



Coventry City Council

8.4.1

Public report

This report is an up-dated version of that considered by
Scrutiny Board 3 at their meeting on the 27th November, 2006

Report to Cabinet

12 December 2006

Report of

Director of City Development and Director of Finance and ICT

Title

City Wide Business Improvement District

1 Purpose of the Report

Cvone and the Coventry and Warwickshire Chamber have developed a proposal for a City Wide Business Improvement District (BID), following the successful implementation of the City Centre BID. The BID will affect approximately 2,000 businesses on business parks and estates across the city. These businesses will be balloted on whether they agree to pay a levy on their Non Domestic Business Rate to finance a range of additional business related services.

This report:

- identifies those issues on which the City Council needs to make a decision,
- describes those areas where the BID proposal affects City Council services, and
- reviews the financial and time scale implications of the BID.

2 Recommendations

Cabinet is requested to agree the following recommendations:

- 2.1 The City Council endorses the principle of the City Wide BID proposed by Cvone and the Chamber and welcomes its potential benefits. It recognises that the costs of these services will be borne by a levy on the business community and it is for the business community to decide through the BID ballot if these benefits are commensurate with their costs.
- 2.2 The City Council will nominate a director to the proposed City Wide BID company and will be a member of that company. (See section 4.3)
- 2.3 That the BID proposal has a potential impact on the Council's Emergency Services Unit and that negotiations with the BID proposers have achieved an agreement by which this impact is anticipated to be cost neutral or positive. (See section 4.5)

- 2.4 Members are requested to note the opportunity that the BID and potential AWM funding present for the development of the Council's ICT infrastructure strategy. (See section 4.6) Further detailed negotiations between the BID proposers and the City Council will ensure that delivery standards, security and cost effectiveness are maintained.
- 2.5 That where the BID company seeks to develop investment promotion activities these should be led by the City Council. (See section 4.7)

3 Information/Background

Business Improvement Districts allow businesses in defined areas to work together to improve their environment by deciding what additional services they wish to pay for to improve their locality. The vote to adopt a BID is open to all business ratepayers in their area. If the vote is approved all ratepayers pay an additional percentage on their rateable value to fund the new services.

Coventry City Centre has had a successful BID for several years, initially on a voluntary basis until new national legislation enabled a formal ballot in February 2005. The City Centre BID was a pioneering proposal, and the City Wide BID now proposed with 2000 potential businesses would be the largest and most diverse BID proposal to date.

The BID regulations allow a wide group of organisations to propose a BID. The local authority responsibilities principally relate to conducting the BID ballot and collecting the BID levy. There is also an expectation that the local authority will be involved in the development of the BID proposal because it has the right to veto the BID proposal if it conflicts with formally adopted policies.

In developing the BID proposal Cvone has carefully balanced the number and location of businesses included in the BID with the cost and practicalities of delivering new services to them. The proposed BID income has been modelled, based on different assumptions about which businesses are included in the BID and what level of BID is charged.

The Chamber and Cvone propose that businesses included in the BID will lie within the principal business parks and industrial estates. Free standing properties with a rateable value of £200,000 or more would also be included. NHS, emergency services and crown list properties will be excluded. The BID will not cover retail parks where only a limited number of BID services will be relevant to major retailers. Suburban shopping parades will also be excluded because it would not be cost effective to provide BID services to these many, widespread locations. The total number of properties included in the BID would slightly exceed 2000. A significant number of the business parks and estates within which these businesses lie are owned and managed by the City Council. The final BID proposal will include a listing of every property in the BID area.

It is proposed by Cvone and the Chamber that the BID levy will be structured as a £200 flat charge per property plus 1.5% of the rateable value, subject to an overall maximum levy of £25,000. Based on detailed modelling, it is forecast that this will raise £2.35 million of income in the first full year to fund the BID services.

The formal role of BID proposer will be taken by Cvone and the Chamber and following a successful ballot an independent BID company will be created. An independent BID company is the usual arrangement for managing BIDs and the

company structure will be a company limited by guarantee with a membership. The City Council would be invited to be a director of the new BID company.

The local authority has an ongoing responsibility for the financial probity of the BID. It can terminate the BID arrangement if the BID company has insufficient resources to meet BID service commitments.

In general, the overall financial impact of a BID for a local authority should be cost neutral.

The City Wide BID Business Plan prepared by the Chamber and Cvone is attached to this report. The BID proposal includes a detailed five year financial plan. The Business Plan's executive summary gives a helpful two page overview of the plan and section 7 describes in detail the proposed benefits of the BID proposal. The benefits package is described in the executive summary as follows

The Benefits Package

The proposed benefits packages have been identified through extensive consultation with experts, stakeholders and businesses throughout the city. In summary it includes:

- *Crime reduction measures (CCTV; patrols; private investigations; advice and alerts to current criminal activity; etc.)*
- *Free broadband connectivity via a wireless / cable infrastructure*
- *Business Area Champions – 10 experienced managers responsible for an area of the city (of approximately 200 businesses) providing hands-on help with local issues*
- *Actions agreed by the board to improve the image of the city, including the replacement of short term grant support for projects with proven economic benefit, e.g. Coventry Inspires; Events and Festivals*
- *Procurement deals – using the buying power of the BID network to secure the best possible terms for buying common goods and services; rationalising supply of services such as trade waste to industrial sites*
- *Advocacy – the Business Area Champions will provide a conduit for the views of business to be gathered and aggregated*

4. Proposal and Other Option(s) to be Considered

Areas where the City Council needs to make a decision.

4.1 City Council support for the principle of a City Wide BID

The proposed BID will raise resources from businesses and deliver new services (or replace existing services provided by the Council as a commercial landlord) that will benefit businesses. The scale of the proposed BID is unique and its implementation will improve the business profile of the city. The BID objectives of reduced business crime, better ICT connectivity, a strong image for the city and additional business support will be shared by the City Council.

The City Council has the right to veto the BID proposal if it conflicts with formally adopted City Council policies. As the BID objectives are in line with City Council objectives, there is no conflict with the City Council's formally adopted policies.

Overall it is recommended that the City Council endorses the BID objectives and potential benefits as they will support high-level aims of the City Council. As the costs of the BID will be borne by businesses, it is vital that businesses decide through the ballot whether the specific services proposed by the Chamber and Cvone justify the additional business rates required to fund them. It is therefore proposed that the City Council abstains from the ballot.

4.2 The inclusion of City Council properties in the BID

If the BID ballot is agreed by businesses, the City Council will pay the BID levy in respect of two categories of property. The first category would be any operational properties that lie within the BID boundary. A total of 13 Council occupied properties within the BID boundary have been identified based on information provided by Cvone. This includes seven relatively small offices and industrial units from within the commercial property stock occupied for the delivery of Council services. The total BID levy attributable to these seven properties would amount to approximately £2,830 in a full year. The remaining six service occupied properties have a total BID levy of approximately £4,215 in a full year. Of this, the Elm Bank Corporate Training Centre accounts for £1,460 (Chief Executive) and the Index accommodation in Queens House, Queens Road £856 (Children, Learning and Young People). The remaining 4 properties have individual Bid levies of less than £600. It is proposed that the cost of the BID levy is met from the appropriate service department budget.

In addition to the above there are 4 public car parks within the BID that are managed by CVone under contract. They would have a total BID levy of approximately £1,615 in a full year and it is proposed that this cost is met from within existing resources allocated to CVone under its management contract.

The second category of property is vacant commercial properties owned by the City Council that lie within the BID area. It should be noted that the number and, therefore, total Rateable Value of vacant commercial properties owned by the Council fluctuates on an almost daily basis as premises are let and become vacant. The information provided in this report is, therefore, a 'snap shot' of the current number of vacant properties identified by CVone as being within the BID boundary. The following BID levy calculations are also based on an assumption that the levy is for a full year though, in practice, the Council would only be liable for a proportion of the charge based on the period each unit is actually vacant. Based on these assumptions there are currently 14 office and industrial units vacant within the BID boundary resulting in a total, full year levy of approximately £5,355. It should be noted that the impact of this figure would be in part offset by a reduction in the liability on the Council to pay void service charge contributions as the cost of services will reduce if they are to be provided by the BID company and not the Council, as landlord (see paragraph 4.4 below). It is proposed that the BID levy in respect of vacant commercial property is met from within City Development's commercial property rent income budget as an additional portfolio cost.

The Council is the ratepayer for accommodation within the New Enterprise Scheme (NES) and occupiers pay an inclusive accommodation charge. The BID levy attributable to NES units within the BID area would be recovered from occupiers and, therefore, have no significant financial impact on the Council.

Cabinet is asked to note that a number of commercial property units are occupied by the Herbert Art Gallery and Museum (HAGM) and the Museum of British Road

Transport (MBRT). The BID levy would be approximately £708 for HAGM and £1197 for MBRT in a full year. These costs will need to be met from their annual budget.

4.3 BID governance and the role of the City Council

A new private sector company will govern the BID. The company will have a membership (not shareholders) and will be limited by a guarantee. This facilitates stakeholder participation and ensures that profits are reinvested in the BID. This is the usual format for BID companies.

The City Council will be invited to nominate a director to the company.

The membership of a company ultimately controls the company through its voting power at their AGM. It is proposed that all businesses paying the BID levy will be able to request to be members of the BID company.

An important aspect of the governance of the BID company is its procurement strategy. Cvone suggests that the BID company will adopt a procurement policy similar to that of Cvone. The BID proposers have also indicated that the BID proposal on which businesses will vote will state that the Chamber and Cvone will deliver BID services for the first three years, after which services will be subject to competitive tender.

