



**BUSINESS PLAN FOR A BUSINESS IMPROVEMENT DISTRICT
(BID) IN IPSWICH**

PREPARED BY THE IPSWICH EXPERIENCE COMPANY LIMITED MAY 2006

BACKING THE BID



INTRODUCTION

12 months of planning, involving extensive business consultation and detailed consumer research, has led to this Business Plan which sets out proposals to create a Business Improvement District (BID) for Ipswich town centre in Suffolk.

The plan responds entirely to the views of businesses in the proposed BID area, their staff and their customers. Uniquely, perhaps, it also pays particular attention to the views of consumers within Ipswich's natural catchment area who presently choose to take their custom elsewhere.

The research and consultation results indicate conclusively that the initiatives set out in this BID proposal will address business need and so lift performance and profitability. They will lead to greater employee and customer satisfaction in the town centre and will make Ipswich a more appealing place to visit and work. The aim of the BID for Ipswich is clear:

- * More profitable businesses
- * More customers
- * More staff satisfaction
- * More say for firms in how their town centre is managed

There has already been significant support for the creation of the BID. The project builds on an already successful 6-year period for town centre management in Ipswich, financed by voluntary contributions from the local authority but also, crucially, from businesses located in the proposed BID area.

Now the consultation and research is at an end, the final decision is yours.

Ballot papers will shortly be issued asking for your formal approval for the BID project.

If you 'Vote Ipswich' you will be giving the go ahead for the delivery of new services that will, over the 5-year period of the BID, make a real and lasting difference to our town centre and so help raise its profile locally, regionally and nationally.

We are very aware that it is your hard-earned money that will finance this project and so we know that we must demonstrate a real return on your investment. I am convinced we will do exactly that.

I hope that we can rely on your support.

Alistair Lang
Chair, The Ipswich Experience Company Limited

WHAT IS A BID?

Simply, it is an arrangement under which local businesses plan and deliver additional improvements to benefit their own trading environment. These additional services are funded through a levy and delivered by a private-sector run company representing the local stakeholders.

The BID can cover a range of activities but, in Ipswich, considerable research and consultation has endorsed 6 themes, all of which address business and consumer need in these key areas:

- Safety
- Cleaning
- Accessibility
- Marketing and Promotions
- The 'Look and Feel' on the street
- 'Blue Sky Thinking' on major capital projects and investment for the future

All organisations paying business rates have the chance to vote for the projects and how they are to be funded.

If the majority of those voting elect to support the process, all will then have to contribute through a small levy based on the business rates.

Existing services provided by Ipswich Borough Council, Suffolk County Council and the Police will continue as currently. The Ipswich BID will deliver only additional services, those not available because of insufficient resources, yet clearly seen as imperative by local businesses, their customers and their staff.

The BID can also access additional monies from other organisations, statutory authorities, landowners and sponsorship, therefore adding further value to the business and local authority contributions.

BACKGROUND

First launched in Canada in the 1980's, the BID concept has been widely adopted in the United States where several thousand BIDs contribute powerfully to the regeneration and redevelopment of their 'downtown' areas.

Government here has been persuaded by major stakeholders, the Association of Town Centre Management (ATCM) and town centre management partnerships like that found in Ipswich to adopt the broad principles of the BID approach to deliver additional quality services to our commercial centres.

A 2-year pilot experiment tested the feasibility and mechanics of BIDs in 22 different towns and cities in the UK. Their success has led to legislation permitting the creation of BIDs here. At present some 28 towns and cities, including 15 of the original pilot locations have successfully achieved a "yes" vote and are now operating a BID. These places include Coventry, Bristol, Liverpool, Plymouth, Reading, Bedford, Swansea, Rugby and 11 London Boroughs.

WHAT IS THE IPSWICH BID? – WHY DOES THE TOWN NEED IT?

In April 2000 a small number of businesses and local stakeholders joined with the Ipswich Borough Council, Suffolk County Council and the Suffolk Chamber Of Commerce to create a vehicle that would take the management of Ipswich town centre in a new direction. This produced the Ipswich Partnership, which is today one of the most dynamic and one of the largest town centre management companies in the country, with a track record of delivering projects that have made a real and tangible difference .

By March 2006, the Ipswich Partnership had expanded through the support of over 160 members, all of who contribute voluntarily to its work. Throughout, the Ipswich Borough Council maintained their contribution to town centre management by way of an annual grant made to the company. An Executive Committee has guided the progress of the company and overseen project delivery.

In June 2004, with the BID pilot schemes underway elsewhere in the country, the Ipswich Partnership Executive and management team created a new company, The Ipswich Experience Company Ltd, whose sole function would be to explore the feasibility of creating a BID for Ipswich and, if successful, would then take on the task of project delivery. The Company is set up on a not-for-profit basis. It will absorb the activities of the Ipswich Partnership in April 2007, assuming the BID project is approved. Funding to pilot a BID in Ipswich has been provided by way of a zero interest loan from Ipswich Borough Council, a grant from Suffolk County Council and a zero interest loan sourced from the Partnership's own reserves. The 2 loans form part of the set-up costs and are budgeted to be repaid from the BID levy during the term of the BID.

The initiative to create a BID for Ipswich has been managed by a Steering Group of The Ipswich Experience Company with the following representation:

Alistair Lang (Chair)	Chief Executive, Birketts Solicitors
Sarah Holmes	Director, The New Wolsey Theatre
Vicky Hosking	Director, All Fired Up Ceramics Café
Simon Meecham	Economic Development Manager, Ipswich Borough Council
Julian Pennington	Partner, Pennington's Chartered Surveyors
Malcolm Perrins	Asst Director, Economic Development, Suffolk County Council
Neil Prentice	Senior Partner, Whitespace Design
Colin Roberts	Manager, Buttermarket Shopping Centre
Tim Sheldon	Director, The PR Works
Helen Wright	Manager, Axa Insurance
Paul Clement	Head of the Ipswich Partnership

The Memorandum and Articles of Association of the Company indicate that its purpose will be to “...*produce and develop proposals for one or more Business Improvement Districts (BIDs) in Ipswich and administer any BIDs in Ipswich...*”

It is evident that towns like Ipswich today face significant challenges in maintaining their employee and customer base, but also crucially in attracting new markets. Increased competition from neighbouring locations, internet and out of town shopping, broadening the customer base and meeting consumer expectations about safety, attractiveness and the appeal of the central area are all becoming more demanding. The current arrangement whereby Ipswich Partnership raises finance from its members annually has a finite capability and allows only limited, long-term business planning. Hence, to drive the town centre to the next stages of competitiveness, growth and prosperity, a BID is seen as essential.

