

BID Clifton Village Business Plan

Business Improvement Districts (BIDs)

2017–2022



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BID Clifton Village – Business Plan

1. THE CLIFTON VILLAGE BID

1.1. History and output 2012 - 2017

- 1.1.1. Business Improvement Districts (BIDs) are business-led partnerships that bring public agencies and associations together to improve the trading performance of a particular area. BIDs not only monitor the baseline services provided by local authorities, they also enable additional ring-fenced funding to be collected and applied to specific improvements, as identified and voted on by the majority of ratepayers.
- 1.1.2. The first BID was proposed by the Clifton Village Traders Association in 2012 and through its success, over £350k of funding was invested into the area over the following 5 years.
- 1.1.3. The design and implementation of a specific website www.discoverclifton.co.uk for Clifton Village, Discover Clifton along with hosting a Gorilla, Gromit and Shaun the Sheep in the Village has helped to create awareness of all that the Village has to offer.
- 1.1.4. Clifton is currently one of the few centres in Bristol to install Christmas lights during the festive season, this is fully funded and supported by BID Clifton Village. It brings families and children to the Village for the opening ceremony and encourages hordes of people to shop in the Village for their Christmas gifts over November and December each year.
- 1.1.5. Design and printing of the first maps dedicated to Clifton Village have proved to be extremely popular with visitors, tourists and BID business members alike.
- 1.1.6. Clifton Village has also benefited from an increase in footfall largely made possible by marketing campaigns across the local press, magazines, television, radio and social media, all supported by BID CV.
- 1.1.7. BID Clifton Village worked tirelessly to improve parking plans in the village achieving:
 - 3 and 5 hour stays rather the 1 hour proposed;
 - 30 minute free parking; more business permits for large employing businesses and;
 - more pay & display bays for visitors and customers.
- 1.1.8. BID CV, as requested by Business members, has supported the local community with initiatives such as bee friendly planters and hanging baskets, both of which make a positive impact environmentally on the area. BID also continues to support a defibrillator in the Village and has subsidised first aid courses for its membership.

- 1.1.9. As a result, Clifton Village continues to be a successful, attractive, competitive shopping destination, and a strong and popular centre for employment. We are proud if some of this has helped Bristol to be voted the best place to live in Britain, according to the Sunday Times in March 2017.
- 1.1.10. The current economic climate, and the success of online shopping, presents a challenge to retailers. In spite of this, Clifton has continued to flourish, with few empty retail units compared to shopping centres elsewhere.
- 1.1.11. Renewing the BID for 2017 to 2022 presents an exciting opportunity to maintain and enhance the economic vibrancy of the region by promoting the local environment for businesses, employees and customers.
- 1.1.12. The current BID will come to an end on 31 October 2017. If a 'YES' vote can be secured, the next BID will run from 1 November 2017 to 31 October 2022, securing further investment in the Clifton Village BID area to assist with the continued success of the unified area.

2. BUSINESS IMPROVEMENT DISTRICTS (BIDS)

2.1. Why does Clifton Village need a BID?

- 2.1.1. Clifton is a great place to do business, whether you work in a shop, a restaurant or an office. We are fortunate in being a vibrant and varied community working in a place of architectural interest and beauty, including one of the most iconic buildings of the United Kingdom – The Clifton Suspension Bridge.
- 2.1.2. Given the current economic environment and competition from alternative trading centres Clifton Village needs to stand out from the rest, with the provision of an attractive area to visit, relax and do business.
- 2.1.3. With a successful BID, Clifton will be in a position to secure its future and will have sufficient funds to promote the Village at a local and national level as well as addressing key local issues or demands.
- 2.1.4. BID Clifton Village will be in a position to provide a coherent and long term business plan with the necessary manpower/skills to achieve this.

