

WARD(S): ST BATHOLOMEW, ST JOHN AND ALL SAINTS, ST MICHAEL, ST PAUL

CABINET

11 April 2007

WINCHESTER BID DEVELOPMENT UPDATE

REPORT OF DIRECTOR OF DEVELOPMENT

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RECENT REFERENCES:

CAB1430 Segensworth Business Improvement District (BID), 7 March 2007

CAB1240 Winchester Business Improvement District, 22 March 2006

EXECUTIVE SUMMARY:

The project to establish a Winchester Business Improvement District (BID) is being led by Winchester City Centre Partnership (WCCP) with support from North Hampshire Chamber of Commerce and Industry and Winchester City Council. It is well advanced, with a business plan being written in consultation with the local business community. This business plan (attached at Appendix 2 in draft form only) includes details of the proposed BID levy, projects which the BID levy will help to fund and local authority commitment to the project. Officers are still in discussion with WCCP about the exact wording and presentation of the business plan. This paper considers the nature and extent of the City Council's continued support for the project. It also proposes changes to the Cabinet resolutions made in March 2006 regarding the City Council's financial contributions in the light of further officer consideration of the BID regulations.

RECOMMENDATIONS:

- 1 That, in line with recent legal advice, Cabinet rescinds its earlier decision to reclaim 50% from the BID – should it be successful - of the moneys allocated to the administration of the ballot, totalling £1,500;

- 2 That Cabinet reconsiders its earlier decision not to pay the BID levy on its car parks, and agrees to include these in the levy at a cost in Year 1 of approximately £12,000;
- 3 That Cabinet agrees to commit the full amount of the levy payable by the City Council, totalling around £25,000 in Year 1, from revenue budgets over the five year life of the BID;
- 4 That, should the BID proceed to a ballot, the Chief Executive be authorised to exercise the ballot votes in respect of WCC properties in the BID area.

CABINET11 April 2007WINCHESTER BID DEVELOPMENT UPDATEREPORT OF DIRECTOR OF DEVELOPMENTDETAIL:1 Introduction

- 1.1 Winchester City Centre Partnership (WCCP) has been leading the businesses in Winchester city centre through the development of a Business Improvement District (BID). A report on the development of the Segensworth BID (CAB 1430) was submitted to Cabinet on 7 March 2007, and Members are referred to this paper for a full explanation of the nature of a BID.
- 1.2 Winchester City Council committed its support in principle to the Winchester BID project in March 2006, including the provision of LABGI moneys towards associated set-up costs. CAB 1240 which was presented to Cabinet on 22 March 2006 outlined this support which has since been enhanced with around £4,500 in additional contributions (for the printing of the BID prospectus and costs associated with consultation meetings) from the economic development revenue. All in all, the total is still significantly less than the £100,000 estimated in that report, and recently published government research indicates that this is a typical sum, rising to £380,000 in some cases.
- 1.3 Paragraph 5.4 of report CAB 1240, which was approved by Members, proposed the following measures:
- a) Offer to support the cost of backfilling the City Centre Manager post to allow the incumbent to focus on delivering the BID (approximately £30k). We should not seek to recover this from the BID monies if a scheme is introduced, but regard it as a signal of the Council's commitment to supporting this business led initiative.*
  - b) Offer to support the costs of preparing Revenues software and staff training (approximately £15k), with the proviso that we seek to recover 50% of these start-up costs from the BID revenues if the BID is introduced.*
  - c) Offer to support the costs of preparing for and managing the referendum (£3k), with the proviso that we seek to recover 50% of these costs from the BID revenues if the BID is introduced.*
  - d) Commit staff time to supporting the preparatory stages of the BID and, if appropriate, its implementation without seeking to recover these costs.*
  - e) Agree in principle that Council buildings (City Offices and the Guildhall) make a contribution of an appropriate proportion of their Business Rate if they fall within the BID area, but that other rateable land such as car parks be*

*excluded. This would entail an increase in our NDR bill of approximately £11k per annum.*

*5.3 If agreed, this would entail initial costs to the Council of £48k (plus as yet unquantified staff time), of which £9k would be recoverable if a BID is agreed, and annual costs of £18k (including rates bill). The non-recoverable initial costs could be met from money set aside from the Council's LABGI award."*

- 1.4 During the last twelve months, WCCP has held moved the project forward and sent official notification to the Secretary of State on 19<sup>th</sup> February 2007 of its intention to propose a BID, followed by official notification to Winchester City Council. A business plan has been drafted and put to businesses for comment in anticipation of a postal ballot in late July. Officers from across the Council have contributed to the project throughout this period. Part of their work has been to develop baseline service agreements, which are used to ensure that any BID monies are used to enhance services rather than as a substitute for traditional Council budgets.

## 2 Business plan

- 2.1 The area covered by the proposed BID is Winchester city centre, as far as Andover Road and Stockbridge Road in the north-west, North Walls, Eastgate Street, bridge Street in the south-east, Colebrook Street, The Square, Southgate Street, and Romsey Road in the south-west.

