



# Chichester BID Third Term Proposal

1 APRIL 2022 - 31 MARCH 2027



Submitted by the Chichester BID team May 2021

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## What is a BID?

Chichester BID is a business led initiative supported by government legislation which gives businesses the power “to raise funds locally to be spent locally” on improving a defined commercial area. A BID is created when the majority of business rate payers within that area vote to invest collectively in local improvements. There are now 320 BIDs across the UK and 8 within Sussex. The BID is independent from local authorities and other statutory agencies and delivers projects over and above the baseline services provided by them. Chichester BID first became operational in April 2012 and has been operating for almost ten years having been successfully renewed for a second term in 2016. Over the past 5 years, Chichester BID has invested levy payer’s money into Chichester to the tune of circa £1,500,000.

## BID Proposer – proposed change

The current BID body is Chichester City Centre Partnership CIC. To reduce complexities and cost, we are proposing for our third term we move to Chichester BID Ltd as proposer and BID body. All assets will be transferred to Chichester BID Ltd on implementation of the new BID term.

Therefore, for the third term the BID proposer is Chichester BID Ltd, a not-for-profit company limited by guarantee, registered in England and Wales company number 10689870, registered address Cawley Priory South Pallant, Chichester, West Sussex, United Kingdom PO19 1SY. The Memorandum of Association and Articles of Association and Constitution are available on request.

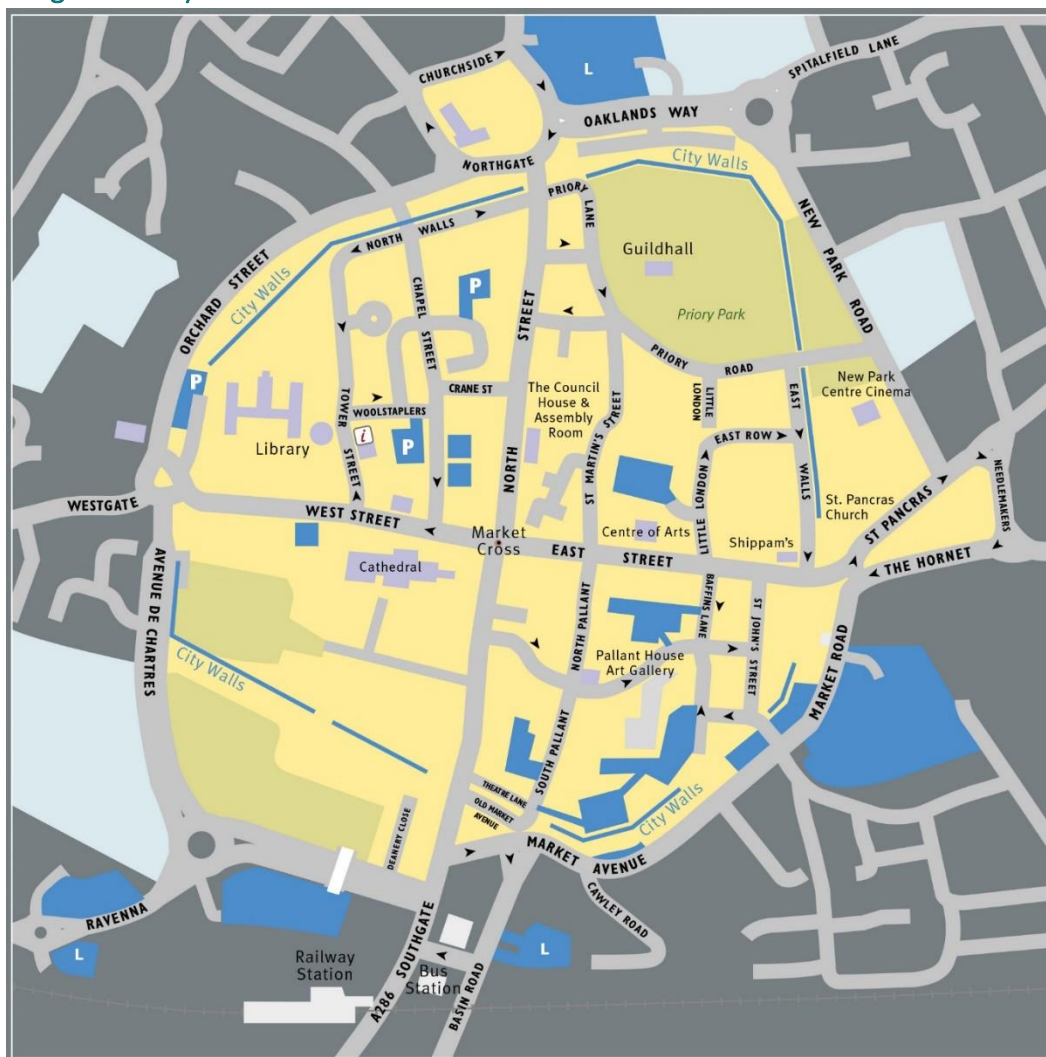
Chichester BID will deliver the third term business plan should the BID be voted in for a third term.

## Where will the BID operate?

Chichester BID operates within the definitive boundary shown by the map below. The area proposed is the same boundary under which Term 2 operated and is broadly within Chichester City walls including Southgate, Northgate, St Pancras and The Hornet. The following streets, either in whole or in part, are included. Please note the street list is not exhaustive and should be viewed alongside the map which shows the outline of the BID boundary.