2.2. A BID will:

- 2.2.1. Remind everyone that Clifton is a great Village
– we need to shout about our assets and a BID will help us do this;
- 2.2.2. Help Clifton combat competition from other retail areas in the South West
– we need to retain and attract new custom;
- 2.2.3. Events will encourage more visitors to the Village
– a BID will enable us to have an annual programme of events;
- 2.2.4. Provide Christmas lights across the Village and with it a marketing programme to entice people into Clifton, one of the few areas in Bristol with festive lights of note. A BID will ensure the costs are shared across every business;

- 2.2.5. Create an interesting and exciting arena for all businesses both commercial and retail, along with their employees, clients and tourists;
- 2.2.6. Provide events for informal networking and help facilitate trade for businesses within the area;
- 2.2.7. Enable Clifton to grow and prosper – a BID will mean we can respond to all the challenges and opportunities that the future will bring.

2.3. Is the BID proposal in addition to what Bristol City Council (BCC) already provides for Clifton Village?

- 2.3.1. Yes.
- 2.3.2. The funds will be used for services and events above and beyond those that Bristol City Council (BCC) currently support as detailed in the baseline agreement. Full details can be viewed at www.bidcliftonvillage.co.uk
- 2.3.3. The BID levy is a specific levy for additional projects identified and controlled by the businesses. It cannot subsidise or substitute the existing provision by public agencies.
- 2.3.4. The City Council does not hold responsibility for promoting business and businesses in Clifton Village therefore the BID proposal, following consultation with businesses in the area, is dedicating a large percentage of the levy income (please refer to 5.1) to this purpose.
- 2.3.5. Feedback from businesses in Clifton (please refer to 3.3) also indicated a particular concern regarding transport links into the Village and the services of waste management and parking. Businesses are also keen to provide a united voice in discussions with external parties regarding the provision of amenities and services to the Village.
- 2.3.6. To this end BID Clifton Village is looking to enhance work already started regarding waste management. Discussions with the various organisations responsible for waste management are underway with a view to streamlining collections in an effective and timely manner in the village.
- 2.3.7. BCC completed a survey regarding the finish time for parking restrictions in Clifton Village. The most popular feedback across the Village, was to bring forward the 9pm finish and whilst Bristol City Council agree to finish at 5pm in the north of the Village, this is not the case in the south of the Village where they feel their is interest to keep with the 9pm finish. BID Clifton Village will liaise further with the Council to reconsider their action for the south of the Village, in the best interest of the businesses. BCC also indicated they would tweak current plans with the implementation of more pay & display bays during the day but this has not yet happened and BID Clifton Village will dedicate time to liaise with BCC on this area also.
- 2.3.8. With a successful BID, research and time will be dedicated to facilitating discussions with all stakeholders regarding transport and parking in the area. The objective being to improve both areas for visitors, staff, customers and clients, which will ultimately benefit local businesses and residents alike.

2.4. How will retailers and businesses be involved?

2.4.1. Businesses and retailers already form part of the Steering Group and others will be invited to join the panel driving the BID forward. This will be made up of a cross-section of businesses in the BID area.

2.5. What benefits will a BID bring?

2.5.1. A successful BID will provide Clifton with a sustainable plan for 5 years. It will:

- Provide a £425,000 business investment into Clifton Village;
- Create a real business voice to influence change over local issues and opportunities;
- Implement and support quality events to drive footfall, including continued support for the Christmas lights;
- Support PR campaigns to create awareness about Clifton Village and all that it has to offer, helping to bring more customers, visitors and staff to Clifton;
- Help you to promote your business via the website, social media and other platforms;
- Attract match funding to make your money go further;
- Create regular and ongoing dialogue with the local authority, Metro Mayor, residents, business groups such as Business West, tourist boards and Destination Bristol, and other partners for the benefit of business in Clifton Village;
- Be run by business and for business;
- Highlight investment opportunities for your business;
- Enhance the beauty of Clifton and its green areas.

2.6. Who will pay for the BID?

2.6.1. The BID will be funded by a combination of business ratepayers within the BID area.

2.7. How much will it cost?

2.7.1. A levy of 1.5% will be applied to the rateable value of each defined ratepayer in the BID area with a rateable value of more than £6,000. E.g.

