BID area and the BID levy percentage cannot be altered without an Alteration Ballot. The budget headings and project costs can be altered within the constraints of the revenue received through the BID levy. The Management Board will be empowered to move funds between budget headings.

More information on Accounting Procedures and Monitoring can be found online at [www.wincity.uk.com/bid](http://www.wincity.uk.com/bid).

### 9.3 Additional Funds

In addition to the levy for non-domestic ratepayers, the BID will seek to attract voluntary contributions from landlords and property developers and additional match funding against key projects from the public sector.

Any such funding will be additional to the costs outlined in this current proposal and will serve to broaden the actions of the BID. Additional resources will be agreed and determined by the City Centre Partnership's management board.

### 9.4 The cost to your business

At a 1.5 percent levy, the indicative costs to a business are:

Rateable Value	Annual Levy	Weekly Cost	Daily Cost
£5,000	£75	£1.44	£0.21
£10,000	£150	£2.88	£0.41
£20,000	£300	£5.77	£0.82
£50,000	£750	£14.42	£2.06
£100,000	£1,500	£28.85	£4.12
£250,000	£3,750	£72.12	£10.30
£300,000	£4,500	£86.54	£12.36

## 9.5 Levy Collection

The city council is required to collect and recover the levy based on the rules for Non-Domestic Rates and will make a charge for the cost of collecting the levy. The cost for collecting the levy is estimated at £26,000 p.a.

### **NONE OF THE COSTS INCURRED WHILE HOLDING THE BALLOT ARE TO BE RECOVERED THROUGH THE LEVY.**

The levy will be based on the current Rating List as at the 1<sup>st</sup> December of the year prior to the collection of the levy.

Levy payers will be advised of the amount of levy in the ballot information or you can check rateable values by contacting us or go online at [www.voa.gov.uk](http://www.voa.gov.uk)

## 9.6 Keeping Up With Inflation

There will be an annual increase of the levy each year (the BID multiplier) for the life of the BID expressed by the following calculation;

Levy = BID RV x Bid Multiplier

Year	Charity Shops	Managed Shopping Centres	All Other
2008/2009	1.0%	1.25%	1.5%
2009/2010	1.03%	1.29%	1.55%
2010/2011	1.06%	1.33%	1.59%
20011/2012	1.09%	1.37%	1.64%
2012/2013	1.13%	1.41%	1.69%

## 9.7 Levy Calculations

In managed shopping centres some of the services that are proposed in the BID, for example enhanced cleaning & security, are already paid for through an additional service charge, therefore it is proposed that a levy of 1.25% is applied in year one, subject to an annual increase for the life of the BID. However, it is anticipated that the landowners of these premises will make additional contributions to the BID, which will at least match the levy paid by their tenants. Managed shopping centres are The Brooks Shopping Centre and Kings Walk. Full details of the Levy Rules can be found at [www.wincity.uk.com/bid](http://www.wincity.uk.com/bid).

A Non-Domestic Rate Payer will be subject to an annual BID Levy in respect of a hereditament if, on the 1<sup>st</sup> December of the year prior to the collection of the levy, the hereditament is in:

- The defined Winchester City Centre BID area; and
- The Rating list for the Winchester Billing Authority; and
- The Rateable Value (RV) is greater than £1000

The BID levy is payable in one instalment. The instalment date will be specified on the Demand Notice. The Notice will be served as soon as practicable after the local authority becomes aware of the BID Levy liability.

The BID levy will be calculated based on the Rateable Value shown in the current Rating List on 1<sup>st</sup> December each year and collected in the period from 1<sup>st</sup> January to 31<sup>st</sup> March the following year. The Levy payable for the year 2008/09 will be calculated on the 1<sup>st</sup> December 2007 for collection from 1<sup>st</sup> January to 31<sup>st</sup> March 2008.

The annual BID Levy will be calculated as  $RV \times BID \text{ Multiplier}$  where:

The RV is the current RV of the hereditament on 1<sup>st</sup> December of the year prior to the collection of the levy

The BID multiplier is either:

Nil where the hereditament is occupied by a Charity and is in receipt of mandatory relief and the property is used for something other than a Charity Shop; or

1% of the RV where the hereditament is occupied by a Charity and is used as a charity shop (as defined under section 64 (10) of the Local Government Finance Act 1988 (LGFA 88) and is in receipt of Mandatory Rate Relief as prescribed by section 43 and 45 of the LGFA 88); or

1.25% of the RV on managed shopping centres (as defined in the full Levy Rules); or

1.5% of the RV on all other hereditaments except those listed above

Full details of the Levy calculation and how it is to be applied can be found on the web [www.wincity.uk.com/bid](http://www.wincity.uk.com/bid)

## 10. Defining the BID Area

Everyone in the BID area will benefit from the scheme. The BID is at the heart of Winchester city centre and covers major access routes to the city, Southgate Street, Romsey Road, the High Street and important secondary shopping locations such as Parchment Street, St George's Street, Jewry Street and The Square.