The collection of a modest annual BID levy of 1.2% (subject to variations in rates payable detailed later) from all businesses will help generate in excess of £600,000 per annum of dedicated funding to be spent improving the town centre over the 5-year period from April 2007 to March 2012. This will be in addition to the services and spend of the public sector in the same period that will be maintained and not replaced by any aspect of the BID activities or resources. These improvements will be decided and controlled by those who will pay the levy, the businesses within the BID area. An Executive Committee will be established to represent the interests of all sectors of the business community. It will explicitly direct how the BID levy receipts will be spent. In the first year the Executive Committee will be nominated, but thereafter it will be elected by those paying the levy. Throughout the duration of the BID, the Chair will be a private sector representative.

Key facts:

- The smallest businesses with a rateable value of less than £10,000 will be exempt and pay nothing – the aim is to ensure that the finances of small independent businesses are not impacted and their viability jeopardized.
- Charitable organisations who presently receive relief on any rates liability will pay 50% of the applicable levy.
- Retailers located in Buttermarket or Tower Ramparts Shopping Centres who already pay an additional service charge for on-site management services including security and cleaning will pay 65% of the applicable levy.
- Subject to final Executive Committee approval, Ipswich Borough Council intend to make contributions to the BID in accordance with the rules but, in order that it maintains an additional financial commitment to town centre management, these will be supplemented with an annual grant (total funding capped at £70,000 per annum for the duration of the BID), meaning that they will contribute 12.44% (approx) of the budget compared with its proportion of 3.65% (approx) of the total rateable value.
- In addition, subject to final Executive Committee approval, Ipswich Borough Council has agreed to waive any costs for conducting the ballot and for collection of the budgeted levy, meaning that all received funds will be made available to meet BID objectives. An arrangement will be entered into allowing the Council to recover its costs of collection from annual levy amounts that exceed the budgeted figures.
- Sponsorship and additional income streams currently generated by the Ipswich Partnership will continue.
- Voluntary contributions will add to the available funds. These will be received from businesses presently voluntarily contributing to town centre management who have stated that they will continue to do so at the current level, despite being outside the boundaries of the BID or having a levy that would otherwise reduce the amount paid. In addition, property companies with investments in the town centre are to make voluntary contributions. The total budgeted amount for voluntary contributions is £15,000 and this is expected to be exceeded by the commencement date of services.
- Additional income streams will be switched on, including sponsorship, grants and charges for the new Townlink radio system, the majority of which are already committed.
- A small business with a rateable value of £15,000 will pay less than £0.50 per day; a medium sized business with a rateable value of £30,000 will pay less than £1.00 per day; a larger business with a rateable value of £100,000 will pay £3.29 per day.

Thus, a relatively small amount collected from businesses in the BID area will collectively generate a substantial and sustainable investment in the town centre that will be of enormous benefit to the stakeholders across the town centre and the community that uses it.

RESEARCH AND CONSULTATION

The Ipswich Experience Company commissioned the largest user research and consultation project ever witnessed within Ipswich town centre. This was conducted by independent consultants, New Horizon Ltd, and is also believed to have been the most far-ranging of its type amongst the BIDs so far created in the UK.

The research and consultation findings can be found at www.voteipswich.com but it is important to note here that the process comprised discussion with 4 key target groups:

- Businesses in the proposed BID area – *535 businesses were asked to complete questionnaires. Over 50% responded*
- Consumers currently using the town centre – *150 individual on-street surveys*
- Consumers within the town's target market but who choose to visit and work elsewhere – *telephone interviews with a sample of 100 people who choose to visit Ipswich infrequently or never*
- Employees working in the BID area – *402 staff of major employers in the town centre completed surveys in response to a list of suggested BID projects*

In addition, face-to-face consultation with businesses within the BID area has been conducted and will be on-going. All businesses eligible to vote will be invited to a launch event on May 25th 2006 where details of the BID proposals will be presented.

The early research and consultation was conducted to identify:

- What additional services would assist existing businesses to become more profitable
- What would encourage existing customers to visit more often and/or to stay longer
- What aspects that might currently prevent more people from using the town centre could be addressed to improve upon Ipswich's market share
- What activities should be undertaken to improve the town centre and so make people want to work there, leading to improved staff satisfaction and making it easier to retain existing staff and recruit new staff

The findings can be coupled with the research amongst Ipswich Partnership members which has been conducted annually since its launch.

In addition, an independent retail study was completed by Chartered Surveyors DTZ in April 2005. On-street research as part of this latter study included responses from 500 town centre users. As well as revealing that only 11% of those surveyed had traveled more than 31 minutes to be in Ipswich, respondents identified the following 'weaknesses' with the town centre:

- Expensive to park
- Congestion
- Difficult to find car parking spaces
- Gateways to the town poorly marked
- Perception of crime
- Litter and graffiti
- Poor choice of shops
- Lack of awareness of independent retailers
- Strong competition

Source: DTZ Piedad Consulting (April 2005)

Overall, these results show that, whilst much is being done in certain areas, more resource needs to be found for:

- Making the town centre a safer place to be, ultimately improving perceptions of safety
- Additional cleaning to add 'polish' to the town centre
- Enhancement to the 'look and feel' of the central area including a more proactive approach to the enforcement of standards
- Making it easier and more appealing for people to get into and around the town centre
- A more extensive marketing and promotions programme to encourage more visitors to the town centre, create greater awareness of what is on offer and encourage new businesses to take space there
- A new 'Blue Sky' approach to larger capital projects, perhaps beyond the capability of this BID, but which will add a "wow" factor to a visit to the town

In essence the demand is to improve the look and feel of the town centre by making it safer, cleaner and taking the initiative to raise standards through proactive enforcement and monitoring of the street. This must be coupled with initiatives to tackle perceptions that Ipswich is becoming more difficult to get into and around and, once there, is expensive when parking a car.