Rateable Value	Annual Levy at 1.5%	Weekly cost at 1.5%	Daily cost at 1.5%
Less than £6,000*	£0.00	£0.00	£0.00
12,000	£180.00	£3.46	£0.49
18,000	£270.00	£5.19	£0.74
24,000	£360.00	£6.92	£0.99
36,000	£540.00	£10.38	£1.48

* for properties with less than £6,000 rateable value there is no BID levy charge

2.7.2. Following a successful BID ballot, all eligible ratepayers will be required to pay the levy. The BID levy will be due on 1st November each year and will be collected by Bristol City Council on behalf of the BID company. The levy income will be collected into a ring-fenced BID Revenue Account and these funds will be regularly transferred to the BID Company.

2.8. BID levy rules

2.8.1. The BID process is governed by Government Legislation and Regulations. As such, once a majority vote has been achieved, the BID levy becomes mandatory on all defined ratepayers.

2.8.2. The rules for the BID levy are as follows:

- The levy is collected on a 'chargeable day' basis (i.e. the liable person for the levy payment is always the person liable for the payment on 1st November each year);
- Throughout its 5 year term the BID Levy will be charged on the rateable value shown for the hereditament on the 1st September iteration of the 2017 valuation list;
- The Clifton Village BID will be funded by a 1.5% levy on the rateable value of businesses in the area;
- Properties entered into the 2017 Valuation List (or where there is no entry in the 2017 List then the subsequent List) as Surgery and Premises, Office and Premises shall be entitled to relief of 50%;
- Hotel and Premises shall be entitled to relief of 45%;
- Properties where the BID levy payer would be in receipt of mandatory or discretionary rate relief shall be entitled to relief of 75%;
- Properties known as Auxiliary Defence Establishment and Premises shall be entitled to a relief of 75%;
- Properties where the BID rateable value is less than £6,000 will not be subject to the BID levy and will be exempt;
- Where a business qualifies for 2 discounts the highest discount available will be allocated, i.e. the business will be charged the lower levy fee;
- There will be no VAT charged on the BID levy.

2.9. BID Clifton Village Limited and your representatives

2.9.1. The existing Board will start the BID in the second period, with the addition of new board members taking place shortly after a successful BID vote.

2.9.2. BID Clifton Village Limited is a Limited by Guarantee Company where any surplus will be carried forward for the benefit of businesses in the BID area, no profits are made.

2.9.3. A company limited by guarantee is a legal entity which exists in its own right in the eyes of the law, separate and distinct from the individuals who are involved in it.

2.9.4. The BID board will continue to be made up of representatives from all sectors and sizes of BID levy payers and residents.

2.9.5. Administration and project management will be paid out of BID funds to provide support for daily operations. A direct reporting line will exist to the Board.

2.9.6. A BID CV Steering Group has been set up to drive the BID renewal programme.

2.9.7. This Steering Group is made up of people representing a cross section of businesses in the village with at least 1 board member to provide an overview.

2.10. Governance

2.10.1. It is important that the activities of the BID represent added value over and above the public services already provided in the BID area. For this purpose an agreement will exist between BID Clifton and Bristol City Council that will define the contractual arrangements for the collection and enforcement of the BID levy. These agreements will be available on demand.

2.11. How do BID arrangements come into force?

2.11.1. BID arrangements come into force when the proposals for the arrangements (including the key elements of this business plan) are voted on by a ballot of the Business Ratepayers.

2.11.2. A winning ballot must satisfy two tests:

- Over 50% of persons (i.e. each of the ratepayers) who cast their vote are in favour of the BID proposals; and
- The rateable value of property occupied by those ratepayers who vote in favour of the BID proposals exceeds that of those who vote against the proposals.

2.12. Legislative background

2.12.1. The legislation is broadly as follows:

- The Government announced on 24 April 2001 its intention to introduce BIDs in England, with further details provided in the White Paper, Strong Local Leadership - Quality Public Services (December 2001);
- The Local Government Act 2003 set out the statutory framework for BIDs, giving authorities the power to enter into BIDs, providing for balloting and appeal procedures in relation to BIDs and allowing for the levying, collection and enforcement of the BID levy;

- In March 2004, the Government launched a consultation on regulations for BIDs;
- In September 2004, The Business Improvement District (England) Regulations 2004 were approved by Parliament. These regulations set out the steps that need to be taken to initiate and operate a BID.