- 2.2 The business plan has been drawn up following consultation with the local business community. This has included;

- a) two high profile events at the Hampshire Record Office and at the Paul Woodhouse Suite of the Cathedral, and a third planned in April;
- b) a series of smaller meetings with groups of businesses from around the city, focussing on Parchment Street, St Peter Street, Andover Road, Southgate Street, The Brooks Shopping Centre and The Square;
- c) individual meetings with representatives of head offices for the larger chains;
- d) an online questionnaire on the WCCP website, and features on the City Council's website, and
- e) coverage in the Hampshire Chronicle.

The BID has also formed the subject of many further informal discussions and WCCP agenda items.

- 2.3 The vision of the Winchester BID is to:

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

Although a 'SMART' action plan is still being drawn up as more accurate details about the likely total of the levy fund become available, it is likely to include projects to enhance the appearance of the city centre (eg through additional Christmas lights and floral decorations), marketing campaigns, street cleansing and graffiti removal.

Officers are still working with WCCP to finalise the wording and presentation of the plan, and Member comments would be welcomed at this stage.

- 2.4 Around 25% of businesses have responded to the BID proposals, and response had generally appeared to be favourable. In recent weeks, however, some smaller traders have been voicing concern about the constitution of the BID and the possible cost to businesses. Efforts have been made to meet with the traders to address these concerns which are of significance because in order to be successful, the ballot must satisfy two criteria:
- a) more than 50% of the votes cast must be in favour of the BID, and
  - b) more than 50% of the rateable value represented in the ballot must be in favour of the BID.
- 2.5 A third and final consultation event is planned for later this month, at which the final draft of the business plan will be presented to businesses. After this, it will be submitted to Winchester City Council along with other required documents forming the official BID Proposal required to trigger the ballot process.

### 3 The Ballot

- 3.1 The ballot must be run in accordance with the legislation governing the BID process. This requires a postal ballot lasting a minimum of 28 days from the issue of the notice of the ballot by the local authority. The organisation responsible for the payment of the National Non Domestic Rates is entitled to one vote in the referendum per premises occupied.
- 3.2 At the Cabinet meeting in March 2006, CAB 1240 estimated the costs of the ballot at £3,000 and proposed reclaiming 50% of these costs from the BID organisation should it be successful. It is now clear that this recharge would not be legal under the BID regulations, and Members are asked to note this and agree to the full subsidy of the ballot costs from the allocated LABGI funding.
- 3.3 Under the regulations, however, the Council could recharge the ballot costs to the BID proposer if the BID was not approved in the ballot and the number voting in favour was less than 20% eligible of those to vote. However, as the Council has supported the development of the BID proposal it is not considered appropriate to recharge this cost which is, in any case, provided for in full in the LABGI allocation.
- 3.4 Members are asked to authorise the Chief Executive to cast the votes in respect of City Council properties in the BID area.

### 4 Levy Collection

- 4.1 A detailed set of rules regarding the levy and collection arrangements is currently being drawn up with advice from the Director of Finance and will form part of the official BID Proposal. The levy is set at 1.5% of rateable value for the first year, which is expected to start on 1<sup>st</sup> January 2008. This percentage would increase to reflect inflation in subsequent years as indicated below:

Year 1	1.5%
Year 2	1.55%

Year 3	1.59%
Year 4	1.64%
Year 5	1.68%

- 4.2 As the local authority, Winchester City Council is responsible for collecting the levy. If the referendum is successful, new software would need to be purchased and staff trained to use this software, as detailed in CAB1240. It is proposed to recharge 50% of the actual start-up costs (estimated at £15,000) and the full annual cost of collecting the levy (estimated at £10,000 per annum) to the BID organisation.

## 5 Winchester City Council Support

- 5.1 The levy: Winchester City Council has rateable properties within the BID boundary. These include council offices and buildings, car parks, public conveniences and other miscellaneous items as shown at Appendix 1. In paper CAB 1240, it was proposed that the Council should opt to exclude the car parks from the BID levy which would reduce the total contribution by the City Council in Year 1 from around £25,000 to £13,000.
- 5.2 Further discussion between leading Members, officers and WCCP concludes that this would be an exceptional move and badly received by the business community who view the car parks as potential beneficiaries of BID activity. Officers therefore recommend that Members reconsider this decision and opt to include all rateable premises under the BID levy.
- 5.3 In order to make the full levy payment on structures and car parks in the BID area, Members will need to identify growth in the revenue budget for five years from 2007/08, totalling around £25,000 in the first year of the BID. It is possible that this sum could be allocated from future LABGI receipts. The final figure will obviously be affected by the removal from Avalon this month, and any subsequent removal from Hyde Historic Resources Centre.
- 5.4 Baseline services: Winchester City Council along with Hampshire County Council and the Police Authority are providing WCCP with draft baseline statements of the services they currently provide in the BID area. In so doing, these authorities are committed in principle to providing comparable services during the five year life of the BID. The baseline documents are now being finalised by officers.
- 5.5 It has become clear that the City Council's annual revenue support contribution of £25,000 which it has provided to WCCP since its inception could be regarded as part of the baseline service provided by the local authority, in keeping with the guidance and spirit of the BID. As a baseline service or contribution, this amount would need to be maintained over and above any contributions through the levy. As WCCP would still legally exist and would continue provide the same city centre management functions it currently provides (eg Shopwatch, Pubwatch, Diverted Giving, Christmas Festival) alongside any enhanced BID activity, it still justifies the same funding from the City Council towards its core costs
- 5.6 As with any other function of the Council, the Council will maintain its discretion to vary services according to its budget requirements – but it would not expect the BID to compensate for any budget or service reductions.