As the town and its offer improves, more extensive marketing and promotion to consumers and new businesses will encourage further growth of the customer base. This will set off a virtuous circle of expansion as Ipswich takes a larger share of the available market and more businesses tune into the increased profitability to be generated from it. In time, this will increase demand for space from new retailers and businesses alike.

Finally, there are larger capital projects such as physical improvements to the public realm, new links between the Waterfront and the town centre and iconic features which need to have the time and money to be fully researched but would have the potential to deliver a real "wow" factor to Ipswich, making it the place to be in East Anglia.

The proposed solutions detailed later in the Business Plan have been tested amongst the target audience through visitor and employee research – we know that this is what the consumer is demanding and that, if it is implemented, more people can be easily persuaded to use Ipswich town centre as a favored choice for work, rest and play.

In conclusion, the research and consultation process has demonstrated that, whilst the town centre has improved in the period since the Ipswich Partnership was launched, there is much more that needs to be done in a climate where competition is getting tougher. The Ipswich Partnership cannot easily access the financial resources to do more and cannot afford to take only a longer term, strategic view

without committing to actions - hence the huge support for the BID project amongst existing membership and the wider business and consumer audiences we have consulted.

HOW WILL THE BID WORK?

This Business Plan highlights the additional services that are proposed within the defined BID area (see Appendix 2). It also spells out the goal to see Ipswich become more prosperous, vigorous and appealing so that visitors are more prepared to travel there for shopping, cultural, leisure or social activities and local residents will want to be in their town centre more.

Additionally, the aim must be to create a town centre whose vitality is praised by those who visit it, and those same people take pride in the facilities available there and the atmosphere around them. The only way in which this can be achieved is to turn businesses within the area into custodians of that interest and to give them more power and resource to manage the area in ways similar to those used internally to efficiently and profitably manage their own organisations.

The extra services deemed necessary have been determined by scrutinising the current provision and setting new, higher standards for them over the next 5 years, after which re-election will be sought. Existing services have been benchmarked. This includes new activities and new ways of high profile working to give better value and a presence on the street that visibly demonstrates that someone cares about it and the people who use it.

The cost of these services, managing them and promoting them has been estimated over a 5-year period (see Appendix 3). The Ipswich Experience Company has then accurately calculated the cost on each business in the BID area if these services were to be paid in proportion to their size (using the rateable value (RV) assessment as a guide).

On this basis, business ratepayers will annually contribute an additional 1.2% pa, based on the RV of every set of premises in the BID area, as at 1st April each year. The budget for the BID takes into account the proposed 5-year revaluation that will occur in April 2010.

In June 2006 businesses within the BID area, which will pay a levy, will be asked to vote on whether or not they wish the BID to become operational. There is no legal requirement for the minimum number of businesses to be involved or consulted within the BID area but The Ipswich Experience Company is determined that those expected to have to pay the levy will be given a clear understanding of the commitment they are about to make. Each of these businesses will be invited to a public launch on May 25th 2006 when the full details of the services proposed, together with the cost on business, will be explained. The Ipswich Experience Company will also produce a prospectus for the BID that will be distributed to all businesses in the area and will give an overview of the initiative. Comprehensive material will be also available at www.voteipswich.com.

Provided that a simple majority of eligible businesses voting, register a 'Yes' to BID proposals (by number and by RV), the levy will apply from April 2007 to all except those declared exempt. To minimise administrative costs and demonstrate fiscal propriety, it will be collected via the business rates system by Ipswich Borough Council but passed in its entirety to The Ipswich Experience Company whose Executive will be responsible for its expenditure in accordance with the projects set out in this document.

Once agreed, the BID area and levy are set for a 5-year term, to 31st March 2012. The projects outlined and the costs relating to them can, within reason, be modified by the Executive Committee of The Ipswich Experience Company. It should be remembered that this Committee will be elected by those paying the levy and any changes made would only be to reflect changing priorities and conditions over time. Should there be any major project changes proposed, BID levy payers will be first advised and necessary consultation conducted. Following this, should 25% or more of those paying the levy at that time write to the Executive Committee within 21 days of being notified of the change, stating that the changes proposed substantially alter the aims and direction of the BID as set down in this Business Plan, a further vote of all those paying the levy at the time would be needed to approve the change. In any event, it is anticipated that levy payers will be kept abreast of activities and achievements through e-mail updates, newsletters and public meetings. In addition, it will be a requirement of the BID that the progress of the organisation is independently scrutinised twice a year against this Business Plan.

THE VOTING AND THE LEVY ARRANGEMENTS

Government legislation requires that a set process is followed to ensure compliance with their regulations. Ipswich Borough Council (or an appointed agent, such as The Electoral Reform Commission) is required to carry out the ballot through a postal vote. Consequently, ballot papers will be sent out to the appropriate person/organisation with its associated documentation prior to the first day of the ballot on 27th June 2006, and must be returned no later than 5pm on 24th July 2006. The result will be announced within 7 days of the poll closing.

Each business ratepayer will have a vote provided that they are a ratepayer for premises which are in the BID area and have a rateable value of £10,000 or more. Where a hereditament (rateable property) is vacant, undergoing refurbishment or being demolished, the property owner will be entitled to vote.

A proxy vote will be made available if required. Each person entitled to vote will have 1 vote in respect of each hereditament in the defined area where business rates are payable. The vote will have to meet 2 tests for the Ipswich BID to proceed:

1. A simple majority in favour of those that vote is required
2. The aggregate rateable value of those that vote in favour must be greater than those that vote against

New businesses and developments that fall inside the BID area will become eligible to pay the additional levy in the future. If a property is taken out of rating (e.g. due to demolition or splitting of a merged assessment), the BID levy will be due up to the day before the effective date or removal from the rating list – the annual BID levy will be apportioned. The BID levy will be payable for the whole year as at 1st April each year and there will be no variations during the succeeding year to reflect changes in the liable party.

The full detailed rules which apply to the BID levy are set out in Appendix 4. The following details are descriptive only and, in the event of any conflict between this section and Appendix 5, Appendix 4 shall prevail.