The boundary incorporates the main commercial and retail core, bus and rail stations, the Silver Hill redevelopment and main tourism attractions within the city.

The BID area proposed has been developed in consultation with the business community and other payers of non-domestic rate; a definitive map showing all hereditaments to be included within the BID area together with a full listing of street names is available online at [www.wincity.uk.com/bid](http://www.wincity.uk.com/bid) or from the offices of Winchester City Centre Partnership or Winchester City Council upon request.

### 10.1 Principal Streets

Andover Road	Jewry Street	St George's Street
Bridge Street	Little Minster Street	St Peter's Street
Broadway	Market Lane	St Thomas' Street
Chesil Street	Middle Brook Street	Station Road
City Road	North Walls	Stockbridge Road
Eastgate Street	Parchment Street	The Square
Friarsgate	Romsey Road	Tower Street
Great Minster Street	Silver Hill	Upper Brook Street
High Street	Southgate Street	Upper High Street
Hyde Street	St Clement Street	Walcote Place
		Worthy Lane

### 10.2 BID Timetable

Consultation	October 06 – May 07	3 x Consultation events
Outline Business Plan	October 06 – February 07	Published to web
Final Business Plan	April 07 - May 07	Published to web
Notice of Ballot	14 June 07	Winchester City Council Public Notice
Ballot papers issued	28 June 07	Winchester City Council
Close of Ballot	26 July 07	Ballot closes 5pm
Levy Calculations	1 December 07 and on this day each year for the term of the BID	Applies to all NDR hereditaments within the BID area
Levy Collection Period	1 January to 31 March 08	Payable on serving of the Demand Notice
BID Term	1 April 08 to 31 March 2013	The start date and end date of the BID

## 11. Baseline Statements

### Baseline and Continuation of Existing Services

It is our intention that the Winchester BID will bring new initiatives to the city centre and build on existing public sector service provision. The BID will therefore enhance existing services, not replace them.

Where new public sector services are contracted by Winchester City Centre Partnership, appropriate service level agreements will be sought prior to the commitment of expenditure.

### 11.1 Services

Baseline statements have been established and include the following public sector services;

- Street cleaning
- Floral display and landscape maintenance
- Festive decorations
- Police and Community Support Officer presence
- CCTV
- Licensing and enforcement of street activities
- Graffiti and fly posting removal
- Car parking
- Highways management

Details of the baseline services from Winchester City Council, Hampshire County Council and Hampshire Police Authority for services delivered in the BID area can be viewed online at [www.wincity.uk.com/bid](http://www.wincity.uk.com/bid)

*"Having spent 43 years in business in this city I firmly believe that BID status would enhance our City and, in particular, improve its aesthetic appearance. It will be the small things that enhance our appreciation of a beautiful city."*

**Richard Steel**  
**Richard Steel & Partners Ltd**

## 12. Targets

The Business Improvement District is your investment in making Winchester a better place in which to conduct your business. We want to bring about positive change by pooling resources, cutting costs and adding value.

### 12.1 Measuring Success

We will provide a series of measurable outputs through which to judge the success of the BID and your own business performance in relation to other businesses within the BID area.

**Published quarterly and available on the BID website key measures will be reviewed by the BID committee regularly to ensure progress of the BID and timely delivery of the Business Plan.**

### 12.2 Key Measures

**Improved Street Management** – ACSO’s patrolling hours; issues identified and outcomes published on our website. The performance of the council’s cleaning contractor for the BID area. The condition of street furniture monitored quarterly; the incidence of chewing gum, measured by sample counts; the number of participants and annual value of investment in floral display and Christmas Festival.

**Improved Safety** – The number and type of incidents occurring; Police response; time, day and cost of incidents; most frequent offences, offenders and outcomes.

**Improved Access** – New access opportunities created; park & ride and car park occupancy figures; travel to work times and impact of roadworks on users of the city centre.