### BACKGROUND DOCUMENTS:

- a) An electronic copy of the BID business plan can be viewed at [www.winchester.gov.uk/Business/TownCentreManagement/General.asp?id= SX9452-A782F697&cat=5372](http://www.winchester.gov.uk/Business/TownCentreManagement/General.asp?id= SX9452-A782F697&cat=5372)
- b) Files held by Finance; Development and City Secretary and Solicitor's Directorates
- c) More detailed information on the legislation governing BIDs can be found on the council website at [www.winchester.gov.uk/Business/BusinessRates](http://www.winchester.gov.uk/Business/BusinessRates)
- d) The national BIDs advisory service can be found at [www.ukbids.org](http://www.ukbids.org)

### APPENDICES:

Appendix 1 – Winchester City Council rateable properties under the BID

Appendix 2 – Draft Winchester BID Business plan including budget breakdown (attached for Cabinet, Group Leaders and Chairman of Principal Scrutiny Committee only, with a copy available in the Members' Library and on the Website: [www.winchester.gov.uk](http://www.winchester.gov.uk))



**Appendix 1 – Winchester City Council rateable properties under the BID**

Property	Year 1 (1.5%)	Year 2 (1.55%)	Year 3 (1.59%)	Year 4 (1.64%)	Year 5 (1.68%)
<b>Car parks RV £823,200</b>	£12,348	£12,759.60	£13,088.88	£13,500.48	£13,829.76
<b>Council offices and premises RV £879,750</b>	£13,196.25	£13,636.13	£13,988.03	£14,427.90	£14,779.80
<b>Public conveniences RV £19,150</b>	£287.25	£269.83	£304.49	£314.06	£321.72
<b>Other RV £7,050</b>	£105.75	£109.28	£112.10	£115.62	118.44
<b>Total</b>	<b>£25,937.25</b>	<b>£26,774.84</b>	<b>£27,493.50</b>	<b>£28,358.06</b>	<b>£29,049.72</b>

**Car Parks**

- Car Park, Chesil Street, Winchester, Hampshire, SO23 8BL
- Multi Storey Car Park, Chesil Street, Winchester, Hampshire, SO23 8HX
- Car Park, Colebrook Street, Winchester, Hampshire, SO23 9LH
- Multi Storey Car Park, Friarsgate, Winchester, Hampshire, SO23 8BH
- Public Car Park, Jewry Street, Winchester, Hampshire, SO23 8RY
- Car Park, Middle Brook Street, Winchester, Hampshire, SO23 8DQ
- Car Park, The Brooks, Winchester, Hampshire, SO23 8QY
- Car Parks Pt Grd Flrs Ashburton Court, Tower Street, Winchester, Hampshire, SO23 8TA
- Car Park, Upper Brook Street, Winchester, Hampshire, SO23 8AR
- Car Park, Worthy Lane, Winchester, Hampshire, SO23 7AB
- Car Park The Lido, Worthy Lane, Winchester, Hampshire, SO23 7AB
- Coach Station, Worthy Lane, Winchester, Hampshire, SO23 7AB
- R/O 34-36, Lower Brook Street, Winchester, Hampshire, SO23 8DR

**Council offices and premises**

- WCC Avalon House, 13-15, Chesil Street, Winchester, Hampshire, SO23 8HU
- City Offices, Colebrook Street, Winchester, Hampshire, SO23 9LJ
- Abbey Mill, Colebrook Street, Winchester, Hampshire, SO23 9LH
- 152, High Street, Winchester, Hampshire, SO23 9AY
- Abbey House, High Street, Winchester, Hampshire, SO23 9JX
- The Winchester Guildhall, High Street, Winchester, Hampshire, SO23 9GH
- Kings Court, High Street, Winchester, Hampshire, SO23 9BL
- Westgate, High Street, Winchester, Hampshire, SO23 9AP
- 75, Hyde Street, Winchester, Hampshire, SO23 7DW
- Trustees Savings Bank Unit, 2, Friarsgate, Winchester, Hampshire, SO23 8BH
- C P S Office, Middle Brook Street, Winchester, Hampshire, SO23 8DQ
- 8, Middle Brook Street, Winchester, Hampshire, SO23 8AQ
- 66, St Georges Street, Winchester, Hampshire, SO23 8AH
- Hyde Lodge, Worthy Lane, Winchester, Hampshire, SO23 7AB