A BID levy of 1.2% of RV per hereditament is proposed. This BID levy will be fixed for the life of the BID, although the amount payable will change if the premises are revalued. The only exemption from the BID Ballot and the BID levy will be for those business with a RV of less than £10,000 who will be exempt and pay nothing. Those premises with an RV of £10,000 or more but who are exempt from business rates will still be liable for the BID levy. In addition there will be reductions in the BID levy as follows:

- a) Those occupiers recognised as charitable organisations and already receiving relief on rates will pay 50% of the levy that would otherwise apply
- b) Occupiers within Tower Ramparts and Buttermarket Shopping Centres will pay 65% of the levy that would otherwise apply

Any ratepayer benefiting from such a reduction will still be entitled to vote.

Any other exemptions, relief and discounts prescribed in the Local Government Finance Act 1988 (and regulations made thereunder) will not apply to the BID levy.

Besides the levy an opportunity exists to raise additional funding through additional voluntary contributions, grants and sponsorship. Ipswich has had a long track record of successful town centre management, partly funded voluntarily by businesses and property companies. Some of these supporters find themselves based outside the proposed BID area, not liable for the BID levy or with a proposed levy that is less than their historic commitment. Many have already stated that they do not wish the creation of a BID to exempt them from financial support, and others will follow. Amongst those indicating at the early planning stage that they will maintain or agree funding are:

SnOasis	W.D. Coe
PKF	Ipswich Market Co-Operative
Prudential (Cardinal Park)	Buttermarket Shopping Centre
Tower Ramparts Shopping Centre	Target Animations
Anglia Research	All Fired Up Ceramics Café
SGR	Halfords
Suffolk Chamber of Commerce	John Field
One Rail	AV Unit
PR Works	Signs For You
Jacob Bailey	White Space Design
Brantano	MF Frames
Saracen's House Business Centre	

Major changes to the BID arrangements, such as alterations to the BID area or adjustments of the levy, would require a further ballot of all those paying the levy.

Performance against this business plan and the benefits of the services delivered will be reviewed by the Executive Committee twice a year. The Executive Committee will, in the light of this feedback, have the authority to steer services and funds towards changing needs over the lifetime of the BID, subject to appropriate, written communication with those paying the levy.

Under the legislation, Ipswich Borough Council is permitted to charge The Ipswich Experience Company for collection of the levy. However, subject to final Executive Committee approval, it intends to waive its right to do this to ensure that all budgeted funds are available for use by the BID Executive Committee. An agreement will be entered into allowing the Council to recover its reasonable annual costs of collection from any amounts of levy collected annually that exceed the budget proposed.

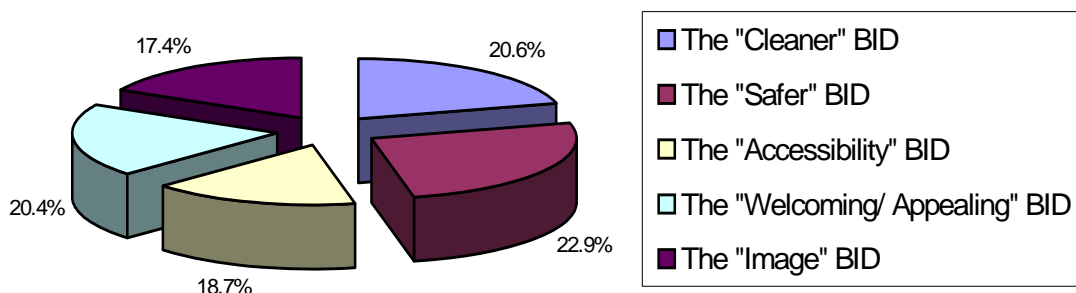
THE BID TEAM

The BID team will comprise those experienced staff presently employed as part of the Ipswich Partnership and it is they who will be responsible for delivering the aims and aspirations of the Company through effective, high profile action. They will report to an Executive Committee, nominated by the Chair of the Company for the first year of the BID and thereafter elected by those businesses paying the levy. The Chair of the Committee will be a private sector representative. The Executive Committee will oversee the delivery of services and each member will have expertise or particular interest in at least one of the BID project areas. In addition to those nominated/elected there will be additional representation from Ipswich Borough Council, Suffolk County Council and The Suffolk Chamber of Commerce.

The Memorandum and Articles of Association for The Ipswich Experience Company Limited are available at www.voteipswich.com. Also available here is the "Memorandum of Understanding" with Ipswich Borough Council, Suffolk County Council and The Suffolk Constabulary that underpins the close working relationship with the public agencies through their elected representatives and senior officers. This confirms that the creation of a BID for Ipswich will not directly result in any reduction of services in the town centre and that it is their full intention to maintain current services for the term of the BID. Copies of these agreements and the baseline services they refer to are available at www.voteipswich.com.

BID PROJECTS

The complete research and consultation process together with an Executive Summary of the key findings can be found at www.voteipswich.com (see also Appendix 1). The final element, conducted with employees in the town centre ratified support for the key themes of the BID from amongst a range of others as follows:



BID PROJECT 1 - Safe and Secure

- To make Ipswich a safer place to work and visit
- To enhance measures to tackle business crime
- To improve perceptions of safety in the town centre

Overview

The overall budget for 'Safe and Secure' is £78,305 per annum, increasing to a budgeted £86,259 per annum by Year 5.

Monitoring of instances of crime within the BID area will be conducted via the NBIS system and Police statistics.

Annual customer and BID contributor surveys will monitor changes to perceptions of Ipswich town centre as a safe place to be.

Benefits to businesses within the BID area will be an enhanced array of measures to reduce crime, making businesses more profitable and customers and staff feeling safer. Shrinkage from retail outlets particularly is a major drain on profitability and this project aims specifically to reduce the impact of this in Ipswich.

The work will be reinforced with at least one marketing campaign for the evening economy a year, emphasising the need for personal safety in the town centre (see 'Target and Tell') and lighting and floodlighting projects ('Look and Feel')

A detailed breakdown of the benefits is as follows:

a) Crime Co-Ordinator(s)

In 2005 the Ipswich Partnership was granted funds to recruit a part-time Crime Coordinator to manage the Townlink radio system and to establish the NBIS crime database system – so acting as a vital link between business, the Police and CCTV.