Alderman’s Walk	Franklin Place	North Street	St John’s Street
A286 (East side of	Friary Lane	North Walls Northgate (inc	St Martin’s Square
Avenue de Chartres (North	Guildhall Street	Metro House)	St Martin’s Street
side)	Lancastrian Grange	Oaklands Way (South side	St Peter’s
Baffin’s Lane	Lion Street	of)	St Pancras
Basin Road (West side of)	Little London	Old Market Avenue	The Close
Canon Lane	Market Avenue (North side	Orchard Street (South side	The Hornet
Chapel Street	of)	of)	The Providence
Cooper Street	Market Road excluding car	Priory Lane	The Square, Eastgate
Crane Street	park and WC	Priory Road	The Woolstaplers
Deanery Close	Needlemakers (West side	Shipham Street	Theatre Lane
East Pallant	of)	South Pallant	Tower Close
East Row	New Park Road (West side	South Street	Tower Street
East Street	of)	Southgate to North of	Wall Cottage Drive
East Walls	New Town	railway line	West Pallant
Eastgate Square	North Pallant	St Cyriacs	West Street

## Map showing Boundary of Chichester BID area for Term 3



## BID Levy rules - summary

- *The number of hereditaments is 642 within the BID area, which are owned / controlled by 589 individual businesses.*
- *The threshold for liability to pay levy is £5,000 rateable value on business premises*
- *The average levy payment is £596.53. The largest levy payment is £9125.00 and the lowest levy payment is £56.25*
- *We see no reason to introduce a cap since there is no individual business paying a disproportionate amount of levy*
- *We will retain the Levy Rate at 1.25% levy and are forecasting an annual levy of £357,500*
- *We will be retaining the same levy throughout five years rather than having complicated inflationary change*
- *We are offering no discounts to any potential levy payer*
- *Top 10 Levy payers: Remain as they were for BID 2 and will be liable for circa 19% of the annual levy.*

If the BID is approved, circa £1.5 million over five years will be available to deliver a programme of events, collation of business statistics, partnership working, public realm improvements, marketing and safety initiatives.

The indicative liability to businesses would depend on the rateable value of their premises and be as follows:

RATEABLE VALUE	ANNUAL LEVY	WEEKLY COST	DAILY COST
£5,000	£62.50	£1.20	£0.17
£10,000	£125.00	£2.40	£0.34
£20,000	£250.00	£4.81	£0.69
£50,000	£625.00	£12.02	£1.72
£100,000	£1050.00	£220.19	£2.88
£250,000	£3125.00	£60.10	£8.59
£300,000	£3750.00	£72.12	£10.30

Levy payers are able to find out the rateable value of their business by either referring to their rates bill or going to [www.voa.gov.uk](http://www.voa.gov.uk)

## BID Levy rules – detail

1. The levy rate to be paid by each hereditament or rateable premises over a rateable value of £5,000 will be calculated at 1.25% of its rateable value. We wish to use the 2017 non domestic ratings list throughout the BID's third term. *Please note, this position is currently being confirmed by CDC.* Our reasons for wishing to retain the 2017 ratings list throughout the term are as follows:
  - It is administratively simpler and therefore cheaper
  - It would give the BID greater certainty on which to base its 5 year Business Plan
  - The levy payers have certainty the levy will not change over the course of the term – this is therefore an easier message to deliver during the ballot campaign
  - The exception to this will be any change of use or physical change to a property, including a new construction, merger, subdivision, extension and refurbishment where the hereditament has no entry in the 2017 listing
2. The first BID levy under the third term will be due on the 1<sup>st</sup> April 2022, with subsequent levies due each year until 31<sup>st</sup> March 2027. There will be no inflation charged on the levy.
3. Under current BID regulations, Chichester District Council will be responsible for collection of the levy on behalf of Chichester BID and these arrangements will be formalised within an operating agreement that both parties sign. Chichester District Council will charge a collection fee for this service of a fixed percentage of the total levy due.
4. Where a hereditament is untenanted, tenanted, part occupied or vacant and is undergoing refurbishment or being demolished, the property owner or persons responsible will be entitled to vote and is obliged to pay the BID levy. When a premises becomes vacant, there is a 3 month levy holiday. After 3 months, if still vacant, the property owner or persons responsible will be liable to pay the full levy. Listed buildings, in line with business rates, when vacant are not liable to pay the levy. There are no other exemptions. Hereditaments that are let for non-commercial purposes are also liable for the levy whilst they remain listed on the non-domestic ratings listing.
5. The BID levy will have to be paid by a new rate payer occupying an existing or newly rateable premises within the BID area up until the end of the five-year term on 31 March 2027, even if they did not vote on the Business Plan. Likewise, any new rateable property created during the lifetime of the BID will be obliged to pay the levy.
6. The ratings list will be updated for any changes in ratepayer, appeals, additions or removals and liability will be adjusted accordingly.
7. If a business rate payer occupies premises for less than a year, the amount of BID levy payable will be calculated on the number of days they occupy the property – known as daily charging.

## Governance and management of the BID

Under its Articles of Association, Chichester BID has positions on its board for no less than 11 Directors. We currently have 11 directors serving at time of writing, seven of which are drawn from BID levy payers across Chichester.

Chichester BID are proposing to employ on a part time basis: -

1. a CEO – a strategic role, responsible for the overall delivery of the Business Plan and the marketing of all activities and strategic communication to BID levy payers
2. an Operations Manager – responsible for ensuring the operation of BID activities and BID events are effective and give value for money to BID levy payers
3. a Client Relationships Manager – responsible for face to face, tactical, daily, hands on support in the city and acts as a feedback conduit for the BID levy payers
4. a Financial Administrator – responsible for bookkeeping and general admin support

The team will be responsible to the board to deliver the projects and services under the proposal of the Term 3 Business Plan.