The BID will produce significant income for CVone and the Chamber. In addition to managing the crime reduction and Wifi services, CVone proposes to deliver city image work with a budget in excess of £400,000 per annum and will administer the BID with a budget of approximately £235,000 per annum. The image resources will help redress the loss of £280,000 of ERDF resources for promotion that fall out at the end of 2006.

It is proposed that the budget for business champions and other business support events in excess of £400,000 will be sub contracted from the BID company to the Chamber.

It is also proposed that the Chamber and Cvone will charge the BID company start up costs of £185,000 that are currently being incurred in preparing the BID proposal.

It is recommended that the City Council stresses to the Chamber and Cvone that the BID company should adopt the principles of an open and transparent procurement regime.

The creation of the BID company and the range of services it will manage will represent an important business stake in the overall development of the city and the promotion of its image. This will create an opportunity to make links between the BID company, the Coventry Partnership and the emerging governance arrangements for the Economic Development and Enterprise fourth block of the Local Area Agreement.

The Coventry Partnership are seeking to further develop links with the private sector and the Partnership's Development Manager has had initial discussions with Cvone to ensure that the BID provides a platform for this work. In addition a senior representative of Cvone could be involved in the governance arrangements for the fourth block of the Local Area Agreement, when these are set up.

Areas where the BID proposal affects City Council services and ICT investment.

4.4 Conducting the BID ballot and collecting the BID levy

The City Council is responsible for conducting the BID ballot and collecting the BID levy. For both tasks the cost of this work is met from BID income.

The Chamber and Cvone are proposing that businesses are balloted in February 2007 and this timetable is acceptable to the Head of Legal and Democratic Services.

The Director of Finance and ICT has also indicated that the proposed replacement of the current rates billing system this year means that she would prefer the implementation of the BID to be delayed until July 2007 and this has been agreed.

4.4 The implications of the BID for current City Council services to its commercial tenants

Under lease arrangements with its commercial tenants the City Council collects service charges to enable it to provide specific services to properties, for example, security and grounds maintenance. When services, such as security, are provided through the proposed BID and paid for by the BID levy, the City Council service charge to tenants would be reduced by the actual cost of the Council providing the services, as landlord. This would have a neutral effect on income from commercial property as the City Council would no longer be responsible for paying for the security service.

If the BID company, who will be responsible for delivering BID services such as security, does not procure security services from the Emergency Services Unit (ESU), then the unit will lose income previously secured through these service charges on commercial lease agreements.

4.5 The implications of the BID for the ESU

One of the key attractions for companies supporting the establishment of a BID is the enhanced level of security that would be provided as part of the overall benefits package. Currently seven of the industrial and business sites that would be included in the BID already receive CCTV and or Mobile Patrols provided by the ESU. It is estimated that in 2006/07, in excess of £90,000 will be generated from the commercial provision of these services and the loss of this amount of income would seriously undermine the viability of the ESU.

Given the changing role of the ESU in supporting the resilience of our ICT systems, the provision of the recently approved Urban Traffic Management Control (UTMC) and the management of risks across the city generally, this commercial vulnerability has been given detailed consideration during the negotiations with representatives from the BID proposers.

These negotiations have secured an agreement that the value of the CCTV monitoring work that will be sub-contracted to the ESU by the BID company will be at least

equal to the level of income already being generated from both CCTV monitoring and security patrols. In addition, an agreement has been reached that any future tendering exercise for CCTV monitoring will exclude all those City Council owned sites that are currently benefiting or will benefit from the investment possible through the BID. This approach will ensure that if the ESU is unsuccessful in tendering for all the BID security patrol work, the impact can be managed within the service and ensure that the financial viability of the service is not undermined.

4.6 Implications of the BID for City Council ICT infrastructure

The City Wide BID proposes security and wireless internet services that will use existing and proposed ICT infrastructure in which the City Council and Cvone have an interest, and the infrastructure will be managed by the Councils Infrastructure & Security Team. In summary the key issues are:

The BID's preferred option is to use a fibre based, city wide infrastructure with wireless (WiFi) connections at individual sites for CCTV etc... This would marry with the Council's communications strategy for fibre cabling accessible by all Council establishments, schools and partners such as the PCT. Ultimately even commercial concerns could be allowed access subject to careful negotiation and management to ensure compliance with Council IT Security and other standards as well as legal reassurance on issues such as State Aid.

The infrastructure required to deliver the BID's preferred option could be provided by Phase 2 of the Wide Area Network but this is dependant on funding. This funding could be provided by the BID's proposed AWM grant and separate contributions from Primelines that could also benefit from access to the cabling. However the timetable is very tight and requires the contract to commence by 1st April 2007 at the latest or Primelines and CVONE may be forced to adopt an inferior wireless based system which would in turn jeopardise funding for the Wide Area Network (WAN) 2.

Current licence arrangements preclude the use of the sewer based fibre by "commercial" traffic so renegotiation has commenced of the existing commercial contracts between the private cable owner and the utility company through whose services the cable runs, to enable the current Wide Area Network to carry such traffic on behalf of the BID.

A procurement process is underway to put in place a framework that allows for the infrastructure to be extended and enhanced as required and Cvone is a party to the detailed specification planning. It is agreed that Council employees and those of Cvone will work closely together to ensure the security, functionality and financial aspects and responsibilities of the arrangements are robust and equitable to the various parties.

There are current capacity issues on the existing network and these will need to be resolved before the additional traffic envisaged by the BID comes on stream. This is being addressed via a series of PPR Bids and enhancements. The possibility of integrating Cvone's existing city centre cabling, which is currently underutilised, is also being explored to provide resilience around the city.

The Council needs to carefully plan and cost how it will house and manage the extended infrastructure to maintain security, delivery standards and cost effectiveness; this work is already in preparation.

4.7 The implications of the BID for City Council investment marketing and business support

The city image promotion work the BID company proposes to undertaken is extensive and is described in detail in section 7.4 of the attached business plan. The key areas of activity include:

- The continuation of programmes that are currently funded through ERDF and for which funding ceases in December 2006. These programmes include events and festivals, the Godiva Awards and the Ambassadors programme. (Cvone has indicated that the proposed BID funding for these programmes would be complementary to work funded under its contract with the City Council)
- BID funding for Cvone to support the City Council market the city for retail/leisure brand investments
- Promoting existing businesses to other business audiences
- Promotion activities to improve perceptions of the city

The City Council has the enquiry management resources to effectively backup investment promotion (including inward investment promotion) and if BID resources are used for this purpose then the work should be led by the City Council's Investment and Business Team. This is recognised in the BID Business Plan.

The business support work the BID proposes is also described in section 7.3 of the BID business plan. A key proposal is for 10 Business Area Champions who will each cover approximately 200 businesses. They will be tasked with gaining an understanding of the issues faced by businesses in their areas, and these issues may include traffic congestion, parking problems, crime, litter/graffiti and poor information signs. They will also act sign posters to specific business advice by other agencies.

The proposed Business Area Champion role is likely to be attractive to businesses and complementary to more intensive and expert business support work undertaken by the City Council's Investment and Business Team and Business Link.

5 Other specific implications

5.1

	Implications (See below)	No Implications
Area Co-ordination		
Best Value	✓	
Children and Young People		
Comparable Benchmark Data		
Corporate Parenting		
Coventry Community Plan	✓	

	Implications (See below)	No Implications
Crime and Disorder	✓	
Equal Opportunities		
Finance	✓	
Health and Safety		
Human Resources		
Human Rights Act		
Impact on Partner Organisations		
Information and Communications Technology	✓	
Legal Implications	✓	
Property Implications	✓	
Race Equality Scheme		
Risk Management	✓	
Sustainable Development		
Trade Union Consultation		
Voluntary Sector – The Coventry Compact		

5.2 Best Value

The City Council will wish to ensure best value in relation to the proposed infrastructure investment and revenue implications of the BID

5.3 Coventry Community Plan

The objectives of the BID service proposals support the Community Plan strategic themes for Community Safety and Jobs and Economy.

5.4 Crime and Disorder

West Midlands Police have key performance indicators for this year that seek to reduce certain areas of business crime and the BID proposals will support some of these. A reduction in business crime is also a feature of the Community Safety Strategy.

It is important that the development of the BID proposals takes account of the potential displacement of crime to other areas and links to existing good practice such as business crime watch schemes. It is also important that the BID proposals do not draw limited resources for crime reduction to the BID areas and away from other areas.

5.5 Finance

The BID business plan attached includes a five year financial plan prepared by Cvone and the Chamber. There are two versions of the financial plan, with and without AWM grant, as the latter is unlikely to be decided before the publication of the BID proposal. Businesses will be invited to vote on the basis of the financial plan without AWM grant. The financial plans give an indication of the scale of the overall BID and the broad allocation of resources between the services proposed.

The strategic financial issue for the City Council is whether or not the BID five year financial plan is sustainable. A number of technical IT related costings are included within the business case that have not been verified from a financial perspective. However, that aside, the information provided would appear to demonstrate that the range of services proposed can be funded from the anticipated BID income and that the overall plan is viable.

If the recommendations of this report are agreed the financial implications of the BID levy will be consistent with the City Centre BID arrangements, the City Council paying the levy on its operational properties within the BID area and paying the levy when its commercial properties in the BID area are vacant. As identified in detail in section 4.2 of this report the anticipated annual cost of the levy on City Council properties is relatively small and likely to be manageable within existing budgets. The costs to the City Council of conducting the BID ballot and collecting the BID levy will be fully met from BID income.

Ongoing negotiations will be necessary to progress the development of the Council's ICT strategy and realise the opportunity that the BID proposal presents. In these negotiations and in the negotiation over the impact of the BID proposal on the ESU the principal will be to ensure that the BID's impact is cost neutral or positive.