2.13. What is the voting process?

- 2.13.1. The vote is a postal vote conducted by the Electoral Reform Services on behalf of BCC. Ballot papers are planned to be sent out on 21 August 2017 and must be returned by 18 September 2017. Details will be in the ballot papers sent out to all business ratepayers.
- 2.13.2. The BID team have calculated that there are 250 business rate paying properties within the BID area who are liable to pay the BID levy and who will be entitled to vote.
- 2.13.3. Votes are counted only once the period for voting has closed and the result of the ballot will be announced publicly as soon as possible thereafter.
- 2.13.4. By law, the local authority may veto BID proposals if there is a conflict with its published policies. To this end, BID Clifton is working closely with BCC to ensure that there are no conflicts.
- 2.13.5. The bid area and the BID levy can only change with an alteration or renewal ballot.

2.14. How will the success of the BID be measured?

- 2.14.1. To make a full evaluation of the success of the BID a number of KPI's will be agreed and measured throughout the BID period. These will be identified by businesses within the BID Clifton area and will be used to reflect the critical success factors of the programme.

2.15. What if the BID is not approved?

- 2.15.1. There will be little likelihood of Christmas Lights for the 2017 festive season.
- 2.15.2. Prior to the BID initiative in 2012 events were arranged by the Clifton Village Traders Association with assistance on a voluntary basis. Regrettably due to the commitment required to arrange and host events proving exhaustive for individuals in this organisation, it is unlikely there is any appetite to get involved again.
- 2.15.3. The collective voice has proved successful when campaigning on local issues such as parking and rubbish bin numbers, in the main due to the large number of organisations involved. Without a similar joint body, discussions and negotiations will prove more difficult in the future.
- 2.15.4. The Discover Clifton website will cease to be supported and footage will cease to be current and newsworthy.

2.15.5. Other sources of support in the community will be required in areas such as the defibrillator, bee friendly planters, etc.

2.16. Who pays for the costs incurred in developing the BID Clifton proposal?

2.16.1. A small level of funds were set aside in the 2012/17 budget to cover the costs incurred in completing a renewal process for a further term.

3. THE PROPOSAL

3.1. Aim of BID Clifton Village

3.1.1. The objectives of BID Clifton Village are to:

- **Drive footfall**, through the delivery of high quality events including Christmas lights;
- **Improve awareness** of the attractions of the Village using brochures, social media, the Discover Clifton website and PR campaigns, with the intention of encouraging new customers, visitors and staff into the area;
- **Address local issues** that impact on effective trading in the area and opportunities that help drive future trade;
- **Strengthen relationships** by building internal awareness and support between local businesses and partnerships with external businesses to drive economic opportunity;
- **Add value** by sourcing additional external funding and promoting investment opportunities to local businesses;
- **Maintain the quality of Clifton Village**: its green spaces: ambiance, architecture and community spirit.

3.2. Rationale for BID Clifton Village

3.2.1. This provides the opportunity for a coordinated approach to marketing, promotions, events, improving the infrastructure and general ambience of the Village as well as reviewing its transport, parking and waste management issues.

3.2.2. A BID offers the opportunity for Clifton Village to act as a collective for business to develop and procure services to deliver cost savings. Companies that are part of a BID have the ability to work together as a community. It is common that the prices companies pay and service received for commodities such as paper, energy, PAT testing and recycling will be different from their neighbours. The BID will work to ensure cost reductions are achieved through joint purchasing power.

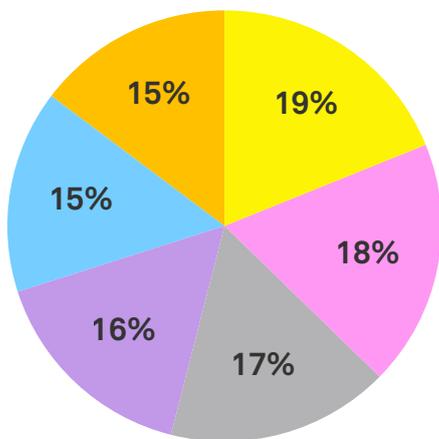
3.3. Consultation

3.3.1. We sought your opinion...

3.3.2. We consulted all businesses in a number of ways to ensure there were plenty of opportunities for feedback:

- Evening Launch to all BID Members;
- Business consultation questionnaire with a response rate of 30%;
- Focus group meetings for retailers, offices and commercial businesses;
- Discussions with key partners – Bristol City Council, Destination Bristol, Business West, Bristol Airport, Chamber of Commerce, Metro Mayor;
- Survey with visitors and residents.