The BID is business lead for business benefit and all members will be invited to Annual General Meetings, where past and prospective BID activities will be presented. Accounts are independently prepared each year and copies are available on request or can be found online at Companies House.

Our team can be contacted at any time and are always open to hearing feedback and ideas. We issue regular newsletters, deliver Social Media campaigns and information and updates to keep everyone informed on the status of all projects.

## Contact Details

Registered Office address:

Cawley Priory

South Pallant

Chichester

West Sussex

PO19 1SY

We additionally have an office located centrally in Chichester – a useful base for the team where we are easily accessible to BID levy payers and where we co locate with a key partner, Chichester Chamber of Commerce and Industry CCCI

82 North Street

Chichester

West Sussex

PO19 1LQ

01243 773263

[office@chichesterbid.co.uk](mailto:office@chichesterbid.co.uk)

## Timelines for ballot

August 2021

Voting list is prepared to ensure that ballot papers reach the correct recipient

September 2021

Final business plan published and circulated to all named voters of levy paying businesses

6th October 2021

Notice of Ballot issued

19th October 2021

Ballot paper to be despatched signifying the start of the 28-day postal ballot

18th November 2021

Close of postal ballot

19th November 2021

Announcement of results

1st April 2022

Third term Chichester BID commences if voting is successful

## Voter database

Chichester BID received an updated database from Chichester District Council in February 2021, April 2021 and thereafter at monthly intervals. This data included the names and addresses of all the hereditaments liable to pay the BID levy. A final update will be requested at the end of September 2021 prior to the ballot papers being issued.

We will ensure we take great care to verify the name of each voter and their correct address – ensuring we have communicated with Head Offices where the business is part of a national company.

If we cannot locate the name of the voter (e.g., for an empty premises), we are proposing to send the ballot paper to the business premises or landlord correspondence address marked for the attention of the Property manager.

A full voter's data base will be sent to the elections team by mid-September to allow enough time to issue the notice of ballot on or around the 6<sup>th</sup> October 2021 with ballot papers to be despatched on 19<sup>th</sup> October 2021. We will connect with the elections team at Chichester District Council to ensure that the democratic process can run smoothly taking into account the current ever-changing situation.

## Notice in Writing

Chichester BID will and has been complying with BID legislation in respect of the various notices required. A letter has been issued to the Secretary of State giving notification of Chichester BID's intention to go to ballot (see appendix 1).

In accordance with BID regulations, a further letter will be sent to Diane Shepherd, Chief Executive of Chichester District Council, formally requesting we put a proposal to ballot and also asking CDC to hold the ballot on Chichester BID's behalf. This letter has to be sent 84 days after the letter to the SOS. Therefore, we will be sending this letter first week in June 2021.

The next notice to be issued will be the notice of ballot on the 6<sup>th</sup> October 2021, followed by the issue of ballot papers on the 19<sup>th</sup> October 2021.

## Cost of Ballot

In line with BID legislation, the cost of the ballot will be met by Chichester District Council unless the proposals were not approved at ballot with a 20% or less turnout.

In this instance, Chichester District Council, as the ballot holder, could request the BID proposer to pay the cost of holding the ballot estimated to be £3,000. Chichester BID has sufficient funds within the existing BID term to meet this fee, if required.

## The Ballot Process

1. The person, organisation or registered company that is listed in the non-domestic ratings list as being responsible for payment of the rates of the property / hereditament within the BID boundary on the day of notice of the ballot (18<sup>th</sup> November 2021) will receive a ballot paper and ballot letter and will be entitled to vote in a secret ballot. Non levy payers are not entitled to vote. For the BID to be approved, two tests must be met:
  - a) More than 50% of those voting must vote in favour
  - b) Of the "yes" votes, they must represent more than 50% of the total rateable value of all votes cast

*(For information, in BID 2, we achieved a 43% turnout, with an 82% "yes" vote" and 93% of combined rateable value. We anticipate it being more difficult this year due to the pandemic impacts).*

Under the legislation, if these conditions are fulfilled, payment of a levy of 1.25% of rateable value each year for five years until 31<sup>st</sup> March 2027 becomes mandatory for all eligible businesses (those with a rateable value of £5,000 or more within the BID boundary) regardless of how they voted.



2. The ballot will be conducted independently by Chichester District Council and Civica and will be a confidential postal vote. Voters will have until 5pm on the close of ballot (Thursday 18th November 2021), to return their ballot paper. A proxy vote is available, and details will be sent out with the ballot papers.
3. If a business has more than one rateable property, it will receive a ballot paper for each property. Each returned paper counts as one vote.
4. If the BID is approved through both tests being met, it will operate for five years from 1st April 2022 to 31st March 2027 delivering the projects outlined within the business plan.
5. The number of hereditaments liable for the levy is circa 642 at time of writing.