5.6 Information and Technology

The information and technology implications of the BID proposal are outlined in section 4.6

5.7 The Legal Implications

There are detailed regulations concerning how the ballot should be conducted and who can vote in the ballot. The ballot is usually undertaken by the local authority as the billing authority. The regulations also make provision for the detailed collection, and enforcement of arrears, of the additional BID levy.

A new private sector independent Company will need to be established, assuming that the BID ballot is successful, to undertake the various functions that were outlined in the BID prospectus. The proposers of the BID ballot are responsible for establishing this Company and it will include a representative from the City Council. BID governance and the role of the City Council is considered in more detail in section 4.3 of this report.

5.8 Property Implications

The property implications of the BID proposal are described in section 4.4. Although the additional cost of the BID levy on businesses could have an impact on rental values the provision of support services would help to market vacant property and reduce voids.

5.9 Risk Management Implications

The main risk to the BID and the Council is that of funding from the AWM grant and Primelines for the fibre infrastructure which would underpin all three developments. The ambitious timetable may jeopardise the Council's ability to finalise contractual arrangements in time and lose the income stream from the BID for the Wider Area Network (WAN) 2. Members need to be aware that, whilst officers are working with partners to secure the best solution, the timetable constraints are such that it is necessary to proceed with WAN 2, although at this stage there is no guarantee of AWM grant. There is therefore a risk to the achievement of the WAN2 strategy that may have financial consequences. Also Primelines are already considering a WiFi solution of the Foleshill corridor which could call into question £1.3m of funding for the WAN2 development. It is therefore essential that officers make progress to expedite evaluating, letting and project managing the contract.

There are doubts over the adequacy of the Council's existing ICT infrastructure to deliver what is required and this needs to be resolved via the PPR process. The possibility of using CVONE's existing cabling for greater resilience also needs to be decided.

It is essential that partners quickly provide explicit details of the specifications they require of the ICT infrastructure as this is currently lacking. This will need to be agreed in detail to ensure all material issues are explored and resolved whether legal, financial, capacity, ownership or control related. The Council as a public authority has a requirement to meet IT Security standards to protect the sensitive personal data it holds for service users and others. It must ensure its ability to comply with legislation such as the Data Protection Act is not compromised. Council control over the infrastructure needs to be agreed between the parties to protect this integrity and will be part of the commercial negotiations.

The Council owned control room at Jackson Road is the result of significant investment by the Authority over many years; it is NACOSS accredited (unlike CVONE's control room) and is relied on by the Council for security services of the highest standard as required by its buildings insurers. It is also the designated incident management base in the event of a city wide emergency, a focal point for IT resilience and the future site of Urban Traffic Management Control. The BID arrangements need to be cost neutral for ESU to ensure the viability of this crucial service and this is being explored with the partners. This issue is described in detail in section 4.5 of this report.

A pilot at Alderman's Green industrial estate was underwritten by the Risk Management Fund to establish whether wireless CCTV monitoring was effective. It illustrated a number of difficulties with quality and reliability which is why fibre is now Cvone's preferred option. It is therefore important for the Council to progress WAN 2 as quickly as possible so the service offered to businesses via the BID are of the necessary standard.

There are legal issues related to the provision of internet access to businesses which need to be resolved to avoid liability attaching to Cvone or the Council for inadvertently acquiring Internet Service Provider status or breaching rules on State Aid. This will be part of the preparatory negotiation between the parties.

6 Monitoring

The City Wide BID will be monitored by the proposed BID company on which the City Council will be represented. The BID regulations also require the City Council to monitor the cost of BID services to ensure that there is no risk of insolvency though the service costs exceeding the value of the BID levy.

7 Timescale and expected outcomes

An approved BID has a lifetime of 5 years and if approved it is proposed that the BID will commence in July 2007.

At this stage in the development of the BID the Chamber and Cvone have not set specific targets.

	Yes	No
Key Decision	√	
Scrutiny Consideration (if yes, which Scrutiny meeting and date)	√	
Council Consideration (if yes, date of Council meeting)	√ 12 December 2006	

List of background papers

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Papers open to Public Inspection None

Description of paper

Location

File i/ccfi shared/business improvement district/cabinet report dec 06 final

Coventry Best for Business
Business Improvement District

BUSINESS PLAN

July 2007 – June 2012

November 2006

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Appendices

- Appendix 1: List of sites within the BID
- Appendix 2: List of Businesses within the BID
- Appendix 3: The Financial Business Plan

1. Executive Summary

1.1. Vision

The overall vision for the BID will be to make Coventry the best place in the UK to do business.

1.2. Scope

All business premises within the City of Coventry that are situated on business parks, industrial estates or industrial/business areas, where "industrial/business area" means a well defined group of significant numbers of business premises (e.g. Torrington Avenue), AND all business premises with a rateable value > £200,000 within the city boundaries but outside recognised industrial/business areas.

Further definitions

- retail and/or leisure sector parks and retail business areas are excluded, EXCEPT where a retail or leisure sector premise forms an integral part of a business park when it will be included
- where a business park and premises within that business park cross the city boundary, that business park will be excluded (e.g. Prologis)
- the city centre is one business area

Exclusions

- Any premise that is part of the existing City Centre BID
- Emergency Services (all NHS premises, police, fire services)
- Large free standing retail and leisure sector premises, including Coventry Sports Centre

1.3. The Vote

All prospective members of the BID will have a BID Proposal sent to them at least 42 days before the last day of the ballot (22nd February 2007).

A full Business Plan will be available for all to view on the BID's web site (www.coventrybest4business.co.uk)

They will receive their ballot papers through the post at least 28 days before the last day of the ballot.

If the majority of those who vote (both by number and weighted by rateable value) approve of the BID, it will come into place and every business within the defined scope will receive the benefits and be required to pay the BID Levy

1.4. Financial Summary

The BID Levy in year one to be £200 plus 1.5% of Rateable Value (2005 valuations).

BID levy for a single organisation to be capped at £25,000.

The BID Levy will be index linked (to the RPI).

The BID will last five years from 1st July 2007 before a revote.

The total BID Levy income will be ~£2.35m (full year) in year one.

The BID Levy will be collected by Coventry City Council as part of the business rates, placed in a ring-fenced BID Levy account and passed to the BID Company.

Any enforcement of collection will utilise the same mechanisms used to enforce business rate collection.

1.5. Operating Environment

There are around 80 business sites in Coventry (Appendix 1). These vary significantly in both size and nature from small industrial estates to large modern business parks. Facilities on the sites vary with some having good provision of security services, IT connectivity and business support provided by the landlord, others having voluntary schemes (largely in the areas of CCTV and security patrols) and others having very few facilities in the public areas.

1.6. The Benefits Package

The proposed benefits packages have been identified through extensive consultation with experts, stakeholders and businesses throughout the city. In summary it includes:

- Crime reduction measures (CCTV; patrols; private investigations; advice and alerts to current criminal activity; etc.)
- Free broadband connectivity via a wireless / cable infrastructure
- Business Area Champions – a team of experienced managers each responsible for an area of the city (~200 businesses) providing hands-on help with local issues
- Actions agreed by the board to improve the image of the city, including the replacement of short term grant support for projects with proven economic benefit, e.g. Coventry Inspires; Events and Festivals
- Procurement deals – using the buying power of the BID network to secure the best possible terms for buying common goods and services; rationalising supply of services such as trade waste to industrial sites
- Advocacy – the Business Area Champions will provide a conduit for the views of business to be gathered and aggregated

1.7. Provision of On-site Security Services by the BID

The BID will not seek to raise all sites to the same level of crime reduction support as the best – this would involve unfair cross-subsidies. It does however seek to materially raise the standard of provision and/or reduce the costs to the businesses of their service charge (for services which overlap with the landlord) for all sites.

1.8. Organisation and Management

The BID will be managed by a new not-for-profit company.

The BID Company will have a non-executive board except for the CEO, who will be the sole executive director.

CV One Ltd, Coventry & Warwickshire Chamber of Commerce and Coventry City Council will each have one director.

In addition, there will be up to 12 independent directors representing the various sectors, geographical distribution and sizes of organisations in the

BID membership. Initial board members will be co-opted by the BID Steering Group (the body overseeing the project leading to the BID vote). The BID Company will then arrange for election of independent directors to the board within nine months of commencement of operations.

2. Vision and Strategy

The vision of the BID is to make Coventry the best place to do business in the UK by creating an environment that is:

- free of crime
- connected
- supportive and easy to negotiate
- presenting a positive image of the city
- low cost

A BID is the ideal mechanism for companies to co-operate to improve their trading environment – history shows that most voluntary schemes fail at some point, whereas BIDs have sustainability built in. The proposed BID will be the largest so far in the UK in terms of its membership (up to 2,500 business premises) and its scope (covering a whole city). This scope enables the BID to have the critical mass, and therefore the income, to make a real difference.

The BID deliverables have been determined through extensive consultation with stakeholders and businesses in the city. Early UK BIDs have shown that it is better to provide a menu of benefits that enable different sorts of businesses to derive value from different parts of the BID. Very few businesses will benefit from all parts of the benefits package, but all businesses should find something of value. All benefits are seen to be beneficial by a significant proportion of the BID membership. As long as a business finds sufficient value from one or two elements of the benefits package, the fact that other parts are of no benefit to them does not alter the fact that the BID overall is delivering added value.