A steering group of a range of local businesses was set up to review feedback and discuss the collective way forward for the next five years.



Consultation 2017/2022

Requested areas for support/investment

- ▶ **Address Local Issues** – Improve transport links, parking and waste
- ▶ **Events** – Improve awareness and bring new people to the area
- ▶ **Marketing & PR** – Promote Clifton as a place to visit and work
- ▶ **Build Relationships** – Grow internal business links & external partnerships
- ▶ **Enhance The Beauty** – Gardens, Streets, Architecture & Community
- ▶ **Add Value** – Source additional funding & promote investment opportunities

3.3.3. You told us the key areas of importance to you are:

Continued support for

- Events (seasonal)
- Discover Clifton website and social media (Twitter, Facebook, Instagram)
- PR and marketing: focused on
 - brochures promoting the Village assets
 - articles/editorials highlighting the benefits for staff of working in the area
- Maintain the unique quality of Clifton Village, promoting green values

One voice to address local issues

- Transport links and parking
- Waste management
- Signage
- Communication links (IT/mobile)

Building relationships and communication

- Growing stronger connections within our BID members to create awareness and support
- Build stronger external partnerships to further enhance opportunities in the Village

3.3.4. We also completed a survey with visitors and residents, the feedback was overwhelmingly positive:

- 87% of visitors were attracted to Clifton Village by the wide range of outlets and independent retailers;
- 97% of residents state that the vibrant business community with its eclectic range of shops, cafes, bars and restaurants is one of the key reasons they chose to live in Clifton Village.

3.4. The BID area

3.4.1. The BID levy is a specific levy for additional projects identified and controlled by the businesses. It cannot subsidise or substitute the existing provision by public agencies.

3.4.2. The area below represents the BID Clifton area. All businesses within the red line (who are not exempt) fall within the proposed BID scheme.



3.5. Accountability for BID Clifton

3.5.1. We will measure the performance of BID Clifton through:

- Customer satisfaction surveys, footfall counts, media coverage, website hits, and other key performance indicators as indicated by businesses within the area.

3.5.2. Administration and Management of the BID will be scrutinised through:

- Business satisfaction surveys, 360° review, Annual Report and Annual General Meeting.

3.6. Delivery - The long term vision

3.6.1. Over the next five years BID Clifton Village will:

Continue support to:

- Help promote your business via:
 - Discover Clifton website and social media (Twitter, Facebook, Instagram) all of which are free to BID Clifton Village members
 - Continuing distribution of our commissioned business/retail maps
 - Increased presence in local and national press
- Promote Clifton Village by:
 - Formulating a five year targeted marketing plan
 - Continuing to create awareness of all that Clifton has to offer and as an attractive place for staff to work
- Plan and implement specialist events and activities:
 - Continued investment in Christmas lights and trees throughout the Village
 - Organising varied events to increase footfall and awareness in Clifton Village – ensuring all areas and business sectors of the Village are catered for
- Protect the unique qualities of the Village by:
 - Formulating a comprehensive plan to ensure Clifton Village retains its independents
 - Supporting retail and commercial businesses and their opportunity for growth
 - Recognising the needs of the offices, schools and medical establishments and their importance as part of the economic prosperity of the Village
- Add value by actively seeking alternative funds through:
 - Match funding

- Grants and national initiatives
- Commercial sponsorship and support

One voice to address local opportunities and issues

- Provide a 'ONE STOP SHOP' that:
 - Recognises the issues that concern you and your business
 - Creates a single voice with local knowledge and expertise
- A collective voice regarding local issues
 - Transport links and parking
 - Waste management
 - New development plans within the Village
 - Improving communication links within the Village (IT/mobile)
- Offer a collective opportunity to improve the environment
 - Enhance the gardens, parks and architecture
 - Continue to support village defibrillator

Building relationships and communication

- Growing stronger connections with BID members
- Increasing inter business connectivity and support
- Strengthen business relationships with key partners at both a local and national level

4. OPERATIONS AND MANAGEMENT

4.1. How BID Clifton Village will operate

4.1.1. Commencement and duration:

- Subject to a successful BID ballot, BID Clifton will commence from 1 November 2017 and will run for a period of five years.