Funding for this post ceases at the end of 2008, after which time it is proposed that the BID will take on costs of the service.

From April 2007, the additional funding will allow for a further crime coordinator to be appointed, specifically to cover the rapidly expanding evening economy where distinctive challenges exist and continue to grow.

A further opportunity exists to then expand the role of this team in acting as the primary conduit between town centre businesses and the Police, and also to include more effective working with associated bodies such as drug and young offenders' agencies, magistrates and the courts

Cost - £19,305 per annum, increasing to a budgeted £21,309 per annum by Year 5.

b) Street Rangers

The crime coordinators will also work closely with newly appointed street rangers who will work to interact with members of the public and business community as well as representatives of other agencies such as the Police, Council officials, street cleansing, highways engineers etc. The rangers will be a new, but vital, addition to the armory of personnel available on the town centre streets.

Within 'Safe and Secure', they will act as the 'eyes and ears' of business, assisting with the reduction of crime and the fear of crime by working with businesses, complementing public sector and voluntary agencies and acting as an additional point of contact for visitors.

They will be linked to businesses, the Police and Ipswich Borough Council's CCTV system via Townlink radios.

Cost - £35,000 per annum, increasing to a budgeted £38,633 by Year 5. The street rangers feature beneath various BID project headings and their cost has been split between them accordingly. The total expenditure on street rangers is, therefore, initially £105,000 per annum, increasing to £115,900 by Year 5.

c) Townlink Security Radio System and Exclusion Orders

In 2004 Ipswich Partnership took over management of the Townlink radio system that links businesses with each other, the Police and CCTV. In the period since the system has expanded and now covers 125 premises and has been proved to be an invaluable tool in the fight against business crime. To improve its effectiveness, however, the system needs replacement with a digital frequency which will provide enhanced management facilities and extended range of coverage. Existing subscribers to the system will pay no increase in charges for the new system in at least the first year and it will be opened up to all businesses in the BID area for a nominal subscription.

The budget has been prepared assuming the system is lease-purchased but a lower cost lease-only alternative exists.

The Exclusion Order Scheme will be extended to cover the entire BID area and will take in all businesses, not only retail.

Use of Townlink and the Exclusion Order scheme will be available to all businesses within the BID area, but those exempt from the BID levy will pay an annual management fee of £150 in Year 1 – this will be reviewed thereafter.

Cost - £21,000 per annum, increasing to a budgeted £23,000 by Year 5.

d) National Business Information System (NBIS)

The NBIS system was acquired by the Ipswich Partnership in 2005 with the assistance of a grant from Ipswich's Crime and Disorder Reduction Panel. Even in its early stages it has allowed comprehensive information collection and action against business crime and anti-social behaviour. NBIS allows a co-ordinated response to high and low level crime or disorder providing a more accurate picture of incidents as well as providing invaluable data/evidence in pursuing Anti Social Behaviour Orders (ASBOs) and restraining orders.

The area covered by NBIS will extend to the BID area and work will commence on it addressing the needs of the nighttime economy.

Funding for its maintenance is available until end 2008, after which the BID will meet these costs.

Cost - £3,000 per annum, rising to a budgeted £3,317 per annum by Year 5.

BID PROJECT 2 - Clean and Bright

- To enhance cleaning within the central area
- To improve perceptions of Ipswich town centre as a clean and cared for public space
- To give visible evidence to the BID stakeholders and users of the centre that additional services are being generated and applied to the core of the town

Overview

The overall budget for 'Clean and Bright' is £99,520 per annum, increasing to a budgeted £110,611 per annum by Year 5. This includes management supervision of the on-street cleansing regime at the crucial points in the trading day and night.

The additional cleaning regimes will be delivered by third party contractors and supervised by BID staff.

Annual customer and BID contributors surveys will monitor changes to perceptions of Ipswich town centre as a clean and well maintained public space.

A detailed breakdown of the benefits is as follows:

a) Street Rangers

The additional cleaning provision will rely heavily upon quick response times and the Street Rangers will be critical to this, once again acting as the 'eyes and ears' of business to identify cleaning need and priority and to arrange an appropriate remedy.

The Rangers will be linked to Ipswich Borough Council cleaning services by Townlink radios, allowing to instant response in appropriate circumstances.

Cost – 35,000 per annum, increasing to a budgeted £39,393 per annum by Year 5.

b) Graffiti and Fly Posting Removal

A programme targeted to respond within 48 hours to instances of graffiti and fly posting within the BID area, particularly where no remedy exists from the land owner. Costs may be recovered subsequently.

Cost - £12,500 per annum, increasing to a budgeted £13,798 per annum by Year 5.

c) Chewing Gum Removal

At present, Ipswich Borough Council removes chewing gum from Tavern Street, Westgate Street and Carr Street annually. An additional budget will allow either for these areas to be cleaned twice a year or for the extent of the annual clean to be widened to include, say, Lloyds Avenue, Buttermarket, Princes Street or the Waterfront, subject to the prevailing need at the time.

Cost - £15,000 per annum, increasing to a budgeted £16,557 per annum by Year 5.

d) Clean Washing Programme

The introduction of a rolling programme to spot clean locations within the BID area using high pressure washing. The work will target unsightly and unpleasant instances ranging from vomit and urine to pigeon droppings. Specific attention will be paid to areas worst affected by intensive use during the evening economy such as Dog's

Head Street, Upper Orwell Street, Lloyds Avenue, St Lawrence Lane, St Stephen's Lane, Tower Ramparts, Old Foundry Road, Northgate Street and the general Cornhill area. Again, the additional resource will be adjusted according to the prevailing need at the time.

Cost - £10,000 per annum, increasing to a budgeted £11,038 per annum by Year 5.

e) Street Cleaning

Additional street cleaning services will extend the reach of present provisions and permit street cleaning on busier Sundays when the usual weekday levels of services are normally reduced. The additional cleaning made available can be easily targeted towards needs at the time, with particularly the night-time and post-market days likely to benefit.

Cost - £20,000 per annum, increasing to a budgeted £22,076 per annum by Year 5.