In many cases it will be easy for a business to identify areas where the BID will provide short term payback – by reducing costs or increasing opportunities. Indeed, consultation over the 12 months leading up to the ballot has shown that this is the case for the vast majority of businesses once they have taken ½ hour or so to discuss the BID with one of our BID experts. In a few cases, often with some of the larger organisations, the benefits will be more long term but no less compelling ultimately.

It is not the objective of the BID to raise all sites to the same level as each other – that is both unrealistic and would involve a cross subsidy between better provided business park sites and the less advanced older industrial estates. However, no landlord is totally philanthropic and therefore those additional benefits that the better provided sites enjoy are always paid for in the service charge. This provides a mechanism for enabling the BID to add value on those sites by delivering services currently provided by the landlord at lower cost.

The BID will seek to reach agreements with landlords of sites where the services they provide overlap with what the BID will deliver. That agreement will seek to maintain or improve the service provided already and for the BID to pay for agreed areas of overlap, thus allowing the landlord to reduce the service charges and therefore the net cost to the tenant of the BID Levy. That

reduction will vary according to the areas of overlap. Typically, a reduction in the service charge equivalent to 40-60% of the BID levy is achievable. In some cases the reduction is over 100% and BID services can be supplied at a net saving in costs to the levy-payer.

Free of Crime

If the BID is to become the best place to do business in the UK, it must tackle business crime, which costs the average business in the UK £8,000pa (Home Office statistics). A recent Home Office report has also endorsed partnerships such as this BID as the best way to tackle business crime. There are examples from all over the UK that show that partnerships can reduce crime and that such reductions and the improved confidence amongst businesses and their employees lead to higher economic activity. Such evidence and Coventry's BID experience in the city centre means that we can be confident that we can drive down the levels of crime and the cost to business of crime to a significant degree.

Connected

The future of successful business in a modern world must include high quality ICT access. Coventry's industry, due to its traditional reliance on motor manufacturing and its increasing emphasis on design technology, must have available to it the best possible ICT infrastructure if it is to prosper and grow over the next decades. This proposal, particularly if the expected support from Advantage West Midlands is confirmed, will put in place an ICT infrastructure that will be the envy of cities throughout the UK and beyond. Whatever its business sector is, in the future every business will need access to such an infrastructure if it is to seize the new opportunities that e-commerce offers. Businesses need to be confident that their IT systems are built on connectivity that is reliable, flexible and of sufficiently high capacity to cope with future needs.

Supportive

In order to benefit from an improved business environment, businesses need to be fully aware of the opportunities. Many initiatives have failed because they have lacked an appropriate mechanism to talk to busy people and make them aware of the support and advice that they can access. That is why the BID will adopt the proven mechanism of Business Area Champions. These will be hands-on high calibre advisors, networkers, organisers, fixers, communicators, account managers, sign posters (a bank of useful knowledge) who will have complementary skills and experience in specialist areas such as IT, HR, procurement and resource efficiency. They will be full time and dedicated to an area of the city, which means that they will be available to respond positively to the needs of the businesses they cover. This is a proven model and a very powerful one.

Presenting a Positive Image

All the businesses in the BID are located in the City of Coventry and the location - how it is viewed nationally and internationally - is important to many businesses. This has come through strongly in our consultations. However, Coventry is not an island and the quality of life (and how that is perceived) of

its surrounding region will also be important. It is recognised that more can be done to promote the location and its businesses. This BID will provide around £0.5m pa to dedicate to a professional programme of activities that is driven by business needs. Business rates are sent to central government and their use locally is in no way controlled by local businesses. The small part of the business rate that is used for this element of the BID (less than 0.5% of Rateable Value) is the only part of their business rates that local business will control.

Low Cost

The first reaction of many small businesses that work on tight margins is that a BID Levy is an extra cost. However, it is the objective of the BID to provide added value and during the consultations with individual businesses the vast majority of businesses have seen a net cost benefit after only a short consideration of the package and how it can relate to their business. In addition to reduced crime and insurance costs, there is free broadband connectivity. In addition, the BID will negotiate low cost deals for targeted goods and services on the basis of the strength of our negotiating position. In many cases, straight forward co-operation to increase efficiency in locally provided services (such as trade waste and postal services) can reduce costs. The net result is that for most small businesses and even for some larger ones, the BID can demonstrate an immediate cost benefit.

Other Benefits of the BID

The BID's Business Plan will include some contingency / special projects funds. Where a group of businesses see the potential for a local initiative to reduce costs or improve opportunities, the BID board will consider whether the use of those funds is appropriate to support such an initiative. Over time, the BID may find (as the Coventry City Centre BID has to a large degree) that it is able to sell on services to third parties and make normal commercial returns on such activities. This may further supplement the funds available.

In addition, there are often ways in which businesses can come together to their mutual advantage, which the BID can catalyse, without there being a significant additional cost. The promotion of clusters of mutually benefiting businesses that the Business Area Champions identify is just one possibility. The Champions may also be able to identify grant funded projects that a business can access that would otherwise not be known to them. The Champions can also facilitate collaborative working between BID members to help them to access new markets for their products and services.

3. Scope of the BID

The BID is intended to be “city wide” in its scope and as such will be the first BID in the UK to cover a whole city. The advantage of this approach is that it generates a sufficient amount of income to enable the BID to make a real impact without the cost to each business being high. Alternative approaches, with more restricted scope, were considered during the feasibility stages of the development of the BID, but none were able to generate enough funds to achieve what this BID can deliver. This is because in areas such as CCTV monitoring, the use of modern digital technology can make a large Control Room monitoring hundreds of individual cameras extremely effective and the marginal cost of each extra camera in that scenario is low. Whilst this is the best example of the benefits of critical mass, there are other areas of the BID’s activities where economies of scale operate.

The scope is limited under current legislation to one local authority. It is not therefore possible to extend the BID beyond the boundaries of the city of Coventry, even where a business site is very close (such as Bayton Road and Middlemarch Business Park). Where a business park spans the boundary, this can create issues and for this reason the ProLogis Business Park, which crosses the border into Nuneaton and Bedworth has to be excluded – the boundary not only passes through the business park, but through several of the buildings.

Early on it was decided that the scope could not cover all businesses throughout the city – there are 7,000 in all. It would be impossible to effectively communicate with all of them and the economics of providing benefits for a very long tail of small businesses was prohibitive. For this reason it was decided to focus on the areas where large numbers of businesses are gathered together and to avoid purely / largely retail and leisure areas. The nature of retail and leisure premises, which have very specific needs (e.g. to reduce shop theft and anti-social behaviour) means that the BID would be diverted from the task of fulfilling the needs of the non-retail and leisure businesses. The BID therefore excludes retail district centres and retail parks and focuses on industrial estates, business parks and areas of concentrations of similar sorts of businesses (such as Torrington Avenue).

By covering all major business sites in the city with only the exclusion of mainly retail sites (see reasons above) the BID avoids exclusions for tactical reasons, such as geographical definitions that artificially avoid certain areas of the city, or sector definitions that artificially segment the business community. This is a technique that has been used for BID definitions both in the UK and abroad, but it is not within the spirit of what this BID is trying to achieve. The BID is thereby able to improve the business areas across the city, so fulfilling the vision of the original stakeholders in this BID project of being a “city wide” BID. It was thus the view of the Steering Group which supervised the development of the proposed BID that it would be detrimental to the BID to

exclude particular business parks in the face of lobbying from individual tenants or landlords.

In view of the fact that the larger businesses are not always located on a business park / industrial estate, but are themselves often as big as many of the industrial estates, it was decided to include also all large free-standing businesses – those with a rateable value of £200,000 or more. The exceptions to this are those larger free-standing businesses that are in the retail / leisure sectors, for the same reasons as the exclusion of retail and leisure areas above.

Where a retail or leisure premise is situated on a business park, it would be unfair on the other tenants on that site to exclude them from the BID. Their presence on the site can be an attraction for minor criminals and those liable to be involved in anti-social behaviour and therefore it is equitable that such premises are included in the BID.

The above factors are those which have led inevitably to the scope definition below.

Scope Definition

All business premises within the City of Coventry that are situated on business parks, industrial estates or industrial/business areas, where “Industrial/business area” means a well defined group of significant numbers of business premises (e.g. Torrington Avenue), AND all business premises with a rateable value > £200,000 within the city boundaries but outside recognised industrial/business areas.

Further definitions

- retail and/or leisure sector parks and retail business areas are excluded, EXCEPT where a retail or leisure sector premise forms an integral part of a business park when it will be included
- where a business park and premises within that business park cross the city boundary, that business park will be excluded (e.g. Prologis)
- the city centre is one business area

Exclusions

- Any premise that is part of the existing City Centre BID
- Emergency Services (all NHS premises, police, fire services)
- Large free standing retail and leisure sector premises, including Coventry Sports Centre

Appendix 1 gives a list of the Business Sites that fall within the above definition. Appendix 2 is a list of premises that fall within the above definition – this list will be updated in the electronic copy of the Business Plan on the website to take account of changes in the rates list up to the date when the list is finalised for the ballot process as defined in the BIDs Regulations.

All business premises that conform to this definition that are developed after the BID has come into place will be part of the scope of the BID and will be liable for the BID Levy.

4. The Financials

4.1 Income

The BID Levy in year one will be 1.5% of Rateable Value plus a flat rate of £200 for every hereditament. The only exception to this formula is that no single organisation will pay a BID Levy in excess of £25,000.

The BID will commence operation and the BID Levy will be due from the 1st July, 2007 and it will last for five years. If the BID is to continue beyond 30th June 2012, it must receive a positive result from a revote on a new BID Proposal. The financial year for the BID will be from 1st April to 31st March. The first invoices for payment of the BID Levy will therefore cover a nine month period; subsequent years will be for 12 months in one invoice, with the exception of the final invoice which will be for 3 months.