## Baseline Services and Operating Agreement

Baseline services have been agreed in principle, subject to a “yes” vote, with Chichester District Council, Chichester City Council, Sussex Police and West Sussex County Council Highways. These baseline agreements are set up to ensure there is no duplication of services and the services the BID are proposing to implement are incremental to existing services. A full copy of all the Baseline agreements can be found in the appendix (see appendix 2) and a summary below:

### Summary of proposed BID baseline activities

Baseline Activity	Proposed BID additional activity	Cost of BID activity
Community Safety	<i>Resource support</i>	Staff time
Green Spaces	<i>Tree planting / replanting</i>	£5k subject to quotes
Street Scene	<i>Support with business waste / essential street cleaning</i>	£3k subject to quotes
Sussex Police	<i>Contribution to *BCRP arrangement</i>	Contribution £tbc
Christmas Lights	<i>Provision and maintenance of</i>	£50k
Floral Displays	<i>Support for local floral displays</i>	£5k
City Events	<i>Support in promoting events</i>	Staff time
Banners and Bunting	<i>None</i>	£860 for banners

### \*BCRP – Business Crime Reduction Partnership

Chichester District Council will continue to collect the levy on behalf of Chichester BID. Chichester BID pay a collection charge to Chichester District Council for this service as indicated within the outline 5-year budget for term 3. Chichester BID then receives the funds raised from the levy in monthly installments from Chichester District Council directly. These funds are then spent against the agreed annual budget outlined in the business plan, to deliver our members’ objectives. The management and rules of the BID Levy collection arrangement are set out in the Operating Agreement which will be agreed between Chichester District Council and Chichester BID. The final version of the Operating Agreement is still to be agreed at time of writing.

## Alterations Policy

The BID projects, costs, timescales and budgets can be altered subject to Board approval providing the changes fall within the income of the BID and meet the BID objectives. This enables the BID to operate flexibly to respond to changing demands of levy payers, the economic landscape and potential opportunities. Any change to the BID boundary or increase in the levy rate would require an alteration ballot. Chichester BID will adhere to the 2017 ratings list throughout the five-year term to the end of March 2027.

## Consultation Strategy

During both lockdown periods, Chichester BID has communicated to businesses to support them to get through the crisis, help them apply for grants where appropriate and support them in reopening safely.

A very important part of the ballot planning process for a new term, is ensuring feedback and consultation is very visible throughout the whole process. To mitigate the issue of reduced face to face contact, to comply with social distancing rules and to allow Chichester businesses the best opportunity and access to relevant information, we have worked hard to communicate as widely as we can via phone calls and emails. Data collection and ensuring we had relevant email addresses has been key to the success of this operation.

Chichester BID started the work for the renewal proposal for the third term in January 2021 whilst lockdown was still in place.

It should be noted that robust consultation around the third term for Chichester BID began later than originally planned due to the stated lockdown restrictions and other pressing priorities but also due to a change in leadership and the operating team.

We have planned for a 3 phase process of consultation. Results for phases 1 and 2 are present within this document and the insight gained has been fed into the draft Business Plan. Phase 3 is planned for July 2021 and the results and consequent amends to the Business Plan will be submitted to Chichester District Council for review, prior to publication of the final Business Plan to our BID levy payers in September 2021.

The methodology and purpose of the 3 phases of consultation planned are as follows:

- *Phase 1 of our planned consultation was carried out in January 2021. This initial online survey with our BID levy payers sought to gain insight on what they wanted to see from the BID, what they believe the BID brings to Chichester and an indication on how they would vote in the upcoming ballot.*
- *Phase 2 of our planned consultation is a longer, more in-depth online survey to all our levy payers, followed by virtual or face to face steering group feedback session – methodology depending on availability of levy payers and current government guidelines on social distancing. The online survey was carried out week commencing 19th April 2021 and the initial results can be found later in this document. Follow up meetings with the steering group are planned for late May 2021. The objective of this phase of the consultation process is to help inform the direction of travel across all areas of the draft Business Plan.*
- *For Phase 3 of our levy payer consultation, we are planning to publish a consultation document outlining our proposed plan and services and distribute this to all our levy payers in July 2021. We will seek feedback via a survey link and also reconvene the steering group for deeper discussion and feedback. The results will determine our final Business Plan which we will submit, along with the results of this consultation, in our second submission to Chichester District Council in August 2021.*

Throughout the whole process, Chichester BID levy payers will be receiving regular updates on the ballot process and be encouraged to engage and participate. We are keen to ensure we engage businesses from across all the sectors and our contact strategy and follow up / steering group complement reflects this aspiration.

## Overview of Consultation results phases 1 and 2

### Results of Phase 1 January 2021 consultation

Here are the key findings (sample size 30, 10% return on distribution):

- *96% said Chichester BID had made a positive difference over the last 4 years.*
- *94% felt that Chichester BID had made a positive difference during the pandemic to Chichester City centre, but only 29% said Chichester BID had made a positive difference to their business.*
- *Key activities that were liked:*
  - *Rangers – a security and information giving presence walking the streets, being the eyes and ears in the city on what’s happening*
  - *Christmas Lights*
  - *Floral hanging baskets*
  - *Flag programme in the main 3 streets – North, East and South*
  - *BID Directory – a web page on the Chichester BID website that is a BID levy payer business directory where local offers and promotions can be advertised*
- *Key activities that needed work and more focus:*
  - *Loyal free app – an app which promotes local businesses, offers and city trails*
  - *Chichester Gift Card*
- *63% said they would support a further 5-year term, 23% said they wouldn’t, 7% did not wish to comment and 7% said it was not their decision.*
- *50% are willing to give their time to help shape the next 5-year Business Plan.*
- *Comments on why some levy payers would not support a further third term:*
  1. *Too retail focused*
  2. *Does not drive footfall*
  3. *Not forthright enough in getting things done.*
  4. *Not worth the money*

### Results of Phase 2 May 2021 Consultation

Here are the key findings (sample size 380, just over 10% return on distribution but with poor completion of total survey by all respondents) – see appendix 3 for detailed results:

- *Our Strategic Priorities still resonate with the BID levy payers and seem to retain their relevance.*
- *50% said that the BID had positively impacted their business over the last year and also for the period of the third term. 50% said the BID did not.*
- *We are known for great delivery of Christmas Lights, flowers and general street decorations and being an effective communicator to the BID levy payers. Business advice / support and delivering the Ranger programme were also highly rated in terms of effective implementation.*
- *Chichester BID is least known for its accessibility and visibility and delivering effective footfall driving events. An overwhelming majority wanted to see further investment in events in the city.*
- *BID levy payers would also like to see us build more effective partnerships with relevant stakeholders – with Chichester District Council (CDC) being the most important partnership.*
- *A common theme running through the results is that planning great footfall driving events, effectively marketing the city, improving the look of the city to entice new business, having effective influence with other public bodies and providing hands on business support are what is valued most.*

- *The Rangers came out as a major plus although feedback was mixed as to their usefulness depending on the sector. Increasing the visibility of Rangers was a common theme that would seem to be as beneficial to the BID levy payers.*
- *The website as a means of communication was a very weak link and needs improving. Social media was a key asset (Facebook having the strongest engagement) that could be further potentialised. Direct email correspondence was the preferred and most effective form of communication by a long way.*
- *Loyalfree and Gift card are seen as potentially good tools and there was relatively high awareness of their existence, but there is little engagement currently with these business opportunity initiatives.*
- *There is a definite shift away from the use of printed materials to something that is more dynamic and digital. This applies to communication to both the public and to BID levy payers.*
- *There were no strong feelings either way on the strength and clarity of our more formal BID levy payer communications.*
- *Only 5 respondents were members of Chichester Business Against Crime (ChiBAC), but out of these 5 there was positive feedback especially around the effectiveness of the radio scheme, security walk arounds and training.*
- *ChiBAC members would like to see far more visibility of ChiBAC personnel and an increased opportunity for training.*
- *Seeing the public realm look exciting was important. The Christmas Lights and flowers were very valued. The flag programme was not seen as worth the investment.*
- *Car park incentives and initiatives to keep the city cleaner were highly valued and seen as worthy of levy investment.*
- *When asked how to they would vote currently – 57% said they would vote yes, 27% said they didn't know and 16% said they would vote no.*
- *Some verbatim comments on what would change their minds to vote yes:*
  - *"Working with local councils, reduction in parking fees, support for the homeless"*
  - *"Seeing an active move in filling retail spaces"*
  - *"Make a difference to the city – offering businesses support in advertising and car park charges"*
- *Some verbatim comments on why they would not vote for a third term:*
  - *"I personally do not receive any benefits except for Christmas Lights."*
  - *"I genuinely do not see the benefit for the city – the focus needs to be on bringing new shops back into the city"*
  - *"The value for money is not clear. Too large a percentage on admin costs not actual programmes"*

# Chichester BID Draft Business Plan Term 3



Please find below the draft business plan for term 3. Please note, we will not finalise the detail of our term 3 business plan until we have been through the Phase 3 consultation period in July 2021. We will then resubmit our final draft Business Plan with any amends as a result of the feedback we receive in the final phase of consultation. We will also submit an overview and detail of the results of our final phase of consultation at the same time.

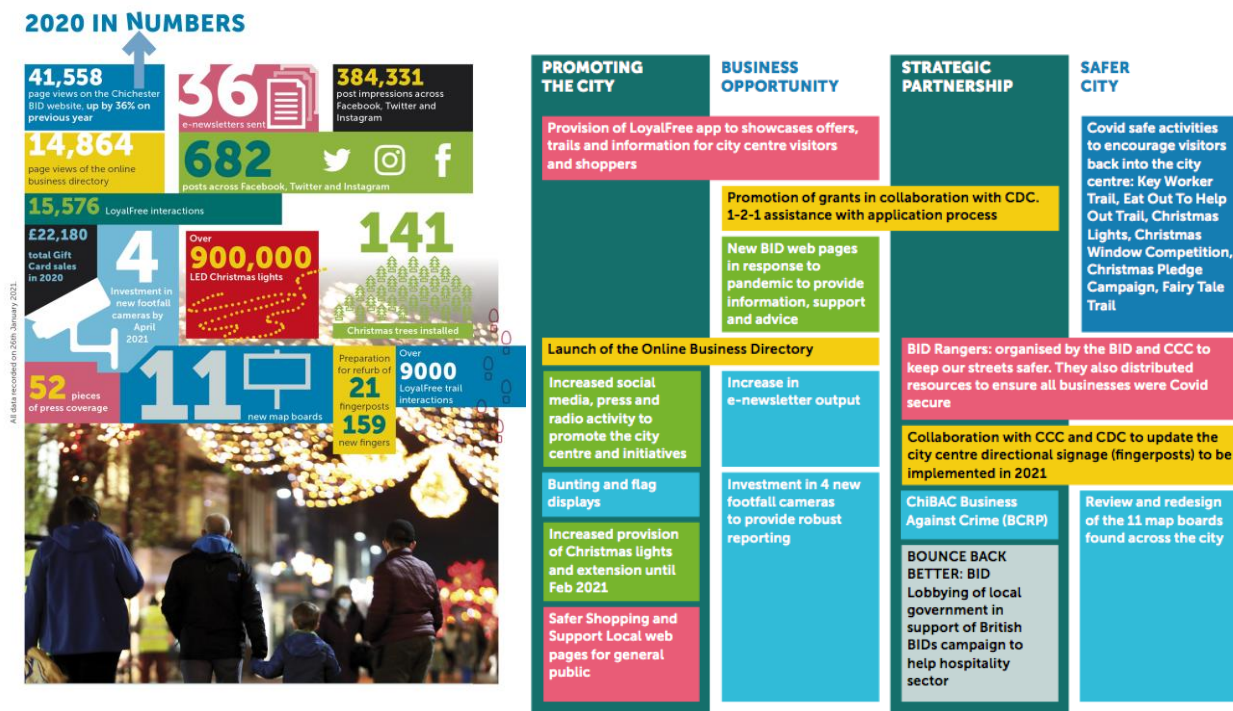
## a. Objectives, Achievements and Key Learns Term 2