4.1.2. BID body:

- BID Clifton Village Limited will form the BID body, responsible for implementation of the BID arrangements set out in this business plan under the Business Improvement Districts (England) Regulations 2004. The BID Company, named BID Clifton Village Limited, is to be Company Limited by Guarantee.

4.1.3. Operational and Management structure:

- An administrator/company secretary will be employed to work part time on BID Clifton along with a project manager to oversee the key events and campaigns;
- Any services engaged will be outsourced following tender by at least two organisations.

4.1.4. Variation

- Any proposal to alter the BID arrangements in respect of the geographical boundaries of the BID area and/or the BID levy in such a way that will increase the BID levy or will cause any person who was not previously obliged to pay the BID levy to be liable to pay the BID levy will be put to an alteration ballot in accordance with BID Regulations.

4.1.5. Closure

- There are two ways that BID operations could cease:
 - Normal course of time:
 - in this case after five years unless the BID is renewed by a fresh ballot.
 - Early termination where:
 - BCC believe BID Clifton Village have insufficient finances to meet its liabilities in the current chargeable period having (a) offered a reasonable opportunity to arrange funding or reduce the services and, (b) given persons liable to pay the levy an opportunity to make representations at a public meeting;
 - BCC are unable to provide works or services which are necessary for the BID to continue given that it has consulted with BID Clifton Village and such representatives of the business community for the BID area, as considered appropriate by BCC;
 - BID Clifton Village or BCC understand (a) the works or services provided under the BID are no longer necessary or, (b) that for reasons beyond their control unable to continue to provide the works or services necessary – in such cases BID Clifton Village must first consult BCC and such representatives of the business community for the BID area, which BCC considers appropriate.

4.2. Financial management and relationship with the Billing Authority

4.2.1. Revenue Account:

- Bristol City Council will transfer funds into the BID Revenue Account after receipt into a ring-fenced BID levy account for Clifton Village. Historically Bristol City Council has an excellent collection rate in respect of business rates charged in Clifton Village;

- Bristol City Council will transfer funds to BID Clifton Village in January, July and October. This enables money to flow from the BID Revenue Account to the BID body for the settlement of invoices in a timely fashion.

4.2.2. Accounting Procedures:

- Invoicing – suppliers will invoice BID Clifton Village direct. To ensure there is a segregation of duties regarding the settlement of invoices: the BID administrator will process invoices for payment, approval will be provided by the BID management team;
- At least two signatories will be required for each transaction;
- Banking – BID monies will be maintained in a separate bank account from that of Clifton Village Traders Association;
- Management information – this will be provided at each Board meeting or, as a minimum on a bi monthly basis.

4.2.3. Internal reporting:

- The BID Management Team will provide BID Clifton and its other relevant committees with regular updates detailing revenues collected, expenditure incurred in the period and cash flow forecasts;
- Specific reports include:
 - regular management reports prepared by the BID management team and presented to the Board and other relevant committees
 - annual financial statements will be prepared and published on the website
- The financial record keeping and reporting will be undertaken, initially internally before being outsourced to accountants, based in Clifton for completion;
- The annual financial statements of BID Clifton will be prepared and a summary report will be presented to Bristol City Council, BID levy payers and other interested parties annually.