The BID Levy will be increased in line with the latest RPI in each successive financial year after the first 9 month period. This means that the 1.5% of Rateable Value figure will be increased by the RPI, as will the £200 flat rate and the £25,000 maximum payment.

The person liable for payment of the BID Levy is the ratepayer liable for the occupied or unoccupied premises, in accordance with the Non-Domestic Rating (Collection and Enforcement) (Local List) Regulations 1989 (S.I. 1989/1058) and the Non-Domestic Rating (Collection and Enforcement) (Miscellaneous Provisions) Regulations 1989 (S.I. 1989/1060). Coventry City Council will be responsible for the imposition, administration, collection, recovery and application of the BID levy. Charities and other organisations granted total or partial exemption from National Non-Domestic Rates will be required to pay the full rate of the levy. This includes ratepayers granted nil assessments on qualifying empty industrial premises.

New premises in the BID Area and business sectors will be expected to pay a BID Levy based on the above formula in relation to its new/current rateable value. Where property is split, two or more BID Levies should be made on the revised premises from the date of split on the basis of the revised current rateable values. Where premises are merged the BID Levy should be charged at the appropriate percentage of the revised property's new/current valuation.

The projected income from the BID Levy assumes a 95% collection rate (lower than the normal collection rate for business rates achieved by Coventry City Council) and is as shown in Appendix 3, which also shows two versions of the expenditure projections.

The projected income in Appendix 3 makes no assumptions about additional sources of income. BIDs in town and city centres in both the UK and the USA have obtained additional income from two main sources – voluntary grants from landlords and earned income (such as sales of services to third parties and commissions). Once established, the BID will seek to gain income from

those sources, but the Business Plan makes the conservative assumption at this stage of no income from those sources.

The BID Steering Group and Project Team have not sought out such opportunities during the run up to the vote, because the size of this BID (the largest in the UK to date) has meant that the priority has been to communicate the concept to potential BID members before the vote. Smaller BIDs and those in town and city centres (where landlords are more familiar with the concept of BIDs and are more supportive as a consequence) have spent more of their project time before the vote seeking voluntary landlord contributions. Discussions with landlords in this case have focussed more on negotiating service charge discounts to tenants for services that overlap between the BID and landlord.

4.2 Expenditure

The projected expenditure of the BID is dependent on the outcome of a grant application, which is currently uncertain. Therefore the expenditure shown in Appendix 3 has two possible versions. Version 1 shows the BID's expenditure which will pertain if a requested capital grant from Advantage West Midlands (AWM) is not awarded – this is the conservative assumption. Version 2 shows the BID's projected expenditure if the requested capital grant is awarded.

The AWM grant application covers the cost of providing an optical fibre cable and wireless infrastructure that the BID would utilise for CCTV data backhaul and for broadband connectivity. It would also pay the capital costs for the CCTV cameras, the digital recording and video analysis hardware and software and the necessary Control Room equipment needed to monitor the cameras.

If awarded, the grant would build on existing projects already underway at Coventry City Council, who wish to establish a 20 year future proof Wide Area Network (WAN) and an infrastructure to support the Primelines Bus Route project. These projects will establish a cable and wireless infrastructure along major arterial routes from the city centre which will pass many of the business sites covered by the BID or will go most of the way towards them. The whole project* is covered by a major tendering project being managed by Coventry City Council and complying with EU Procurement Rules.

If the grant is not awarded (Version 1), much of the backhaul from the business sites will be by longer distance line of sight wireless technology, which is an alternative method of providing a high capacity, reliable service with high levels of security. The capital costs of providing the infrastructure and the CCTV equipment would be covered by CV One Ltd, who would take out a loan to be repaid over the five year life of the BID. The BID would pay CV One an annual fee for the provision of the connectivity and this would cover the costs to CV One of the repayment of the capital and the interest on the loan. The project would once again work synergistically with the Primelines project to make optimal use of the high quality backhaul and WiFi Mesh zones that Primelines will establish.

The two versions of the projected expenditure represent the best estimates of expenditure over the five years of the BID. The actual expenditure will be controlled year by year by the BID Board subject to the rules in Section 5 governing the ability of the board to amend the expenditure profiles in response to changing circumstances and the wishes of the BID members. BIDs Regulations require that annual BID Levy invoices in year 2 and beyond must include a summary of the expenditure in the previous year and the activities undertaken on behalf of the BID members.

* The AWM grant will enable the high capacity cable / wireless backhaul infrastructure to be taken to those major business sites covered by the BID that are not adjacent to the Primelines infrastructure. Once backhaul has been established, connectivity to CCTV cameras and individual businesses requiring broadband connectivity will be done by state of the art wireless technology. This technology is rapidly developing. A feasibility study by Coventry University Enterprises has established that at this stage 5.8MHz and 2.4 MHz WiFi protocols are the appropriate route to go, but that all equipment should be WiMax enabled so that conversion to the newer technology in 2-3 years when sufficiently wide bandwidth will be available on new frequencies can be done quickly and at low cost.

5. Organisation and Management

5.1 The BID Company

The BID will be managed by a new private company – not-for-profit and limited by guarantee. The BID Company will have a board of directors representing businesses within the scope of the BID and the principal stakeholders. Formal membership of the Company will be open to all those organisations within the scope of the BID and paying the BID levy, those organisations making voluntary contributions to the BID, and other organisations having a legitimate interest in the operations and governance of the BID Company, subject to the approval of the board of directors. Members of the BID Company have the right to attend and vote at general meetings of the company, but there are no material or financial benefits. There is no obligation for BID levy payers to register as members.

The BID board will have the following composition:

- A Non-Executive Chairman who must represent an organisation covered by the BID
- The Chief Executive Officer of the BID Company
- One representative from each of the following organisations
 - o CV One Ltd
 - o The Coventry & Warwickshire Chamber of Commerce
 - o Coventry City Council
- Up to twelve representatives from the businesses covered by the BID, with at least one in each of the following categories:
 - o Small businesses (Rateable Value up to £20,000)
 - o Medium Sized Businesses (Rateable Value up to £100,000)
 - o Large Businesses (Rateable Value greater than £100,000)
 - o Premises on Industrial Estates
 - o Premises on Business Parks
 - o Education
 - o Business Park Management Organisations / Landlords
 - o Geographical representatives (4) covering North; South East; South West; Central

Initial membership of the board will be co-opted members by invitation from the BID Steering Group, but there will be elections covering each of the representational board positions before 31st March 2008.

Save for alterations to the geographical area, the sectoral scope, significant changes to the benefits package and the BID levy, all of the BID arrangements described in the Proposal may be altered without an Alteration Ballot.

Changes to the Business Plan will be subject to the following approvals limits:

- The CEO may vire funds up to £50,000 from one major budget heading to another and may vire funds from one budget sub-heading to another sub-heading within the same major heading

- The board will be asked to approve all requests to vire funds from £50,000 to £100,000 between major budget headings
- The Members of the BID Company will be asked to approve at an AGM or EGM all requests to vire funds from £100,000 to £250,000 between major budget headings
- Any need to vire funds greater than £250,000 between major budget headings will be considered to necessarily result in a material change to the benefits package and would therefore be sufficient reason to trigger an Alteration Ballot.

5.2 Staffing

The BID Company will be a small organisation. The BID Company will employ a full time Chief Executive Officer and an Administrator. There will be a small number of other staff providing centralised functions, such as contract management, who may be employed or seconded from other organisations. Most of the service delivery and supporting functions, such as finance and HR, will be contracted out. The BID Company will engage the services of a specialist Procurement Officer. It is envisaged that the deals that he/she will negotiate in order to provide members with lower cost supplies and services may generate small percentages of commission that will flow to the BID Company. Those commissions will enable the Procurement Officer over time to become self-financed.

5.3 Sub-Contracts

The BID Company will contract out the delivery of most of the services it delivers to members. The promoters of the BID – CV One Ltd and Coventry & Warwickshire Chamber of Commerce – have provided the at-risk seed corn funding for the project prior to the vote in the expectation that the BID Company will award the principal delivery contracts to them on terms which are open and transparent. Both organisations are not-for-profit organisations with a remit to improve the vitality of Coventry. The BID Business Plan therefore provides for such contracts will be awarded to CV One and the Chamber as follows:

- | | |
|---------------------------------------|---------|
| - Crime reduction and CCTV Monitoring | CV One |
| - ICT Connectivity | CV One |
| - Business Area Champions | Chamber |
| - Improving the image of the city | CV One |

However, both organisations recognise that the BID members will wish to be assured that they are delivering value for money. They have therefore agreed that any contracts awarded to them by the BID Company will be for 3 years only and that the BID Company will seek tenders for the supply of those services from any other interested parties at that time. During the period of the initial contracts, service delivery performance will supervised by the contract manager, the CEO and the board of directors, and will be subject to the usual commercial sanctions in the event of non-performance.

If AWM does not award a grant to CV One to establish the infrastructure that the BID will utilise, CV One will take out a loan to cover the capital cost. In

that case, CV One will require the certainty of a five-year contract to deliver those connectivity services in order to repay the capital and the interest on the loan at reasonable terms

In general, the Procurement Rules that the BID Company will adopt will be designed to ensure fairness and delivery of good value for money. Preference will be given to BID levy payers and other local businesses where these are suitably qualified and can put forward competitive proposals.