### Objectives Term 2

Chichester BID term 2 outlined some very clear objectives and outcomes. BID 2 set out to be far more proactive and focus on:

1. *Strategic partnerships with CDC, Chichester Chamber of Commerce and Industry (CCCI) and Visit Chichester (now Great Sussex Way GSW)*
2. *Improved communication and advocacy on behalf of businesses*
3. *Marketing and events across the year*
4. *Developing the City's visitor economy*
5. *Better support to businesses through data provision and other activity*
6. *Public realm improvements and city centre safety*

### Snapshot of Achievements 2020





Reflecting on how the BID contributed in Term 2 - what would Chichester business life look like without a BID?

- X Investment of circa £300k every year in our city over 5 years would be lost
- X No voice for businesses to lobby the local authorities or other agencies
- X Christmas within the city would be a much darker and colourless festival
- X Advice and support for local businesses would be harder to access
- X Our streets would be less safe without the presence of rangers and the provision of radios in conjunction with ChiBAC
- X There would be no opportunity for local businesses to showcase their offers on our Web directory page
- X Children would no longer be able to explore Chichester through the inventiveness of the trails
- X Summertime in the City would be much less colourful and much less fun – no bunting, flags for example
- X There would be no key commercial data available to all local businesses
- X The ability to showcase offers and advertise on a free to download local app would be lost
- X The availability of a gift card redeemable in Chichester stores only would mean revenue could be lost outside of the city
- X Newcomers to the city may find it hard to navigate as there would be no updated map boards and fingerposts

## Key Learns Term 2

We believe our key strengths are:

1. **Dressing the City.** *The Christmas lights, Shop Local bunting, red, white and blue street bunting, flag programme and hanging basket programme in conjunction with CCC we believe are a USP of Chichester BID*

2. **Footfall Driving events** – like Super Saturday, where we engage local businesses and media to promote Chichester
3. **Building Public engagement** – through our Loyalfree trails, public Chichester BID newsletters and window competitions
4. **Marketing Campaigns** that highlight and promote across the sectors
5. A strong and consistent **Press and Social Media** presence which draws high engagement

We want to further build on:

1. **The Loyal free programme** – make it work for local businesses and drive engagement with both businesses and the public alike
2. **The Gift card programme** – increase buying points and uptake and pursue corporate sales
3. **Levy payer data management and contact strategies** – be more focused with our communication and support
4. **Our communication and transparency** – website content needs a review of overall content
5. **Providing accurate commercial data** to improve local business decision making – become a hub of knowledge for the BID levy payers
6. **Ranger programme effectiveness** – how can this valuable resource further support local businesses

We believe we need to improve the following for our third term:

1. **The Business Crime Reduction Partnership (BCRP arrangement).** We need to offer better value for money for our members
2. Develop a more **effective relationship with Great Sussex Way** to help support the visitor economy
3. **Build more effective partnerships with key stakeholders** – for example Southern Rail, Chichester City Council (CCC), Chichester Chamber of Commerce and Industry (CCCI), Chichester District Council (CDC), West Sussex County Council (WSCC), Festival of Chichester (FOC), private sector businesses
4. **Be far more visible** in the city on a day to day basis
5. Deliver a **programme of measurement and accreditation** of our activities ongoing
6. Resolve **our complicated company structure** which is too complex and needs simplifying

## b. Chichester BID Vision Term 3




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*“We aim to ensure that Chichester remains a vibrant, fun, colourful and rewarding place to do business – a flourishing city where local businesses thrive, and visitor numbers increase.*

*Whether you work, live, shop or are simply visiting Chichester, we want to make sure every visit to the city centre is rewarding and memorable so that you look forward to returning again in the not-too-distant future”.*

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As a Business Improvement District (BID), Chichester BID will work hard to deliver practical help, support, on the ground advice and promote events and initiatives which in turn create an environment where our 600+ businesses that fund us, can thrive, grow and reach their full potential.

Chichester clearly has its challenges, like every other town and city – in terms of understanding the changes in consumer habits and the fluctuating and diverse footfall into the city.

To remain competitive, we need to challenge ourselves and the businesses within our BID area to remain competitive and proactively manage, invest, plan and deliver improvements across all sectors.

### c. Strategic Priorities for Term 3

The following 3 key Strategic Priorities will form the building blocks of our Business Plan. The priorities are:

1. *Promoting Chichester*
2. *Delivering an Organised and Safer City*
3. *Developing Business Opportunities*

We will test these are still the 3 key areas of focus throughout the consultation process, but we do not anticipate these priorities changing post final consultation.