**Public conveniences**

- Women's Convenience, Jewry Street, Winchester, Hampshire, SO23 8RY
- Men's Convenience, Jewry Street, Winchester, Hampshire, SO23 8RY
- Public Conveniences, Market Lane, Winchester, Hampshire, SO23 9EP
- Public Conveniences, Middle Brook Street, The Brooks, Winchester, Hampshire, SO23 8DG
- Ladies' Abbey Grounds, High Street, Winchester, Hampshire, SO23 9AX
- Gents' Abbey Grounds, High Street, Winchester, Hampshire, SO23 9AP

**Other**

- Chesil Railway Tunnel, Chesil Street, Winchester, Hampshire, SO23 8DB
- HCC In The Car Park Of Ashburton Court, Tower Street, Winchester, Hampshire, SO23 8TA



## **Appendix 2: Draft Business Plan for the Winchester BID, including Budget**

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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.”**

### 1.2 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

## 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.

### **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
	£125,000	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>Winchester in Bloom</b>	Levy	External Funding
	£25,000	£25,000 (Sponsorship)

We propose an extensive floral display programme to enhance the appeal of Winchester during the spring & summer months. Organised by Winchester in Bloom and delivered by an In Bloom project manager. The existing scheme can be extended to find a sustainable future under the BID while retaining the present level of commitment from Winchester City Council and supporting businesses. The BID will seek additional commercial sponsorship to further enhance the programme.

<b>Street Furniture Maintenance</b>	Levy	External Funding
	Discretionary	None

Existing Street furniture is shabby and in need of maintenance. The BID will introduce a refurbishment programme within the first year and maintain levels of improvement for the duration of the BID.

While the BID cannot fund additional or replacement items, we will lobby the City and County Councils to bring forward new investment in this area. We particularly want to see improved signage on the High Street to alert shoppers and visitors to the high quality retail offer in secondary shopping areas.

<b>Festive Decorations &amp; City Dressing</b>	Levy	External Funding
	£220,000	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 funded by Winchester City Council will be extended at the discretion of the BID committee.

## **OUTCOME:**

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

Item	08/09	09/10	10/11	11/12	12/13	External Funding	Total Spend £,000
Enhanced Cleaning Services	25	25	25	25	25	0	125
Winchester in Bloom	5	5	5	5	5	25	50
Festive Decorations & City Dressing	100	30	30	30	30	30	220
Waste Management Initiative	0	0	0	0	0	TBC	TBC
Street Furniture Maintenance	D	D	D	D	D	0	TBC
<b>Total Spend Street Management Projects</b>							<b>£395+</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 burglary, shoplifting and purse snatching in the daytime and the 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.

#### **Safety Issues:**

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

### 3.1 Safety Projects

<b>City Centre Rangers</b>	Levy	External Funding
	Discretionary	0

Supporting Police Officers and Police Community Support Officers; Rangers 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 the vulnerable within our community.

The BID will employ two full time rangers for the duration of the BID with flexible working patterns to tackle issues relating to both the daytime and evening economy.

<b>Policing Presence</b>	Levy	External Funding
	£300,000	TBC

Winchester BID will work with Hampshire Police to create a permanent presence of additional Police Community Support Officers in the city centre. The BID will seek external funding in support of this additional activity and if successful, the reduced draw on BID Levy will be ploughed back into the discretionary fund.

The BID will fund 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>Graffiti &amp; Fly-posting</b>	Levy	External Funding
	£30,000	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.

£10,000 will be allocated from the levy in year one with a further £5,000 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
	£40,000	£60,000 (Radio Hire)

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 also be able to 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 a state-of-the-art 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 channeled to local charities. No donated funds will be withheld for administration or other purpose.

## **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
City Centre Rangers	D	D	D	D	D	TBC	Discretionary
PCSOs	60	60	60	60	60	TBC	300
Graffiti & Fly Posting	10	5	5	5	5	TBC	30
City Centre ‘Watch’ Services	8	8	8	8	8	60	100
<b>Total Spend To Improve Safety</b>							<b>£430+</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 contemporary 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.

### **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
	£245,000	0

Strategic campaigns of outdoor media, press and radio advertising 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
	£35,000	£40,000 (Sponsorship)

Winchester City Council provide the infrastructure and service contract for Winchester's 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
	0	£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. Supported by advertising the Guide will provide promotion of Winchester retail, at neutral cost to the BID. 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	0	60	60	60	65	0	245
Christmas Festival	7	7	7	7	7	40	75
Retail Guide	0	0	0	0	0	75	75
<b>Total Spend To Promote Business</b>							<b>£395</b>

## 5. Objective 4: Broadening Participation

All businesses in the business improvement district who pay a levy will become members of the Winchester BID Company.

In Winchester, a new company will be formed to manage the business improvement district plan by adapting our successful City Centre Partnership Company (see section 11 for more details). A shadow board exists to manage the transitional arrangements.