6. The History of BIDs in the UK and Coventry

6.1 History

Business Improvement District legislation was passed into law for England and Wales in late 2004. This followed a prolonged BIDs Pilot Project sponsored by the Office of the Deputy Prime Minister (the responsible government department at the time); the Association of Town Centre Management; the British Property Federation; the British Retail Consortium and several private companies and involving 23 locations around the country, including Coventry city centre. Prior to that a number of organisations in the UK had been operating as early pilots of the concept, working within a legislative framework that had no specific provision for BIDs - principal amongst them was CV One Ltd, based in Coventry.

CV One has been a leader in the field of BIDs for many years and its model has been studied by towns and cities from all over the world. It operated a voluntary membership scheme in Coventry city centre from 1998 to the conversion of the scheme to a BID in early 2005. The company and its predecessor (the City Centre Company (Coventry) Ltd) was established to be as close to the American model of BIDs as was possible and it has successfully delivered numerous improvements in Coventry city centre since 1998 – improvements in cleanliness, safety, perceptions of the city centre, footfall, business crime and retail turnover (all fully documented in annual key performance indicator assessments). The concept of BIDs thus has its best UK exemplar here in Coventry.

In the USA, BIDs have operated for 25-30 years on a similar model to that in the UK. During that time thousands of BIDs have been established, all of which have to submit to re-votes every five years – none of the BIDs has lost their re-votes, which demonstrates that BIDs do deliver benefits that are valued by businesses in their areas.

Since the UK legislation was passed, around 30-40 BIDs have had their initial votes and over 80% have gained approval. In Coventry, the city centre BID was voted into existence with a 78% approval level in February 2005. This was the first UK BID outside London to gain approval. It has been operating since April 2005 and will have its first re-vote in early 2008.

Most of the UK BIDs have so far been based in town and city centres, but increasingly the concept is being used for industrial estates and business parks. There are now several BIDs covering these more out of town, non-retail environments that have gained approvals in their votes, some of which cover several estates in one BID.

In particular, one BID which is now operational, but which was piloted on a voluntary basis for 12 months whilst legislation was being finalised, covers several industrial estates in Bolton. That BID focuses largely on crime reduction through the introduction of CCTV and patrols. During its 12 months of pilot operation, it reduced business crime by 70% on those sites and the

cost of each business crime by 90%. It generated over 150 new jobs, where previously employment was static or in decline and a significant number of new businesses was attracted to the sites.

6.2 The Legislation

The BIDs Regulations were passed into law in October 2004. It was intended to be “light touch” legislation and therefore was not too prescriptive about the nature of the proposed BID.

The legislation provides for an organisation – typically a partnership of stakeholders, but it could be the Local Authority – to propose a BID Business Plan. The Business Plan will spell out what the proposed BID will deliver its scope and the BID Levy structure – usually based on the Rateable Value of the premises covered.

The businesses then vote on the proposal – simply whether they support the BID or not. Every hereditament has a vote – where an organisation pays business rates for more than one hereditament within the scope of the BID, it will have more than one vote. The vote is usually conducted by the local authority’s Electoral Services section in accordance with the rules for secret ballots.

For the BID to go ahead a straight majority of those voting, both by number and weighted by rateable value must approve of the BID. If that double majority is achieved, the BID goes ahead, the local authority is required to invoice all businesses within the defined scope of the BID (whether they voted for it or not) and the levy becomes a part of the business rate for that hereditament.

There is no minimum turn-out rate specified, but the BID Proposer has to be able to demonstrate that it has made every effort to make voters aware of the ballot. Ballot papers should be sent to the ratepayer (which may be a company or an individual) at the hereditament or at the business’s head office. A representative of the company may, prior to the ballot, send a proxy voting form to the local authority’s Electoral Services section to become the nominated person entitled to vote for that business in place of the named ratepayer.

The BID can remain in place for up to 5 years before a re-vote on a new business plan is held. There have not been any re-votes under this legislation to date.

6.3 Best Practice

There is a BIDs Guidance document which can be accessed through the UK BIDs web site (www.ukbids.org). This has been drawn up based on the experiences of the BIDs Pilot Project referred to above. CV One was a major contributor to that pilot and is regarded by many as the prime example of best practice in the UK to date.

One aspect of best practice is wherever possible to base the BID on a pre-existing partnership or membership scheme. In the case of this proposed BID, the pre-existing membership scheme is the Coventry & Warwickshire Chamber of Commerce membership scheme – one of the most successful Chambers in the UK. The extensive knowledge of BIDs at CV One and the great understanding of local business at the Chamber provide an ideal starting point for this proposed BID.

However that is not sufficient - the BID Proposal has emerged from extensive and very open (face to face) consultation by the BID Project Team with businesses of all types and sizes throughout the city. This helped to frame the nature of the benefits package and the scope of this proposal.

7. The BID Benefits Package

In view of the great variety in the nature of the businesses and locations within the BID, the BID has been designed to provide a broad and flexible range of benefits capable of providing added value for all the businesses involved. The nature of the benefits package has been designed after extensive consultations with business and stakeholders and has benefited from advice from experts in the various fields.

The objective of the benefits package has been to improve the business environment on all sites. Inevitably there is variability in the provisions made by landlords and voluntary associations on different sites, particularly in areas such as security. Where the BID will provide services that overlap with current provisions, the BID will seek to reach an agreement with the landlords and/or voluntary organisations such that the tenants do not pay twice for such services. Agreements are in place with the landlord for several sites to provide tenants with a discount on their service charges once the BID is operational and agreements are being sought with other landlords. In most cases the BID will replace some or all of the voluntary contributions for security services that exist on certain sites.

There are five main areas of benefit, but these have not limited the BID's flexibility to discuss and agree more specific areas particularly where individual organisations can benefit from the BID's activities in other ways. The main areas of benefit are as follows:

7.1 Reducing Business Crime

The BID will put in place a comprehensive package of crime reduction measures. These are based on the experience of CV One in reducing city centre crime, advice from the Police and the Crime & Disorder Partnership and the experience of BIDs elsewhere on industrial / business sites. The package will include:

- Around 300 additional CCTV cameras, actively monitored in a professional 24/7 Control Room
 - o Experience has shown that CCTV needs to be actively monitored at all times by specialist, dedicated, trained operatives to be effective in reducing crime
 - o The effectiveness of the Control Room will be enhanced by advanced Video Motion Detectors designed to bring suspicious activity to the attention of the operators and to reduce false alarms
- On some sites CCTV will include Automatic Number Plate Recognition (ANPR) linked to the police database to detect suspect vehicles entering the sites
- Mobile patrols will visit all sites randomly 3-4 times per night and respond to alerts of suspicious activity from the Control Room
 - o High visibility patrols are effective deterrents to business crime
 - o Direct radio contact with the Control Room

- The wireless coverage (see below) should enable patrol staff to call up pictures of the site where an alarm has been raised on PDAs
- Patrols will also look out for and report fly-tipping, abandoned cars etc
- Where areas are used for inappropriate long term parking by lorries, the patrols will encourage the drivers to move to more appropriate official sites and if necessary the BID will investigate the imposition of parking restrictions
- E-mail and text alerts about criminals currently on a particular site
- Advice from a civilian officer based in the police on current crime patterns
 - Police databases will be interrogated for useful information in ways that staff not embedded with the police would not be able to do
- Expert advice on target hardening premises and business sites
 - Professional “Business Watch” support to attend local meetings, response to feedback on crime from Business Area Champions (see below) and able to advise repeat victims on target hardening
- Private investigations to gain convictions where current police evidence is insufficient
 - Too often our under-resourced police are unable to give business crime the attention that business people believe it deserves and therefore this is an invaluable mechanism for getting repeat offenders off the streets
- Arrangements with a reputable insurance broker and a supplier of forensic marking kits to provide advanced property protection and a guaranteed insurance premium reduction for SMEs
 - Proprietary forensic marking kits, such as “Smartwater” have reduced crime in business areas by over 20% in controlled trials (Derbyshire Police) and by 70% in schools in Coventry. Criminals know that the state of the art technology (similar to DNA) can forensically place an offender at the scene of a crime from minute traces of the marking kit on stolen property and/or clothing, skin and hair.
 - An arrangement has been reached with an insurance broker that guarantees a 5% reduction in insurance premiums (with reputable, national underwriters) and a free Smartwater kit
- Subject to resources, fences / barriers will be erected where these can make a significant impact on crime
- The baseline expenditure profile (without AWM grant) differs from the with-grant version in reduced expenditure on patrols and CCTV maintenance & monitoring

7.2 IT Applications and Connectivity

The need to deliver high quality CCTV images to a central Control Room dictates the need for a state of the art ICT network to the business sites. The BID believes that it should provide businesses with benefits that flow from the availability of such a network.

The BID is working closely with other organisations and projects that also need to provide an ICT infrastructure in the city to deliver a partnership project that will deliver a state of the art wireless and/or optical fibre cable infrastructure.

The Primelines bus route project needs such an infrastructure along the major arterial routes through the city to deliver real time bus information, an upgraded urban traffic control system, variable message signs for the city centre's car parks and enforcement of bus lanes.

Coventry City Council wishes to develop its own Wide Area Network (WAN) and has an ambition to deliver cost effective high capacity connectivity not just to its schools, offices and libraries but also to connect to its community, which includes the business community, to enhance e-government.

Advantage West Midlands has an interest in driving regeneration in the city through enterprise and through its ICT Cluster programme – helping to drive ICT based business growth. It sees the benefit of putting in place a future-proof infrastructure and an ICT applications package that will be essential if it is to succeed in enabling businesses to develop and grow in an innovative cluster of enterprises.