5. FINANCIALS

5.1. Budget

Details BID Clifton Village		%	2017/18	2018/19	2019/20	2020/21	2021/22	Total
BID income								
Levy income		97%	£84,000	£84,000	£84,000	£84,000	£84,000	£420,000
Other	Sponsorship, Grants + Match funding	3%	£3,000	£3,000	£3,000	£3,000	£3,000	£15,000
Total Income			£87,000	£87,000	£87,000	£87,000	£87,000	£435,000
BID Expenditure								
Promote Clifton Village	Events - Christmas + Specialist across year		£37,600	£39,436	£41,936	£42,936	£42,936	£204,844
	Project/Event management		£7,400	£8,064	£8,064	£8,064	£8,064	£39,656
	Marketing campaign/Brochures		£4,200	£4,200	£5,200	£4,200	£4,200	£22,000
	Website, Twitter + Business relationships		£5,300	£2,300	£800	£800	£800	£10,000
		64%	£54,500	£54,000	£56,000	£56,000	£56,000	£276,500
Improve local services	Transport links + Parking		£5,000		£1,000	£0	£0	£6,000
	Waste Management		£0	£5,000	£0	£1,000	£0	£6,000
	Other - Signage/New developments		£0	£0	£2,000	£2,000	£3,000	£7,000
		4%	£5,000	£5,000	£3,000	£3,000	£3,000	£19,000
Maintain quality of Clifton Village	Architecture/Landscape		£2,200	£200	£700	£1,200	£200	£4,500
	Green initiatives/Flowers		£3,000	£3,000	£3,000	£3,000	£3,000	£15,000
	Added value - Surveys/Reviews/Feedback		£800	£2,800	£2,300	£1,800	£2,800	£10,500
		7%	£6,000	£6,000	£6,000	£6,000	£6,000	£30,000
BID Project costs			£65,500	£65,000	£65,000	£65,000	£65,000	£325,500
Administration	Administration		£7,592	£7,920	£7,920	£7,920	£7,920	£39,272
Overheads	Travel, Stationery, Postage, Other		£573	£745	£745	£745	£745	£3,553
	Legal and Professional		£3,000	£3,000	£3,000	£3,000	£3,000	£15,000
	Storage + Rent		£160	£160	£160	£160	£160	£800
	Levy collection		£4,175	£4,175	£4,175	£4,175	£4,175	£20,875
BID Running costs:		18%	£15,500	£16,000	£16,000	£16,000	£16,000	£79,500
Contingency		7%	£6,000	£6,000	£6,000	£6,000	£6,000	£30,000
Total Expenditure			£87,000	£87,000	£87,000	£87,000	£87,000	£435,000
Net								
Net Surplus			£0	£0	£0	£0	£0	£0

- 5.1.1. The budget (above) has been prepared after extensive consultation.
- 5.1.2. There is an emphasis to further support this budget through additional donations and sponsorship. Attention will also be given to the identification of external funding via national initiatives, match funding opportunities, etc.
- 5.1.3. A contingency of 7% has been added as a provision for bad debt.

6. ACCOUNTABILITY

6.1. Key Performance Indicators

- 6.1.1. It is felt important that indicators relating to the perceptions of customers, clients, tourists, retailers, employees and commercial businesses are measured and surveys will be completed throughout the BID programme to garner their opinion.
- 6.1.2. Similarly, an evaluation of the work and services provided through the BID administration and management will be sought in order to measure the level of success of BID Clifton Village. Assessment will take place across a number of key performance indicators proposed by businesses within the BID area.

- 6.1.3. BID Clifton Village aims to be clear and transparent and in doing so will provide feedback in an annual report which will be forwarded to all levy payers and strategic partners. Feedback will also appear on the website on an on-going basis.

7. ENDORSEMENTS AND SUPPORT

7.1. Comments and support for BID Clifton Village

- 7.1.1. Many comments of support and encouragement have been received for BID Clifton Village
- 7.1.2. Small selection included below, further comments of support can be found in the Prospectus on page 8.

These include:

“BID Clifton Village is enormously important in providing Clifton Village with its own identity and making it a tourist destination the city can be proud of. The enormously popular village maps provide our visitors with information this is just one of the many ways BID keeps the area looking attractive and appealing to visitors”

Laura Hilton — Visitor Services Manager, Clifton Suspension Bridge Trust

“BID Clifton Village provide an invaluable service helping to promote local businesses and encourage investment. BID Clifton Village have numerous connections throughout the community and as such are a vital organisation in touch with their localities needs and requirements.”

Mike Harris — Senior Associate Town Planner, Stride Treglown

“The Breakfast Meetings are invaluable. I have secured a significant refund with BID Clifton Village’s help — proof these meetings are worthwhile!”

Delphine Horsley — Owner, Portabella