Reporting to the management board, a dedicated committee of the new company will manage the Winchester BID.

The BID committee will strengthen the City Centre Partnership's existing consultative group to ensure that all quarters of the BID area have effective representation.

Winchester BID 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 member's 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.

### 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	Levy	External Funding
	£163,000	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.

### 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 organized 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>	1.5	1.5	1.5	1.5	1.5	5	12.5
<b>Discretionary Budget</b>	27	34	34	34	34	0	163
<b>Total Spend Broadening Participation</b>							<b>£175.5</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 City Centre Rangers 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.

The BID will not direct additional financial resource to this Objective but will provide cross over support from the work undertaken in support of community safety. Through better partnership working the BID will work closely with Winchester Community Safety Partnership, Hampshire Constabulary, Winchester City Council, the FE & HE 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 nighttime 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 to provide late night bus services, providing for a more civilized atmosphere in the city centre by getting people home more efficiently.

## **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 make 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.

### **Access Issues:**

Parking Information
Park & Ride
Public Transport
Pedestrians

## 8. Financials

### 8.1 Income, Expenditure & Cash Flow Income\*

	2008/09	2009/10	2010/11	2011/12	2012/13	Total
Levy	340000	340000	340000	340000	340000	1700000
Sponsorship, Advertising, Service Delivery	41000	41000	41000	41000	41000	205000
<b>Total</b>	<b>381000</b>	<b>381000</b>	<b>381000</b>	<b>381000</b>	<b>381000</b>	<b>1905000</b>

### Expenditure

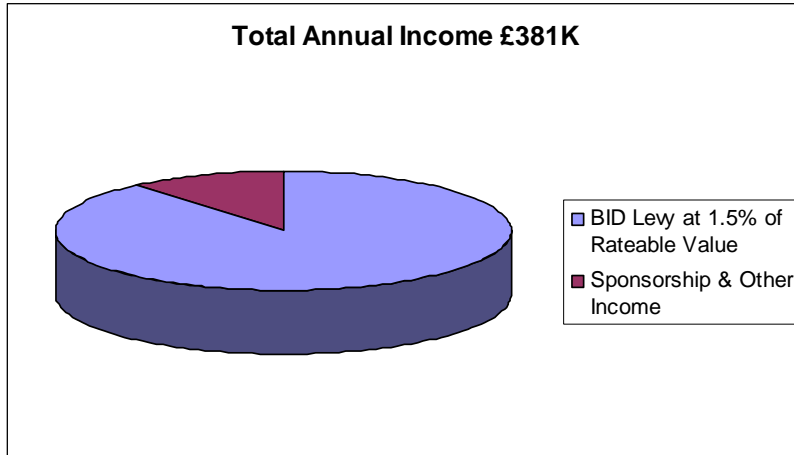
Enhanced Street Cleaning	25000	25000	25000	25000	25000	125000
Enhanced Winchester in Bloom	10000	10000	10000	10000	10000	50000
PCSOs	60000	60000	60000	60000	60000	300000
Graffiti & Fly Posting	10000	5000	5000	5000	5000	30000
SHOPWATCH	4000	4000	4000	4000	4000	20000
PUBWATCH	4000	4000	4000	4000	4000	20000
Radio Rental Scheme (100 units)	15000	1000	2000	3000	4000	25000
Marketing Campaigns	0	60000	60000	60000	65000	245000
Extending Christmas Lights Scheme	100000	30000	30000	30000	30000	220000
Christmas Festival	15000	15000	15000	15000	15000	75000
Retail Guide	15000	15000	15000	15000	15000	75000
Forum Events	2500	2500	2500	2500	2500	12500
Discretionary Fund	27000	34000	34000	34000	34000	163000
Diverted Giving Scheme	800	400	400	400	400	2400
Footfall monitor	5000	5000	5000	5000	5000	25000
KPI	2000	2000	2000	2000	2000	10000
Employment**	52000	52000	52000	52000	52000	260000
Establishment	9000	9000	9000	9000	9000	45000
Administration	10000	10000	10000	10000	10000	50000
Levy Collection Costs	10000	10000	10000	10000	10000	50000
Estimated WCC recharge (50% software & training start-up costs over five years)	1200	1200	1200	1200	1200	6000
Contingency	3500	3500	3500	3500	3500	17500
Surplus (Deficit)	0	22400	21400	20400	14400	78600
<b>Total Expenditure</b>	<b>381000</b>	<b>381000</b>	<b>381000</b>	<b>381000</b>	<b>381000</b>	<b>1905000</b>

\* Note: For the purpose of illustration inflation 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 the relevant section 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: Employment costs include part funding of existing City Centre Manager post, full funding of a second post in connection with BID activity together with associated on costs of pension, employers NHI and assumes a 'Baseline' contribution to TCM core costs from WCC in addition to the BID.