BID PROJECT 3 - *Out and About*

- To encourage more people from a wider catchment area to use Ipswich town centre
- To change current perceptions of the central area as difficult and expensive to access
- To make available more information to visitors

Overview

The overall budget for '*Out and About*', including management supervision, is £75,520 per annum, reducing to a budgeted £66,620 per annum by Year 5 as the benefits of the activities have been demonstrated and less spend is consequently required.

The aim is to tackle some of the preconceived notions of Ipswich as difficult place to get into and an expensive place to access.

Once this is overcome, the vital secondary goal is to raise awareness of what the BID area has to offer and so encourage more frequent visits and extended stays. Car parking, Park & Ride and bus usage statistics will monitor increased visits half-yearly. Customer surveys will monitor changes of perception. Retail turnover and footfall figures should reveal the benefits of the increased visitor numbers.

A detailed breakdown of the benefits is as follows:

a) Car Parking Promotions

It is evident, particularly from surveys of those choosing not to use Ipswich town centre, despite living less than an hour's drive away, that the perceived costs of parking and difficulties of access are a major deterrent. This has long been the case in Ipswich.

A budget would exist to provide free car parking in selected location(s) on the first Sunday of the month (Jan to Nov only) and this will rapidly change perceptions and lead to repeat visits at other times of the month. This unique 'selling point' amongst other competing locations will be promoted through the '*Target and Tell*' marketing budget.

Nationally, Sundays are increasingly becoming a popular family outdoor leisure day with increasing family visits to complexes for retail and leisure pursuits. Despite Sunday trading in Ipswich having been in existence for some time now, the town has not benefited as much as would have been expected.

It is anticipated that, by Year 3 latest, the offer could be amended, either to more frequent reduced cost parking or linking reduced cost to spend – therefore the investment in the early years is to pump-prime a change of attitude over a period of time.

Cost - £21,000 per annum, increasing to a budgeted £23,180 per annum by Year 5.

b) Public Transport Promotions

The Ipswich Partnership has trialed free bus transport for visitors on Sundays twice a year, with enormous success.

No budget exists, however, to extend this promotion and it needs to be sustained to change visitors' habits. In addition Park & Ride is not normally open on Sundays, other than on these rare promotion days and in the lead-up to Christmas.

The BID budget would be adequate to, for example, pay initially for free Park & Ride from the Copdock site (South, Ipswich – London) on one Sunday per month (Jan to Oct only).

The budget would also allow for same Park & Ride site to be made initially free on Thursday evenings as long as there is sufficient support amongst retailers and leisure providers to establish dedicated late-night trading – something that Ipswich presently has only in the immediate lead-up to Christmas.

Once again, this initiative will feature prominently amongst the key messages of the '*Target and Tell*' marketing campaign. Not only will this bring extra visitors into Ipswich, it will also assist in changing people's normal habits and convert some to public transport permanently rather than relying consistently on car-borne journeys.

It is anticipated that, by Year 3, the offer will be amended, either to reduced cost travel or linking reduced cost to spend – a further example of investment in the early years to pump-prime a change of attitude.

Cost - £20,000 per annum, increasing to a budgeted £22,076 by Year 5.

c) Specialist Retail Areas

A unique selling point of Ipswich is the range of independent, specialist businesses, particularly retailers, who trade in the town centre.

High occupancy rates mean that the majority of these businesses are located on the fringes of the BID area and are too often undiscovered by visitors.

Since a key target of the BID is to increase visitor numbers and to encourage repeat visits, new signage proposals are required to identify 'nodes' of specialist businesses, distinct from the main streets. Subject to planning permissions, signage will be provided to, for example, the 'St Nicholas Quarter' or the 'Fore Street Quarter' etc.

Cost - £10,000 per annum, reducing to a budgeted £5000 per annum in Years 4 and 5, once the benefits of the activities in the early years have taken effect.

d) Visitor Information

Ipswich has no single publication that addresses the 2 key messages required by potential visitors:

1. What can I do in Ipswich?
2. How do I get into Ipswich?

Progressively, shopping centres and other towns and cities are discovering that web-based information is proving most successful in addressing visitors' needs, for example 'bluewater.co.uk' can be used to plan a shopping day. In the same way many now use systems like the 'AA Routeplanner' and the 'trainline.com' websites to plan travel journeys.

The web based solution for Ipswich will identify the most appropriate means of transport and the best possible route into the town centre, as well as the attractions can be found (and where) within the BID area.

The aim is to establish one point of information that makes visits to Ipswich town centre easy and prolongs people's stays.

Cost - £12,500 in Year 1 to include set-up, thereafter £8,000 in Year 2, increasing to a budgeted £8,615 by Year 5, to include maintaining current information.

e) Waterfront Signage

Ipswich's unique selling point is the rapidly developing Waterfront area, now home to hundreds of new residents and businesses, and soon to be the location of the new Dance East venue.

Those coming to the traditional central area of the town centre for the first time, by and large, do not visit the Waterfront as little signage exists between the two.

The Waterfront demands better integration into the town centre and, if this is achieved, it has the capacity to become a major attraction, prompting newcomers to extend their initial visit or to return sooner than they may otherwise have intended.

Signage to the Waterfront, perhaps including visuals, within the heart of the town centre business and retail area will considerably increase awareness.

Cost - £5,000 per annum in Years 1 and 2.

BID PROJECT 4 - Target and Tell

- To increase the numbers of people who 'Choose Ipswich' for work, shopping or leisure
- To adopt a marketing, events and promotional campaign spanning all 4 seasons
- To establish a strong consumer brand for Ipswich aimed at encouraging more visits to Ipswich town centre, so increasing the size of the available audience
- To increase consumer spend
- To encourage new visitors and to entice those already visiting to do so more often, to stay longer and to spend more
- To raise the profile of Ipswich amongst businesses looking to expand or relocate
- To increase the number of visitors staying overnight in the town centre
- To make the most of the available spend by encouraging loyalty to the town centre amongst residents and employees

Overview

The overall budget for 'Target and Tell', including client services control, is £135,520 per annum, increasing to a budgeted £165,454 per annum by Year 5.

Visitor numbers will be monitored each half year as well as retail turnover, car park usage, bus and Park & Ride usage.

Monitoring of commercial rents will give guidance on demand for space in the BID area.

The audience reach of the marketing campaigns will be monitored and will increase by 5% minimum per annum.