**Better Manage the Evening Economy** – Early evening & night time footfall; value of evening economy; incidents, bans, arrests and outcomes.

**Widening Business Participation** – Attendance at forum events and AGM. Number of enquiries dealt with; number of issues resolved; key concerns of business assessed annually.

### 12.3 Key Indicators

<b>Performance Measures &amp; Reporting</b>	Levy	External Funding
	£30,000	0

<b>Footfall</b>	Levy	External Funding
	£45,000	0

A key target is to increase footfall and usage of the city centre. We will maintain a network of footfall monitors within the city centre to measure footfall 365 days of the year 24 hours a day.

**Making Winchester More Attractive** – measured through local environmental quality standards, monitored by the BID.

Measured through a business performance index subject to participation by member businesses.

North Hampshire Chamber of Commerce and Industry will also instruct an independent survey of businesses annually, which will judge our progress against key targets. In addition, the Chamber will conduct more detailed interviews to highlight key concerns of business.

Details of the survey will be published on the web.

**A Safe Environment For All** – measuring the number of incidents recorded by CCTV, through SHOPWATCH and PubWatch and by the number of exclusions of our most prolific offenders.

### OUTCOME:

**A Significant initiative, owned and driven by local business – measured by business attendance at meetings, participation in BID projects and number of enquiries.**

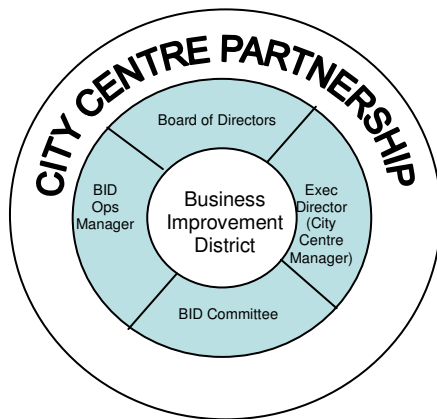
Item	08/09	09/10	10/11	11/12	12/13	External Funding	Total Spend £,000
Footfall Monitor	9	9	9	9	9	0	45
Performance Measures & Reporting	6	6	6	6	6	0	30
<b>Total Spend Target Monitoring</b>							<b>£75</b>

## 13. The BID Structure

Winchester City Centre Partnership Ltd. is responsible for overseeing the delivery of the city centre strategy and action plan; the BID is a delivery vehicle for aspects of the overall strategy. Together they will form a new company with its own legal identity and control.

Details of the Winchester City Centre Partnership Ltd. draft Memorandum & Articles of Association are available to view online at [www.wincity.uk.com/bid](http://www.wincity.uk.com/bid). The draft Memorandum & Articles of Association are to be adopted by the present members (being Winchester City Council and North Hampshire Chamber of Commerce and Industry) as soon as practicable following a successful BID referendum

### 13.1 Company Structure



**Board of Directors** – Responsible for overseeing the delivery of the city centre strategy and action plan.

**BID Committee** – Responsible for overseeing delivery of the BID business plan.

### 13.2 Management Board

An independent management board of up to 15 non-executive directors will control the company, BID activities and funds; and will undertake ongoing consultation with all non-domestic rate payers within the BID area through a strengthened committee structure.

Working groups are proposed to consider and recommend actions in support of the BID's strategic aims and to make progress on its initiatives.

The company Management Board will comprise of directors drawn from the private and public sector. The company is to be private sector driven and the public sector will account for no more than 20% of the Board.

A	B	C		
Founder Members	Levy Payers	Other Interested Parties	Co-opted Members	
NHCCI (4) Winchester City Council (1)	Non-Domestic Rate Payers (5)	(3)	Hampshire County Council (1)  University of Winchester (1)	City Centre Manager (1)

The company will only engage in activities outside of the BID area where there is a direct benefit to businesses within the BID.

Winchester City Centre Partnership (The BID Company) will trade as a company limited by guarantee and may consider future development moving to become a Community Interest Company (CIC) to administer the services of the BID with any surplus ploughed back into future service delivery.

Businesses outside the business improvement district and those not making a contribution through BID levy arrangements will be encouraged to participate and to support the BID through additional voluntary contributions. Where investors commit significant sums they will also have a say in how the BID is delivered.

Additional voluntary contributions will have a minimum annual subscription of £1,000 for businesses that wish to keep up to date with what is happening within the BID; and upwards of £5,000 for those who wish to have a say in the management of the BID.