## 9. The Levy Details

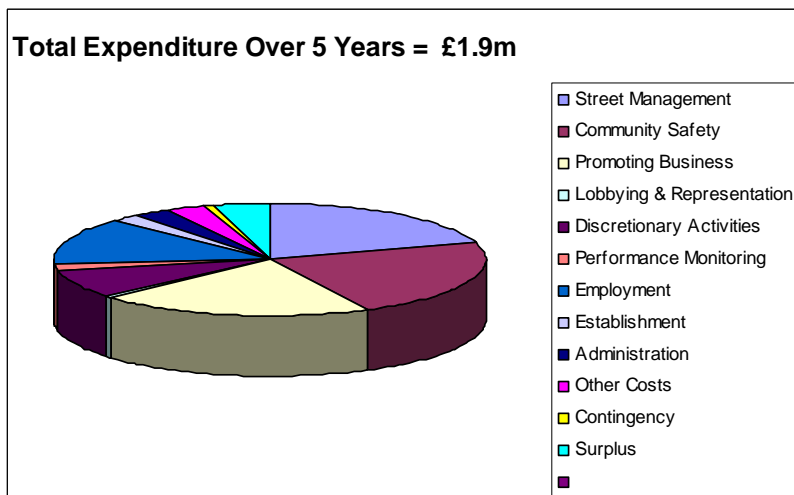
### 9.1 How will the money be raised?



Winchester City Council will calculate and collect the BID levy on behalf of the BID management 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 suggested in this third proposal document we think that a levy of 1.5% would apply. Through consultation with the business community we will right size both the levy to be collected and the geographic area to which it will apply.

### 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 company's management board.

### 9.4 The cost to your business

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

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	£14.24	£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 £10,000 p.a.

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

The levy will be based on year 2005 values.

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.org.uk](http://www.voa.org.uk)

## 9.6 Keeping up with inflation

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

$$\text{Levy} = \text{BID RV} \times \text{Bid Multiplier}$$

Year	BID Multiplier
2008/09	1.5%
2009/10	1.55%
2010/11	1.59%
2011/12	1.64%
2012/13	1.68%

## 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, reduced by 0.25% is applied in such cases. 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.

The BID levy will be calculated on the 1<sup>st</sup> day of January 2008 and annually on this date each year thereafter. Levy payers will be invoiced for full payment in one installment during the last quarter of the financial year ending 31 March.

The BID levy will be calculated on the 2005 Valuation and applied on the 1st January 2008 for 2008/09 and collected in the period from 1<sup>st</sup> January to 31<sup>st</sup> March 2008.

Where charitable relief is granted a levy will not be made except in the case of charity shops where it is proposed that a levy capped at 1% will be charged.

Unoccupied premises will be charged the full levy.

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)

The budget headings and the project costs can be altered within the constraints of the revenue received through the levy. The BID company will be empowered to move funds between budget headings.



## 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 within this business plan has been developed in consultation with the business community.

### 10.2 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



### 10.3 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	Hampshire Chronicle
Ballot papers issued	3 July 07	Winchester City Council
Close of Ballot	31 July 07	Ballot closes 5pm

## **11. Benchmarking**

### Benchmarking 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 service public sector provision. The BID will therefore enhance existing services, not replace them.

### **11.2 Services**

The BID will specifically seek to benchmark the following public sector services, which will be governed by contractual service level agreements prior to the commitment of expenditure by the BID company management board.

- Street cleaning
- Street furniture
- Floral display and landscape maintenance
- Festive decorations
- Police beat 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 on the BID web pages [www.wincity.uk.com/bid](http://www.wincity.uk.com/bid)

## 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.

### 12.2 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.**

We will also provide analysis of Winchester's performance in relation to regional and national trends.

### 12.3 Key Measures

**Improved Street Management** – City Centre Rangers 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 roadwork's 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.

## 12.4 Key Indicators

<b>Footfall</b>	<b>Levy</b>	<b>External Funding</b>
	<b>£25,000</b>	<b>0</b>

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 ENCAM (formerly Tidy Britain) Local Environmental Quality Standards, which will be monitored by the Ranger Team.

<b>A Better Place To Do Business</b>	<b>Levy</b>	<b>External Funding</b>
	£5,000	0

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. The Chamber will also 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.

<b>A Higher Regional Profile</b>	<b>Levy</b>	<b>External Funding</b>
	£5,000	0

Measured by a bi-annual consumer survey.

## **OUTCOME:**

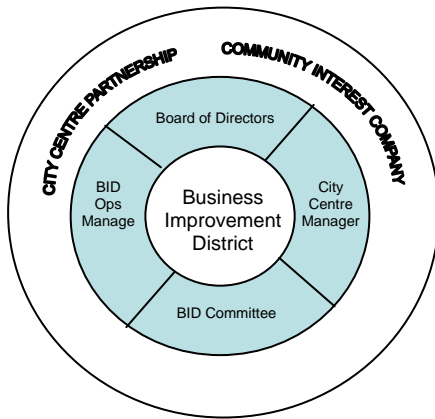
**A Significant initiative, owned and driven by local business – measured by business attendance at meetings, participation in BID projects and number of enquiries.**

<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>Footfall Monitor</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>25</b>
<b>Business &amp; Consumer Surveys</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>10</b>
<b>Total Spend Target Monitoring</b>							<b>£35</b>

## 13. The BID Structure

The city centre partnership 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.