A detailed breakdown of the benefits is as follows:

a) Consumer Marketing, Promotions and Events

The Ipswich Partnership has initiated 2 annual marketing campaigns – 'ipswichchristmas' and 'ipswichhotspot', both of which have proved successful at raising awareness of the town centre, increasing visitor numbers and available spend.

The additional budget made available through the BID will further increase the coverage of these campaigns and, by Year 2, will supplement them with additional promotions covering the Spring and Autumn seasons. One promotion a year will focus particularly on the evening economy, with personal safety messages included (see 'Safe and Secure').

Each campaign will be accompanied by an event taking place within the BID area – e.g., the Christmas lights 'ipswitch-on', the hotspot beach party etc. It is anticipated that one of these will now be based at the Waterfront in the future.

Included in the budget is the cost of installing Christmas lights throughout the main retail areas and of promoting their switch-on as a major event for visitors.

The BID budget assumes that the costs detailed below are supplemented by sponsorship.

Additional family events will be scheduled around the free/discounted car parking and Park & Ride Sundays.

Street entertainment will enhance the Cornhill area on market days.

Advertising spend will operate alongside the significant importance of media relations to ensure editorial coverage of reasons why readers should '*Choose Ipswich*'.

Cost - £90,000 per annum, increasing to a budgeted £115,766 by Year 5.

b) Destination Marketing

Distinct marketing proposals need to be made to those visitors who could be encouraged to extend their time by an overnight stay in the BID area.

This will combine with the visitor information website (see '*Out and About*') which will contain information on hotels and other places to stay and things to do.

An annual guide to what the BID area has to offer (shopping, leisure, education, employment etc) will be produced and distributed via Tourist Information Offices in the region. The cost of this can be supplemented by advertising and sponsorship, though BID contributors will receive this at a discounted rate should they choose to take space.

Extending people's stay in the BID area will increase awareness of what Ipswich has to offer and encourage additional spend, particularly in areas such as the Waterfront and specialist retail locations which might not otherwise have been part of a planned shorter visit.

This '*Choose Ipswich*' element of the BID area's marketing will operate in conjunction with, but not supplement, the Suffolk Tourism Partnership's '*Choose Suffolk*' campaign and Ipswich Borough Council's tourism and visitor services facilitated by its Economic Development Department .

Cost - £18,500 per annum, increasing to a budgeted £20,421 per annum by Year 5.

c) Inward Investment

The Ipswich Partnership, together with Ipswich Borough Council, The Suffolk Development Agency and Suffolk County Council, launched a campaign to target absent businesses from the town centre in 2005, entitled '*The Real Opportunity*'.

The BID will enhance this by providing additional funds to allow Ipswich to be represented at nationally recognised trade fairs such as the BCSC Conference, MPIM etc to tell businesses face-to-face why they should '*Choose Ipswich*'.

Cost - £7,500 in Year 1 to include set-up, thereafter £5,000 per annum.

d) BID Communication

Critical to the success of '*Target and Tell*' is that those businesses within all BID contributors are well informed of activities.

Each will receive a fortnightly email update that can go to as many people within the business, including staff, as requested.

Press coverage will supplement other forms of communication.

In addition, quarterly newsletters and half-yearly Performance Reviews will supplement communication and ensure all BID contributors continually feel part of the process.

Cost - £5,000 per annum, increasing to a budgeted £5,519 by Year 5.

e) Employee Loyalty Package

There is little merit in spending time and money on attracting new visitors and spend if, potentially the most loyal and easiest market to convert, is ignored – that of the people working within the BID contributors businesses, particularly the major employers.

In the first year of the BID a package of measures will be developed to target employees and to encourage them to think of their own town centre, before taking their spend elsewhere. A 'smartcard' scheme would be one option, applying loyalty benefits to local staff with purchases.

Cost - £7,500 in Year 1 (set-up), increasing to £11,000 by Year 5.

BID PROJECT 5 - Look and Feel

- To enhance the appeal of the town centre
- To raise standards of customer service
- To ensure proactive enforcement of standards

Overview

The overall budget for '*Look and Feel*', including supervision, is £97,720 per annum, increasing to a budgeted £101,094 per annum by Year 5.

The impressions of users as the project progresses will be tracked by customer surveys.

A detailed breakdown of the benefits is as follows:

a) Street Rangers

A key part of the role of the Street Rangers will be to meet and greet users and to act as an additional point of reference. They will be trained to have detailed knowledge of the BID area and will respond to requests ranging from "where is Debenhams?" to "I'm thinking of working here, what is there to do after work?"

In addition they will have an enforcement role. At present, one Enforcement Officer is employed in the town centre. The Street Rangers will be the 'eyes and ears' of business and will assist with the range of tasks needed, including spotting fly-posting, dealing with illegal street traders, removal of unlawfully positioned A-boards etc.

They will also visit premises of those businesses within the BID area as frequently as needed to ensure frequent communication and to be able to address specific needs.

The Rangers will be tasked to ensure maximum benefit and enjoyment from time spent in the BID area, enforcing management standards seldom seen in urban centres, but expected within retail and leisure complexes.

Cost - 35,000 per annum, increasing to a budgeted £39,393 per annum by Year 5.

b) Independent Business Grant Scheme

Independent businesses are a 'point of difference' for a town like Ipswich but, too often, available cash restricts investment in the business.

Those independent businesses within the BID area will be eligible to apply for grants of between £500 and £5000 to invest in enhancing their offer – this may be spent on shopfront improvement, new signage, attracting new markets etc.

The grant made available through the BID may be used to lever additional grants from other sources.

Applications for grants will be to a panel which will meet half-yearly and comprise representatives from independent businesses exclusively. The panel will initially set the detailed rules of application.

The requirement will be that the business premises must be located within the BID area and that the operator cannot be a national or regional operator and must be managed by the owner i.e. an independent.

Cost - £20,000 per annum.

b) Planting

Limited planters were installed to the town centre in 2005 as a result of a grant made available to the Ipswich Partnership through Ipswich Borough Council's Liveability Fund. This has allowed 15 planters to be bought for on-going use.

This has been popular amongst businesses and customers and has added to the appeal of the central area.

The BID will provide for the number of planters to be increased each year, taking the number to an estimated 30 by Year 5.