### d. Term 3 Objectives and Anticipated Outcomes

#### Objectives Term 3

- *To help deliver Chichester as a year-round destination through local and national PR campaigns and ensure we represent the best interest and voices of our BID levy payers*
- *Continue to “dress” the city and work collaboratively with all relevant stakeholders, to ensure the public realm looks at its best for shoppers, visitors and residents alike*
- *Through close collaboration, provide key marketing and event opportunities to drive footfall and increase dwell time into the city centre and build public and business engagement through inspiring communications across all relevant channels and equitably across all sectors*
- *Develop business opportunities for BID levy payers by forging key partnerships and alliances – focusing on the unique blend and mix of independent businesses which set Chichester apart as a key destination city*
- *Ensure, in a post COVID world, the city centre is safe, clean and well organised to encourage repeat visits and foster a great place to do business*
- *Ensure we deliver timely and accurate commercial data to aid critical commercial decision making within the city*
- *Be more visible and a hands-on support to all BID levy payers as our city centre goes through inevitable transformation*

#### Anticipated Outcomes Term 3

1. *We are looking to improve the effectiveness of the day-to-day partnerships working with local authorities, local services, business groups, community organisations, city centre businesses and external agencies.*
2. *We also wish to contribute to the increased profile of the city at a national level with higher footfall across the year and increased spend in the city.*
3. *Targets by which we will measure ourselves:*
  - *Footfall – both visitor and shopper*
  - *Late night shopping footfall*
  - *Dwell time*



- *Retail vacancy rates*
- *Safety and crime figures*
- *Car park occupancy*
- *Business and public engagement in our activities*

## e. Finance and Contingency Term 3

Finance - indicative 5 year budget

Annual available revenue, post costs, sits at circa £292,400. The split of spend across the strategic priorities is a direct reflection of feedback from BID levy payers as to what is important to them, our commitment to our baseline agreements and developing a programme of activities and initiatives that support our stated objectives.

Revenue	Year 1	Year 2	Year 3	Year 4	Year 5	Total
BID 3 Levy	£339,500	£339,500	£339,500	£339,500	£339,500	£1,697,500
Additional Income	£15,000	£15,000	£15,000	£15,000	£15,000	£75,000
<b>Total Term 3 Levy income</b>	<b>£354,500</b>	<b>£354,500</b>	<b>£354,500</b>	<b>£354,500</b>	<b>£354,500</b>	<b>£1,772,500</b>

Delivery Costs						
Collection Costs	£17,100	£17,100	£17,100	£17,100	£17,100	£85,500
Renewal Process	£5,000	£5,000	£5,000	£5,000	£5,000	£25,000
Administration and professional fees	£24,000	£24,000	£24,000	£24,000	£24,000	£120,000
Staffing cost (not project related)	£16,000	£16,000	£16,000	£16,000	£16,000	£80,000
<b>Total costs</b>	<b>£62,100</b>	<b>£62,100</b>	<b>£62,100</b>	<b>£62,100</b>	<b>£62,100</b>	<b>£310,500</b>

<b>Available Revenue</b>	<b>£292,400</b>	<b>£292,400</b>	<b>£292,400</b>	<b>£292,400</b>	<b>£292,400</b>	<b>£1,462,000</b>
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Expenditure Term 3 Strategic Priorities						
a. Promoting Chichester 49%	£143,200	£143,200	£143,200	£143,200	£143,200	£716,000
b. Organised & Safer City 35%	£102,000	£102,000	£102,000	£102,000	£102,000	£510,000
c. Business Opportunities 11%	£32,400	£32,400	£32,400	£32,400	£32,400	£162,000
<b>CONTINGENCY 5%</b>	<b>£14,800</b>	<b>£14,800</b>	<b>£14,800</b>	<b>£14,800</b>	<b>£14,800</b>	<b>£74,000</b>
<b>Term 3 EXPENDITURE</b>	<b>£292,400</b>	<b>£292,400</b>	<b>£292,400</b>	<b>£292,400</b>	<b>£292,400</b>	<b>£1,462,000</b>

Note 1: BID 3 levy as advised by CDC - set at 95% collection rate to allow for 5% appeals provision

Note 2: Additional income is rental and Ranger contributions

Note 3: Staffing costs

Total staffing costs budgeted at £70,000, attributed as follows:

1. £16,000 attributed to non project related costs – composed of 100% of Financial Admin role, 33% of CEO role
2. Across the 3 Strategic Priorities
  - a. £21,500 attributed to Promoting Chichester – composed of 33% of Operations Manager and Client Relationship Manager, 33% of CEO role

- b. £21,500 attributed to Organised & Safer City – composed of 33% Operations Manager and Client Relationship Manager role, 33% of CEO role
- c. £11,000 attributed to Business Opportunities – composed of both 33% of Operations Manager and Client Relationship manager role

### Contingency arrangements term 3

The BID sets aside sums per annum for the following:

1. *5% levy contingency will be invested in the 4th quarter of each year if not required*
2. *Levy refund (appeals provision) contingency of 5%*
3. *Renewal process, £5k per annum – to be spent in 5th year if a 4th term is sought*

## f. Term 3 Services and Activities by each Strategic Priority

The provision of services by Chichester BID are essentially similar to BID 2 – with the following notable exceptions.

What's new?

- *The Crime Prevention arrangement will offer a broader, more holistic and more relevant range of services. Membership will be actively encouraged, and we will place more emphasis on the visibility of the Rangers*
- *Chichester BID will provide a business focused suite of information and support through the supply of accurate data. To aid business planning and strategizing, we are also looking to initiate a Quarterly Business Review process and Business Excellence Awards*
- *A more proactive, collaborative and beneficial arrangement will be in place with key partner organisations – to benefit the local businesses by increasing their networks and connections*
- *We are proposing we use a nationally regarded BID accreditation scheme to monitor all BID activities and encourage transparency and engagement*
- *Fixed costs will lessen as we seek to streamline business processes and company structure*
- *We will operate a more outwardly facing team set up to increase levels of engagement and involvement with BID levy payers*
- *There will be a renewed focus on delivering footfall driving events on a regular basis – either in partnership or solo*

### Expenditure and focus within each Strategic Priority for Term 3:

#### 1. Promoting Chichester      49% of levy

The provision for this priority enables Chichester BID to advertise and market Chichester outside the BID area across all channels and for all sectors. This priority is key to our members and as such has the highest spend. Chichester BID will offer a strengthened programme of support for BID member events to drive footfall into the city, increase dwell time for both day and night economies. Chichester BID will also build stronger alliances with our major attractions and heritage partners to build variety and broad interest to the event programme.