### 13.2 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.

### 13.3 Management Board

An independent management board of 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.

Public Sector (Winchester City Council & Hampshire County Council)	Founder Members (NHCCI)	Levy Payers	Investor Members (Property Owners and other investors)
2	4	3	1

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

The BID organisation 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.

## **14. Business Consultation**

Winchester City Centre Partnership (the proposer), supported by Winchester City Council and North Hampshire Chamber of Commerce has embarked on 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 ends in April 2007 providing a full six months to disseminate information about the BID proposals and to receive representation from those organisations affected.

### **14.2 Formal Consultation**

Working with our partners, Winchester City Centre Partnership published a 6 page A4 document outlining the benefits and key features of BIDs and signposting readers to the web for additional information.

A special area of the Partnership's website [[www.wincity.uk.com/bid](http://www.wincity.uk.com/bid)] was set aside to promote BIDs and to contain downloadable versions of the 6 page document and subsequent business plan documents for reference by the BID community.

All NDR payers (over 700 contacts) within the proposed BID area were mailed with an invitation to attend a consultation event held on the 31 October 2007. A further 300 decision makers, outside of the BID and across the country were mailed regarding NDR in Winchester. A total of over 1000 contacts were made prior to this consultation event.

The BID leaflet and outline business plan were distributed to over 80 attendees at the consultation event.

A second mailing took place during November to all 1000 contacts enclosing the BID leaflet together with a survey, encouraging NDR payers to read the Outline Business Plan and respond.

A second consultation meeting took place on 16 February 2007 (all 1000 contacts invited to participate) when a further 50 NDR payers were represented (with no cross over to those attending the previous meeting). Further detail of the BID proposal together with feedback from the earlier consultation was disseminated at this second consultation.

A third consultation event is to be held prior to publication of the final business plan and submission to Winchester City Council late in May 2007.



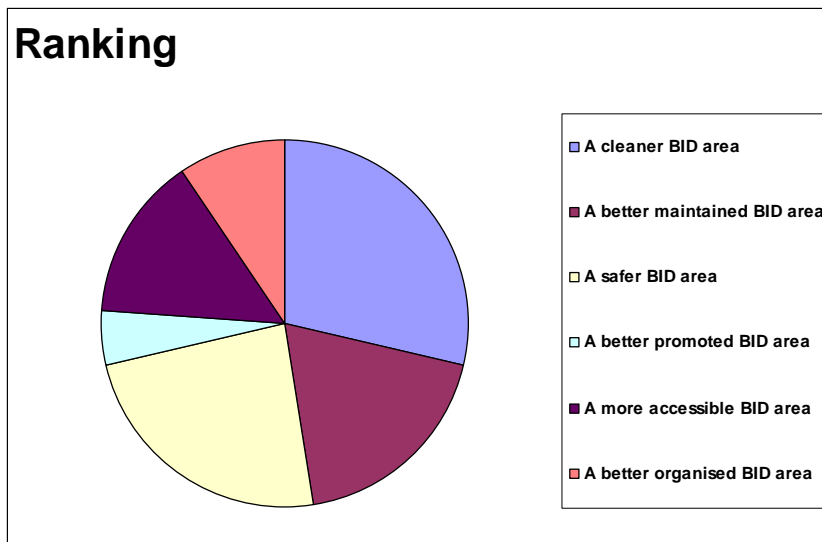
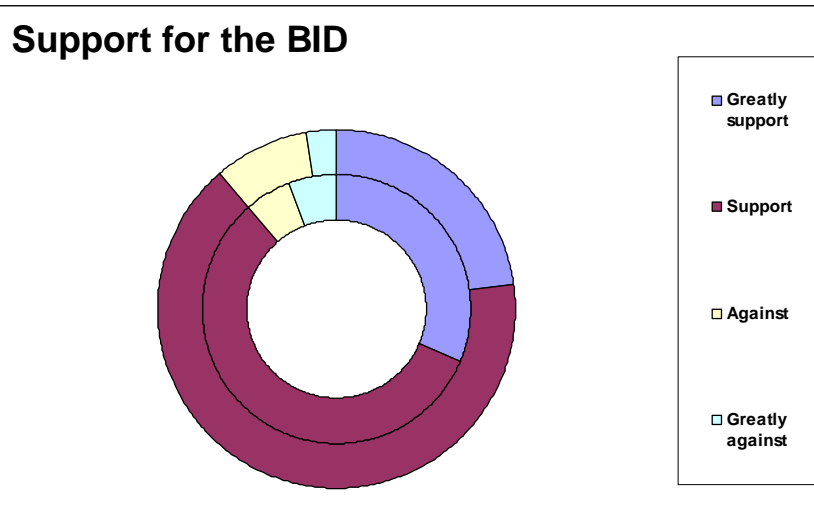
### 14.3 Informal Consultation

In addition to consultation events, the Proposer has written to NDR payers on a local basis to invite participation in a series of 'Bite Size' meetings held informally at venues across the BID area.