*"We like BID's. They're driven by business; governed by an independent Board comprising a cross-section of stakeholders & appropriately, supported by the Local authority. They're focused, deliver good value for money, actively ensuring that monies raised from the BID levy are directed at schemes which will have instant impact.*

*They're fully accountable for their actions & expenditure, & seek to improve the trading environment which will ultimately benefit the entire community. We think BID's deliver."*

**R H Littlewood,  
Group Rating & Taxation Manager, HBOS plc**

## 14. Business Consultation

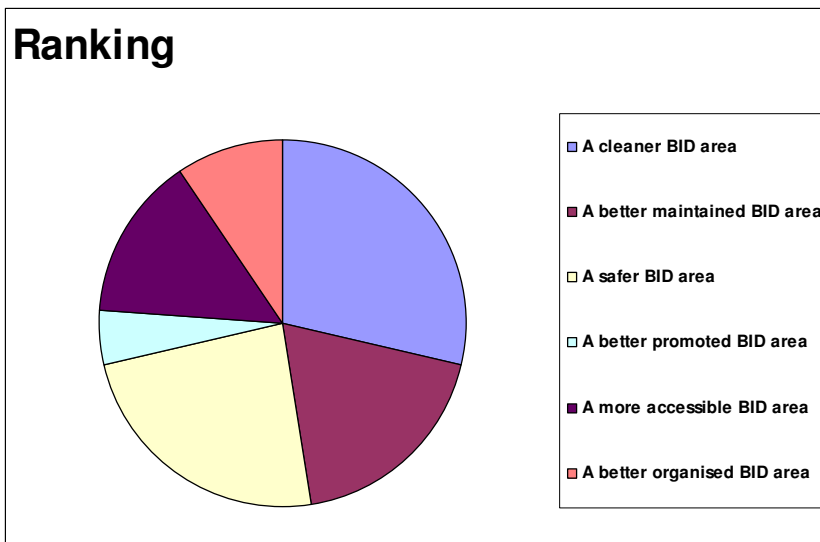
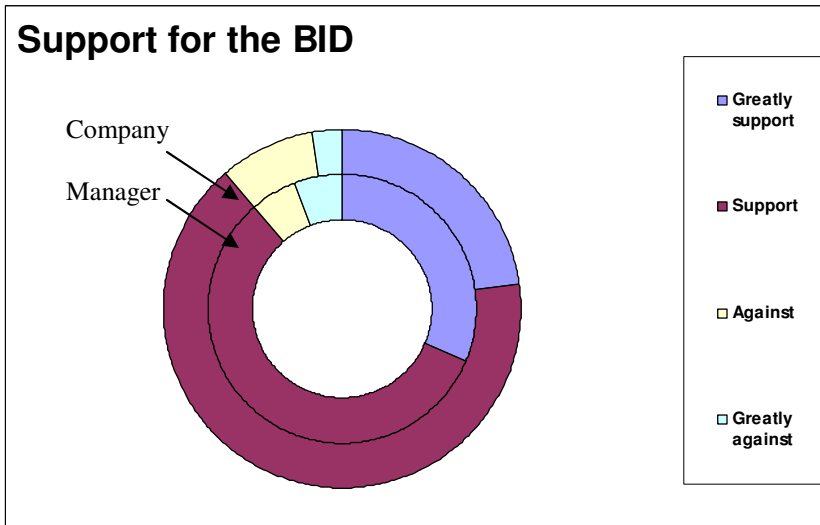
Winchester City Centre Partnership (the proposer), supported by Winchester City Council and North Hampshire Chamber of Commerce has completed an extensive consultation exercise to alert the local business community, particularly non domestic rate payers within the proposed BID, to the opportunity presented by BIDs and the action required by local business.

Consultation began in October 2006 and ended on 15 May 2007 providing a full six months to disseminate information about the BID proposals and to receive representation from those organisations affected.