A ground breaking co-operative venture is being planned that will establish an infrastructure based on a mixture of high capacity optical fibres and modern, secure, high capacity wireless links. [The mix of optical fibre and wireless will be dependent on the success of the application to AWM for capital funds. In the absence of such funding, the infrastructure will utilise a higher level of wireless links.] This “Open Network” should enable the BID, as a partner in the project, to provide high quality (at least 8Mbps) broadband connectivity to BID members for no additional cost over and above the BID Levy. In very many cases, this will immediately provide both a net reduction in business costs and a higher quality broadband link to the outside world and to new e-commerce opportunities.

The project will also support the development of a range of ICT based applications with the potential to provide strong benefits to business:

- Voice over IP (VOIP) telephony
- IP addressable CCTV – for monitoring / viewing off site
- WiFi Hot Spots on business sites
- A city centre WiFi Hot Zone
- RFID – a system that will enable tracking of assets and goods
- Increased flexible working
- E-Learning for employee training packages
- Video conferencing
- Higher capacity (symmetric) broadband connectivity at beneficial rates
- Business critical data back-up
- Off site servers
- Disaster recovery

7.3 Business Area Champions

Experience elsewhere in the UK has shown that businesses benefit from a team of high calibre, responsive (business led) and area-focussed business champions providing business support and advice and seeking to understand the issues affecting their area of the city as well as the particular needs of an individual business.

The BID will therefore provide a team of around 10 experienced, hands-on business managers who will each be responsible for an area of the city covering around 200 businesses. They will be tasked with gaining an in-depth understanding of the issues faced by businesses in their area, which may be traffic congestion, poor access due to parked cars/lorries, crime, litter/graffiti, poor signage. They will also act as conduits / sign posters to services and advice available to businesses to tackle specific business needs.

The team will include specialists that can be called on by any of the Business Area Champions to help with specific issues in their area. The team will include specialisms such as the environment, procurement, human resources and IT. They will also be able to call on help from the team dealing with business crime.

This team of champions will be a vital resource in other respects. One concern about the delivery of the ICT network is the level of take-up of the connectivity and applications opportunities. Projects of this type have traditionally needed large marketing budgets to make businesses aware of the opportunities, but in this case the Business Area Champions will be an ideal delivery mechanism for that awareness campaign.

The Business Area Champions can also identify opportunities for co-operation between local business and our two universities; they can help to ensure that the benefits of a local pool of graduates are fully utilised by the city's businesses – keeping our graduates in the city - and promoting vacation work and work experience; that training opportunities for employees are fully understood and exploited (including e-training); and that job vacancies are notified to educational establishments and Job Centre Plus.

Planned expenditure under this heading in the baseline expenditure plan (without AWM grant) is reduced by 5% compared to the version with AWM funds.

7.4 Perceptions of the City

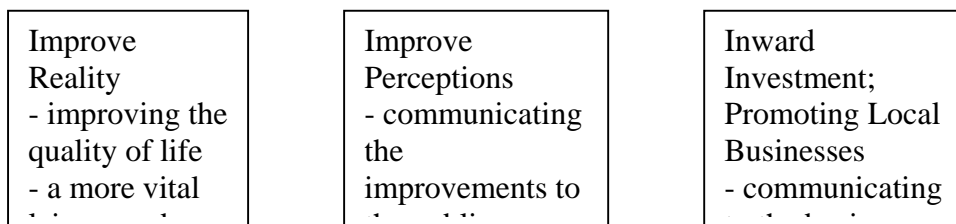
How the city is viewed nationally and internationally is important to local businesses.

- It has benefits in terms of the recruitment and retention of high quality employees.
- A city that is seen as enterprising and going places will attract other businesses, providing improved trading opportunities for existing businesses and improving the supply chain for others.

- The quality of life for employees is important for all businesses and a vibrant city (particularly the city centre) is a key component of modern living.
- Corporate visitors and business partners / customers are influenced by their views of the location where a business is based.

Whilst this is obviously important for the City of Coventry, the city is not an island and many employees will live in the region surrounding the city. The BID will therefore not only have an interest in promoting the city, but also the region and sub-region in which it is located.

The established process for this area of activity involves three building blocks:



Quality of Life – This will be improved for residents and employees by improving the offer of retail and leisure in the city centre and in the whole city and its surrounding region and by encouraging more people to use those facilities so that they are economically sustainable.

Significant activities are already underway through various agencies, generally stakeholders in the BID, and the BID will seek to ensure that these continue where they have proven economic benefit. In particular, there are several projects which are currently partly supported by grant funding that will be ceasing at around the time of the start of operation of the BID.

- Events and festivals. Coventry City Council currently funds a wide range of mostly free events that attract visitors to the city. Market research has shown clear economic benefits in that visitors to these events are much more likely to re-visit the city, stimulating economic activity and vitality. Additional funding has been provided by a European grant (ERDF), which ceases in early 2007 and by sponsorship raised by CV One. The BID will replace the grant funding to ensure that the programme is not diluted.
- Godiva Awards. This is a regional award scheme for businesses in various categories, but with strong retail and leisure content. It has been successful in raising the standards of businesses that have a clear impact on the vitality of the city and its region. In just three years it has established itself as the primary award scheme for the sub-region and has generated enormous interest and support. Again it is funded by an ERDF grant as part of the “Coventry Inspires” project that will cease at the end of 2007 and the BID will provide funding to support this important project.

The work of the City Council to attract inward investment is currently supplemented by CV One, particularly relating to attracting higher quality retail

and leisure operators. This work has undoubted benefits in its own right, but it is also an essential precursor to attracting major developers to transform the offer in the city centre by raising confidence through increased turnover and rental yields. Without support from the BID, this work will not be sustainable at current levels. The BID will make up to a 50% contribution to this activity.

The Ricoh Arena will attract large numbers of visitors for exhibitions, trade shows and conferences and this will add to an already very active business tourism sector. The vitality of the city and its leisure / retail venues will be enhanced by encouraging more of those business visitors to use the improving offer in and around the city. Many businesses say that they would like to use local restaurants and hotels for their corporate visitors. The BID will promote the increasingly high quality venues to businesses and business tourism visitors, including promotion through the Tourist Information Office at the Ricoh Arena.

Improving Perceptions – The BID will allocate funds to promoting and marketing the city and its region. It is not appropriate for this business plan to reduce flexibility in how those funds will be used. Potentially, if the Business Plan is too prescriptive, the BID Board would need to seek the permission of all BID members to vary the approach defined in the Business Plan. Business leaders have indicated their desire to influence how these funds are spent and to be able to respond to a rapidly evolving business environment, rather than see the approach to be prescribed by the BID Business Plan and therefore it is appropriate to leave the detailed allocation of these funds (see financials section for the total allocations) to be directed by the BID Company and its board.

That said, there are many areas where the BID may wish to use the funds and the short list below is given for illustrative purposes only:

- PR activity
- Promotional leaflets at hotels & conference centres
- Make the railway station more welcoming / informative for visitors
- Promotional adverts for the city observable from trains at the station, e.g. video screens
- Information packs on the city at Coventry Airport
- Web sites
- Conventional advertising in appropriate media

Promoting to a business audience

Similarly, it is inappropriate to prescribe how funds should be spent in promoting the city to a business audience, both to increase turnover at existing businesses and to attract new businesses to the area.

With the exception of attracting retail/leisure brands (see above), it is not the principle remit of the BID to engage in direct inward investment activities – the BID's remit is to support exiting BID members, not to attract new ones. Inward investment activity is the function of the local authority and that is how it should remain. However, landlords with voids will be paying a BID Levy for those voids and therefore it is appropriate for the BID to support the local

authority where the board feels it is appropriate in promoting the city as a place to do business. Again for illustrative purposes only, such support may come in ways similar to those listed below:

- Promotional material to publicise the range of businesses already here and the benefits of the BID in supporting business in the city
- Sponsoring specific events which are relevant to the promotion of Coventry, such as hosting receptions and sponsoring exhibition space
- Attendance alongside the Council's Investment and Business Team on their exhibition stands
- Provision of promotional material to support landlords / developers
- Open Days for agents to promote the business parks

In terms of promoting existing businesses to a business audience, the BID may utilise items from the illustrative list below:

- Support for local businesses at events like the B2B event at the Ricoh
- Promotional insert for attendees at Ricoh Arena business events
 - o targeted at the industry group attending that event
- Promotional insert for exhibitors at Ricoh Arena events
- PR to gain articles in business / trade press
- Inserts for applicant packs for employment in the city
- More Tourist Information staff at Ricoh during conferences / exhibitions to promote the city
- Promotional leaflets at hotels
- Web sites
- Attracting more business conferences to the city
- Corporate events in evenings in the city centre, e.g. at Motor Museum
- Corporate information guides on how to access the city centre – ring road junctions & car parks to use for particular venues
- Easier access to the city's picture library for businesses to use

A proven route for promoting a city to a wider audience is through an "Ambassadors Programme" involving leaders of opinion on regional, national and international stages that have strong links with the city. Such a programme already exists (part of the "Coventry Inspires" project), but again it is funded by ERDF funds that will cease at the end of 2007. The BID will seek to ensure the continuation and development of this ambassador's programme by replacing such grant funding. A more recent part of that programme is the Conference Ambassadors Programme, designed to use influential ambassadors (i.e. those who have a role in deciding within their academic or business field where certain conference will be held) to bring more conferences to the city.

Planned expenditure under this major budget heading in the baseline expenditure plan (without AWM grant) is reduced by 18.5% compared to the version with AWM funds.

7.5 Bulk Procurement

The BID will represent around 2,000 businesses throughout the city. Many of those businesses are SMEs, who in their own right have limited negotiating power when arranging contracts to supply them with commonly used goods

and services. The BID will engage an experienced specialist procurement manager to assess the opportunities for collective procurement arrangements and to target the goods and services that might offer better value for individual SMEs and, where appropriate, for larger organisations.