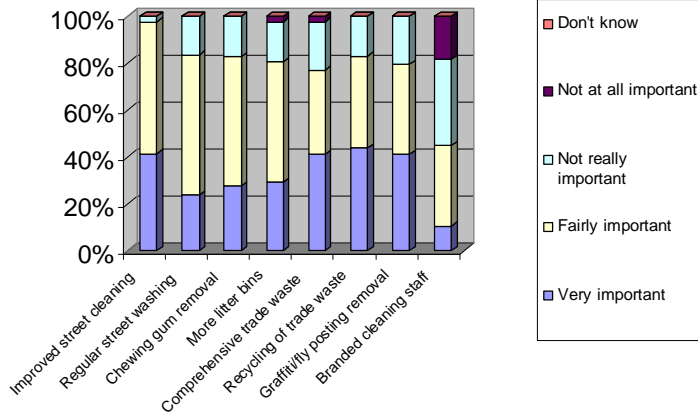
### 14.4 Consultation Summary

Date	Action	Indicator	Outcome
October 2006	NDR Mailing	1000 contacts	All NDR payers alerted to the prospect of BID
October 2006	News Release	Front page coverage in local press	Raise awareness of consultation
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	Media Briefing	Coverage in local media	Raise awareness of BID
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	Letter to Hampshire Chronicle	Highlight BID as a solution to local business issues	Greater awareness of scope of BID proposals
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 targets alerted
February 2007	Consultation Event	50+ attendees	Over 130 NDR targets have now attended a consultation
February 2007	News Release	Coverage in local press & radio	Increased awareness of BID
February 2007	Presentation	BRE Breakfast	Raise awareness & participation among local businesses
February 2007	Presentation	Wired Wessex	Raise awareness & participation among local businesses
March 2007	Briefing	Chamber of Commerce Lunch	Raise awareness & participation among local businesses
February 2007	Briefing	BNI Chapter	Raise awareness & participation among local businesses
March 2007	Bite Size Meetings x 7	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/May 2007	Consultation meeting	Detailed proposals including expenditure & company set up in 3 <sup>rd</sup> draft business plan	
May 2007	Submission to Winchester City Council	Final submission to council for balloting	

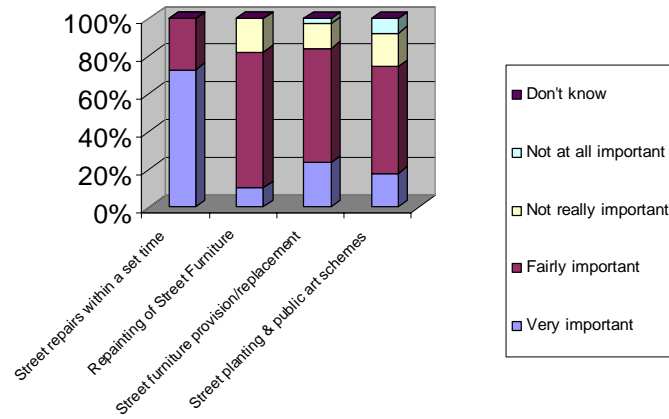
## 14.5 Consultation Results



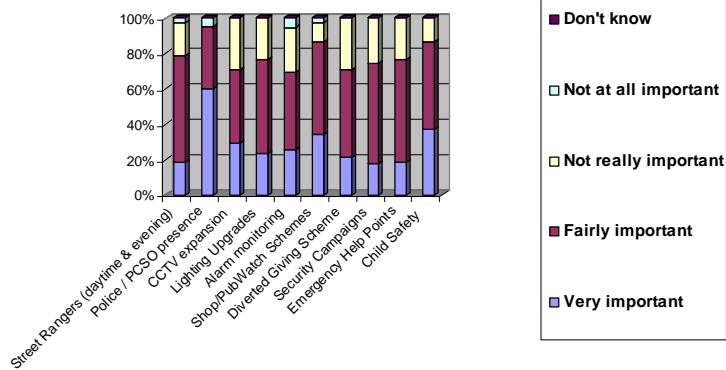
### A Cleaner BID Area



### A better maintained BID



### A Safer BID



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

This Business Plan Framework forms part of the BID consultation ahead of the local referendum in the form of a postal ballot, to take place in July 2007.

A final version of the Business Plan will be published in advance of the referendum and can be viewed on the BID website, [www.wincity.uk.com/bid](http://www.wincity.uk.com/bid) early in June 2007.

Please take time to read this plan and let us have your thoughts and comments on our proposals. After all, Winchester is your city and we believe you should have a direct say in how the city centre is to meet the economic challenge of the next five years.

There is ample time to take part in the consultation process to end early in May 2007 so please contact me.

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