Proposed expenditure within this priority will provide for:

- *Summer and Winter campaigns – including social media campaigns, marketing trails and local competitions to promote footfall and engagement*
- *Marketing and advertising of Chichester's event and the city as a key destination to shop, work and visit, to attract visitors and investment from outside the BID area*
- *To ensure Chichester BID have a credible print and virtual media presence to increase brand elevation and recognition of Chichester BID*
- *To provide top quality marketing materials and paraphernalia for our members and the public, promoting local businesses and activities*
- *Investment in a city-wide flag and street bunting programme for the entire Summer season*
- *To collaborate with key stakeholders and initiate fun and memorable family events to drive local footfall and to give the opportunity for local businesses to showcase their proposition*
- *To work in collaboration with other key stakeholders to deliver green and restful spaces within the city to act as pause points and social media friendly meeting points*
- *To promote late night shopping and other night-time initiatives to support the night-time economy*
- *To solely provide the Christmas lights infrastructure, lighting displays and lights switch on events and festivities*
- *To partner with the local authority to promote initiatives to drive footfall and increase dwell time in the city – for example, supporting car parking incentives*

## **2. Delivering an Organised and Safer city 35% of levy**

The provision for this priority enables Chichester BID to provide focused street cleaning, floral displays and planting, business signage support, wayfinding signage and maintenance to enable the city to be more welcoming to visitors and residents alike. Chichester BID also work in partnership with a BCRP to deliver a safe and secure city – for both the daytime and nighttime economies. Additional support for all local businesses is given through the Ranger programme, who are the eyes and ears on the street.

Proposed expenditure within this priority will provide for:

- *Delivering a robust reporting and intelligence service for members and providing training and back up support where needed in the area of loss prevention. Services to our members also include a quick response radio link scheme and a representation on all Security walk rounds and police briefings*
- *A highly visible Ranger team – who patrol the city streets, build relationships with the local businesses and report any incidents to the relevant authorities.*
- *Hanging baskets (in conjunction with CCC), floral displays and planters in all the key areas of the city*
- *Intensive chewing gum, graffiti removal and deep clean street clean where necessary in key parts of the city*
- *Maintenance of wayfinding tools within the BID area*
- *The provision of a data base management tool, which allows Chichester BID to manage feedback, keep up to date records and contacts to enable swift, accurate and productive communication*
- *The provision of a commercial data base and footfall measuring service to our members and local authorities to enable the business community to be kept up to date with all relevant commercial data, for example footfall measurement, which aid better planning and commercial decision making*
- *Delivering a void retail space visual programme that both enhances the city scape and also gives an opportunity to promote local businesses /organisations*

### 3. Business Opportunities

11% of levy

The provision for this priority enables Chichester BID to increase our partnership impact by focusing on strategic alliances with vital key organisations, that in turn can facilitate growth and profitable networking within the local business community. This will also ensure that Chichester is attractive to skilled employees that are seeking a progressive, career enhancing environment in which to work. Stronger alliances within the business community will create opportunities for members to connect with each other, in turn promoting Chichester as a key place to do business.

Proposed expenditure within this priority will provide for:

- *Management of the Chichester Gift card – keeping local spend within the local area*
- *Management of Loyalfree app - a free to download app which serves all local businesses an opportunity to promote their individual offer and proposition*
- *The introduction of quarterly business reviews and a Business Excellence awards initiative to highlight and share best practice*
- *The formation of key alliances and partnerships with pivotal local business organisations for the benefit of our BID levy payers – local organisations like Great Sussex Way, CCCI, Festival of Chichester, where an alignment of strategy and thinking can be a benefit to all in the short and long term*
- *To encourage BID levy voluntary membership with larger organisations currently not within the BID boundary*

### g. Communication of the final Business Plan

The proposed activities outlined above to deliver our Vision for our Third Term are both broad and diverse across all sectors - we aim to deliver for all our BID Levy payers.

We will set out our planned priorities and activities across the 3 Strategic Priorities – ensuring the following 3 key value messages, which sum how we will achieve our Vision, are loud and clear and form a consistent backdrop within all our communication:

**ENHANCE & EXCITE** Ensure the place where our businesses do business is fit for purpose, safe, green, fun, inclusive, clean and colourful

**INFORM & COMMUNICATE** Ensure both the public and the BID levy players are fully in tune with all of the benefits of doing business in Chichester or visiting in Chichester

**PARTNER & PROSPER** Build proactive and profitable alliances with key strategic partners that will benefit all levy payers and broaden customer reach

Clear, concise and motivational delivery of the Business Plan to the BID Levy payers in September 2021 will be key to success in the ballot in November 2021. There needs to be clear messaging on what the BID offers each BID levy payer as an individual business, so the clear benefit of the BID's presence can be fully understood.

We will launch the Business Plan at the AGM in early September 2021 and subsequently produce a glossy pamphlet of the Business Plan which we will distribute to all BID levy payers post launch as well as publish across Social Media and within our newsletters. We are also looking at producing a video campaign to sit alongside the launch of the Business Plan.