In general, the Business Area Champions will work with businesses to promote co-operative working to make the delivery of common services more efficient and cost effective. For example, many sites will have several companies supplying trade waste services and many will have small individual containers. By combining container usage in a disciplined, collaborative scheme that can be brokered by the Business Area Champions and patrolled by CCTV, costs can be significantly reduced. Alternatively, by using a common provider, the number of visits to a given site can also be reduced without sharing containers.

Similarly, there may be opportunities to reduce postal costs, or improve services by businesses co-operating, through the auspices of the Business Area Champions, to provide single points of collection and delivery.

The BID will seek to take a small commission from the bulk procurement deals it arranges that will enable the procurement manager to be self-financed in the medium term.

**Coventry Best for Business BID -
Appendix 1
List of Business Sites**

ALBION
ALBION INDUSTRIAL ESTATE
ALDERMANS GREEN INDUSTRIAL ESTATE
ALPHA BUSINESS PARK
BEDWORTH ROAD
BILTON INDUSTRIAL ESTATE
BINLEY BUSINESS PARK
BINLEY INDUSTRIAL ESTATE
BIRMINGHAM ROAD A45
BISHOPGATE BUSINESS PARK
BISHOPGATE INDUSTRIAL ESTATE
BLACKBURN ROAD INDUSTRIAL ESTATE
BODMIN ROAD INDUSTRIAL ESTATE
BOSTON PLACE
BROAD LANE TRADING ESTATE
BROAD STREET
BURNSALL ROAD
BURNSALL ROAD FLETCHWORTH GATE
CARLTON ROAD
CASHS BUSINESS CENTRE
CENTRAL CITY INDUSTRIAL ESTATE
CHALLENGE CLOSE BUSINESS PARK
CHARTER AVENUE INDUSTRIAL ESTATE
CITY CENTRE
COUNCIL
COVENTRY AIRPARK
COVENTRY BUSINESS PARK
COVENTRY UNIVERSITY
COVENTRY UNIVERSITY TECHNO PARK
CRABMILL INDUSTRIAL ESTATE
CROMWELL STREET
CROSS POINT BUSINESS PARK
CROSS ROAD INDUSTRIAL ESTATE
CYAN PARK
DURBAR AVENUE
DURBAR AVENUE INDUSTRIAL EST
EARLPLACE BUSINESS PARK
EDEN INDUSTRIAL ESTATE
EDEN STREET INDUSTRIAL ESTATE

FLETCHAMSTEAD HIGHWAY ESTATE
FOLESHILL ENTERPRISE PARK
GODIVA TRADING ESTATE
GOODLIFE HOUSE ADJ FOLESHILL ENTERPRISE PARK
HALES INDUSTRIAL ESTATE
HANFORD CLOSE INDUSTRIAL ESTATE
HEER HOUSE ADJ FOLESHILL ENTERPRISE PARK
HENLEY INDUSTRIAL PARK
HERALD BUSINESS PARK
HORNCHURCH CLOSE INDUSTRIAL ESTATE
JACKSON ROAD
KINGFIELD RD
KINGFIELD INDUSTRIAL ESTATE
KINGSWOOD CLOSE INDUSTRIAL ESTATE
LEOFRIC BUSINESS PARK
LITTLE HEATH INDUSTRIAL ESTATE
LOCKHURST LANE TRADING ESTATE
LONGFORD INDUSTRIAL ESTATE
LYTHALLS LANE INDUSTRIAL EST
MERIDAN BUS PARK COPSE DRIVE ESTATE
MIDLAND OAK TRADING ESTATE
NAPIER STREET INDUSTRIAL ESTATE
NEW CENTURY PARK
PARADISE INDUSTRIAL ESTATE
PARAGON PARK
RED LANE
RELTON MEWS
RICOH ARENA
ROWLEYS GREEN INDUSTRIAL ESTATE
SANDY LANE
SANDY LANE BUSINESS PARK
SATURN FACILITIES BUILDING
SEVERN STARS INDUSTRIAL ESTATE
SPARKBROOK STREET
STATION AREA
STATION ST WEST BUSINESS PARK
STOKE ROW INDUSTRIAL ESTATE
STONEBRIDGE TRADING EST
SUTHERLAND HOUSE ADJ FOLESHILL ENTERPRISE PARK
SWALLOWGATE BUSINESS PARK
THE ARCHES INDUSTRIAL ESTATE
THREE SPIRES INDUSTRIAL ESTATE
TORRINGTON AVENUE

WALSGRAVE TRIANGLE BUSINESS PARK
WARWICK UNIVERSITY
WARWICK UNIVERSITY SCIENCE PARK
WAYSIDE BUSINESS PARK
WESTWOOD BUSINESS PARK
WICKMAN DRIVE - BANNER LANE

**Coventry - Best for Business BID
Business Plan - Version 1 (Baseline; No AWM Grant)**

	YEAR 1 (9 Months)	YEAR 2*	YEAR 3*	YEAR 4*	YEAR 5*	YEAR 6*(3 Months)
A) CCTV / ITC						
ADSL connections	7500	10000	10000	10000	10000	2500
Cable rentals / ISP	37500	50000	50000	50000	50000	12500
Mobile Patrols	228750	312625	320441	328452	336663	86270
Crime Reduction Officers	28125	38438	39398	40383	41393	10607
Private Detectives	5000	25000	25625	26266	26922	6899
CCTV Monitoring	115000	220000	220000	230000	235000	60219
CCTV/ITC Transmission**	335250	447000	447000	447000	447000	111750
CCTV Maintenance	52500	71750	73544	75382	77267	19800
Total	809625	1174813	1186008	1207483	1224245	310544
B) Business Support						
Business Area Champions	356,250	486,875	499,047	511,523	524,311	134,355
C) Image***						
Events (replace ERDF)	105000	143500	147088	150765	154534	39599
Coventry Inspires	90,000	123,000	126075	129227	132458	33,942
Marketing	75,000	102,500	105063	107689	110381	28,285
Inward Investment	10000	20500	21013	21538	22076	5657
Total	280,000	389,500	399,238	409,218	419,449	107,484
D) BID Company Costs						
Salaries						
Levy collection charges						
Accommodation						
Accountancy / Legal etc						
Administration						
Total	146,250	235000	245000	255000	265000	67,906
Repay set up costs ****	85,000	25000	25000	25000	25000	0
ICT Upgrades			38000	45000		
Contingency/Projects	41,000	37000	14000	20000	25000	27000
Total Annual Costs	1,718,125	2,348,188	2,406,292	2,466,224	2,528,005	647,289
Income (BID Levy) *****	1,718,250	2,348,275	2,406,982	2,467,156	2,528,835	648,014
Surplus / Deficit	125	87	690	932	830	725

Notes

- * Inflation @ 2.5% built into income and salary dependent costs. IT/CCTV costs assumed static
- ** 5 Year contract with CV One; ensures repayment of 5 Year annuity @ 6% to fund capital costs
- *** None of these costs are part of the CV One Contract with Coventry City Council
- **** Partial repayments of CV One and Chamber costs prior to the BID Vote - £125,000 over 5 years
- Note. Year 1 also covers staff costs for 1/4/07 to 1/7/07
- ***** Assumes 95% Recovery of BID Levy

**Coventry - Best for Business BID
Business Plan - Version 2 (With AWM Grant)**

	YEAR 1(9 mths)	YEAR 2*	YEAR 3*	YEAR 4*	YEAR 5*	YEAR 6*(3 mths)
A) CCTV / ITC						
ADSL connections	7500	15000	15000	15000	15000	3750
Cable Revenue Costs	105000	180000	180000	180000	180000	45000
Mobile Patrols	277500	378302	387759	397453	407390	104394
Crime Reduction Officers	28500	38438	39399	40384	41394	10607
Private Detectives	18750	25625	26266	26922	27595	7071
CCTV Monitoring	185000	256250	262656	269223	275953	70713
CCTV Maintenance	90000	123000	126075	129227	132458	33942
Initial CCTV Contracts	20000					
Total	732250	1016615	1037155	1058209	1079789	275477
B) Business Support						
Business Area Champions	375,000	512,500	525,313	538,445	551,906	141,426
C) Image**						
Events (replace ERDF)	112500	153750	157594	161534	165572	42428
Coventry Inspires	97500	133250	136581	139996	143496	36771
PR	7500	10250	10506	10769	11038	2829
Inward Investment	20000	30750	31519	32307	33114	8486
Marketing	100000	150000	153750	157594	161534	41393
Total	337500	478000	489950	502199	514754	131906
D) BID Company Costs						
Salaries						
Levy collection charges						
Accommodation						
Accountancy / Legal etc						
Administration						
Total	150000	235000	245000	255000	265000	67906
Repay set up costs ***	80000	25000	25000	25000	25000	0
ITC Upgrade			70000	30000	0	0
Contingency/Projects	46000	85000	19000	63000	95000	30000
Total Annual Costs	1,720,750	2,352,115	2,411,418	2,471,853	2,531,450	646,715
Income (BID Levy) ****	1,721,674	2,352,954	2,411,778	2,472,072	2,533,874	649,305
Surplus / Deficit	924	839	360	219	2,425	2,590
Notes						

* Inflation @ 2.5% built into income and salary dependent costs. IT costs assumed static

** None of these costs are part of the CV One Contract with Coventry City Council

*** Partial repayments of CV One and Chamber costs prior to the BID Vote - £125,000 over 5 years

Note. Year 1 also covers staff costs for 1/4/07 to 1/7/07

**** Assumes 95% Recovery of BID Levy