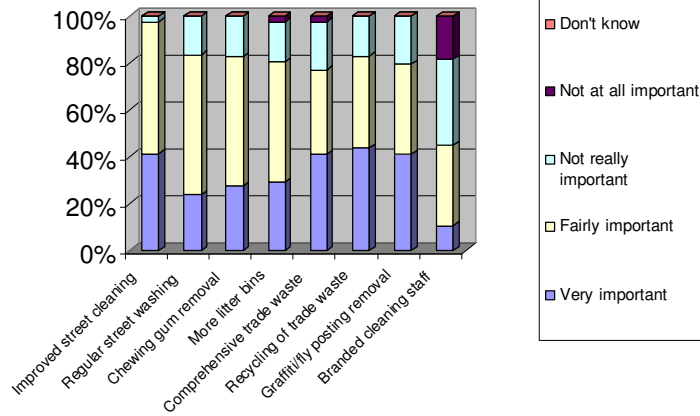
### 14.1 Consultation Summary

Date	Action	Indicator	Outcome
October 2006	NDR Mailing	1000 contacts	All NDR payers alerted to the prospect of BID
October 2006	Consultation Event	80+ attendees	Launch BID consultation & outline business plan
October 2006	Publish outline business plan	Distribution at consultation event & post to <a href="http://www.wincity.uk.com/bid">www.wincity.uk.com/bid</a>	Business plan out to consultation
November 2006	Survey Questionnaire	1000 contacts mailed & publish to <a href="http://www.wincity.uk.com">www.wincity.uk.com</a>	Greater feedback received
January 2007	Briefing	WCCP Consultative Group	Raise awareness & participation among local businesses
January 2007	Briefing	Chamber Area Committee	Raise awareness & participation among local businesses
February 2007	Invitation to consultation event	1000 contacts	All NDR properties alerted
February 2007	Consultation Event	50+ attendees	Over 130 NDR targets have now attended a consultation
March 2007	Briefing	Chamber of Commerce Lunch	Raise awareness & participation among local businesses
March 2007	Bite Size Meetings	Street by Street informal consultation	Raise awareness & participation among local businesses
April 2007	News Release	Coverage across local media	Raise awareness & participation to third round consultation
April 2007	Invitation letter	Direct mail to over 1000 NDR contacts	Attendance to consultation event
April 2007	Consultation meeting	Detailed proposals including expenditure & company set up in 3 <sup>rd</sup> draft business plan	Consultation prior to submission of formal proposals for Balloting
May 2007	Submission to Winchester City Council	Final submission to council for balloting	Referendum

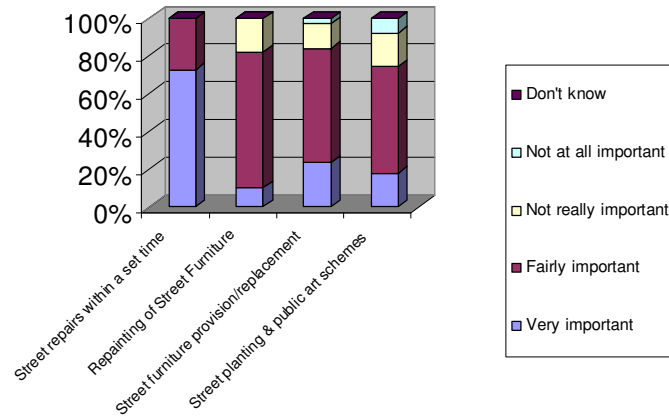
## 14.2 Consultation Feedback



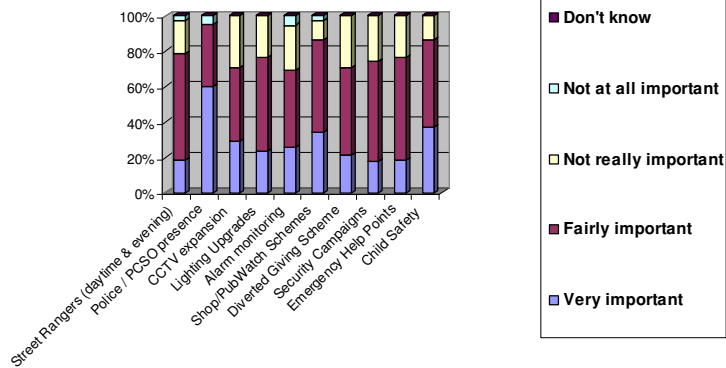
### A Cleaner BID Area



### A better maintained BID



### A Safer BID



## **15. Making Your Voice Heard**

This Business Plan will inform the decision of local businesses and other payers of Non-Domestic Rate eligible to vote in the local referendum in the form of a postal ballot, to take place in July 2007.

This final version of the Business Plan has been published in advance of the referendum and is available on the BID website, [www.wincity.uk.com/bid](http://www.wincity.uk.com/bid).

Further copies of the plan are available from the offices of Winchester City Centre Partnership at the address below.

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