This will be supplemented by varying displays each year including hanging baskets and tree planting. The location of moveable planters will be rotated each year to extend the benefits of the scheme throughout the BID area.

Cost - £17,500 per annum, increasing to budgeted £19,319 by Year 5.

c) Floodlighting and Lighting

Lighting and floodlighting enhance features in a town centre and add to feelings of safety.

A set budget will be allocated each year for a minimum of 2 schemes, which will not only include aesthetic lighting displays, but also those required to make Ipswich feel safer (including car parks).

A condition of spend will be that a 3rd party takes on any ongoing revenue costs of lighting. It is expected that the available budget will be enhanced with private and public sector contributions.

Cost - £10,000 per annum.

e) The Market

In 2006, the Ipswich Partnership was asked to become involved with the management of the Ipswich market, including the introduction of an increased range of stalls, health and safety advice etc.

It is evident that a successful and expanding market is important to the Town and, for too long, the provision in Ipswich has been declining.

The management role will be taken on by the BID company at no additional cost to contributors. The market will feature as one element to be more widely promoted as part of the *'Target and Tell'* project – promotion of the market as part of the wider town centre offer is something that has not been seen before.

A priority, however, to improve the look and feel of the market has been established and additional budgets will be made available to this end. Replacement of stall sheets so that all stalls present a uniform and high quality appearance will be a priority.

Cost - £4,000 per annum in Years 1 and 2.

f) Customer Service Training

Enhancing the *'Look and Feel'* of the BID area is not just about physical improvements and increased enforcement.

Staff of BID businesses are crucial to an overall impression of the town centre as a place to be and to spend. Poor customer service is, perhaps, the quickest way to undo all of the good work that the BID will achieve.

The BID will make available a days training course (6 times a year) to train nominated staff on how to achieve the service standards expected by visitors and users. Nominated staff may then be able to take the lessons learned back to the workplace and translate them to their colleagues.

The training will be 'Ipswich' specific and not off-the-shelf.

Businesses that put their staff through the programme will be awarded Ipswich's 'Customer Excellence' certificate which, when displayed, will emphasise the contribution made to the town's overall aim to be far better than the rest.

The training will be available only to businesses contributing to the BID and will be provided at no cost.

Cost - £4,200 per annum, increasing to a budgeted £4,636 per annum by Year 5.

BID PROJECT 6 - Aims and Ambitions

- To establish a strategic group to work up larger capital projects creating a 'wow' factor in the town centre
- To seek funding for the delivery of such projects

Overview

The overall budget for 'Aims and Ambitions' is £70,000 over the period of the BID with activities and costs commencing in Year 2, once other proposed services have been activated and results proven.

A detailed breakdown of the benefits is as follows:

a) Creating the 'Wow' Factor

Identification of large capital projects that would make the Ipswich BID area a more distinctive and enjoyable place to be, but are beyond the financial scope of the BID.

Despite capital funding from external agencies being available for such schemes, what is so often lacking is the resource involving the private and public sectors to work up the schemes that meet the wider demand and identify funding sources that can make them happen.

Amongst the projects considered by this group could be links between the Waterfront and the core retail area, iconic structures, new public toilets, visitor attractions, improved street furniture, street art, branded signage leading to and within the central area and so on – but it is business representatives that will decide on the priorities.

As well as contributors from Ipswich Borough Council and Suffolk County Council, the group will involve representatives from businesses within the BID area and ideas will be worked up using feedback from employees of those businesses.

An opportunity exists to work closely with the Regional Development Authority to bring forward capital projects of this type during the term of the BID.

Cost - £10,000 in Year 2, increasing to £20,000 per annum thereafter and reducing to £10,000 in Year 5, assuming the majority of the work has by then been initiated.

KEY PERFORMANCE INDICATORS

As experienced commercial leaders and business people, we understand the requirement to monitor the progress of the BID. Close scrutiny of activities will allow greater control and flexibility when directing resources

The Ipswich Partnership has already commenced benchmarking of performance and this process will continue under the BID. Twice a year an external auditor will be appointed to assess the operational performance of The Ipswich Experience Company against its targets detailed in this business plan, including the financial cashflow projections. In addition, the inspector will be asked to research the overall performance of the town compared to historic data and national trends. The resulting audit report will be made available to all those paying the BID levy, and will be sent to Ipswich Borough Council. Additional information will be supplied to Ipswich Borough Council upon request. Performance data will give those businesses who are investors in Ipswich town centre evidence that the BID is delivering what was promised and that businesses, their customers and their staff are seeing a return on that investment. Performance targets will motivate the Executive and staff towards sustained success. The performance monitors that will be used are:

Car Parking Usage
Park & Ride Usage
Bus Usage
Commercial Rents
Footfall and Visitor Numbers

Retail Turnover
Town Centre Crime Statistics
Customer Surveys
Business Surveys

It is also intended to keep a close eye on Ipswich's competition by benchmarking other towns of a similar size and profile – some with BIDs and others without - to confirm that the BID is generating returns for business that are ahead of its competitors.

Regular bulletins and press coverage will keep businesses up to date with what has been happening and the progress being made.

BASELINE SERVICES.....THE FACTS

There is no intention to ask for businesses to pay for services that are already covered by existing Business Rates contributions. The sole purpose of the Ipswich BID is to generate projects and services that meet the needs of users and are not possible via existing service provision.

Although the various services provided by the Council and other public agencies (including some that there is no legal obligation to provide, such as car parking and toilets) perhaps exceed those found in other comparable locations, it is evident that there is a need for improvement by building upon current provisions, particularly in the light of budgetary constraints. A very high standard is set within the commercial world and the aim is to see that same level of excellence in the town centre.

It is important that the existing baseline services against which the additional BID projects have been drawn up remain constant and consistent. Working with the providers of those services, The Ipswich Experience Company has established a Memorandum Of Understanding with Ipswich Borough Council, Suffolk County Council and Suffolk Constabulary that makes clear no intention to reduce existing services as a result of the BID and clearly defines and benchmarks such services. The following paragraph quotes from the agreements which states that the parties:

“... recognise that the BID will be most effective if it supplements rather than substitutes for their services which they will continue to provide within the BID area as well as the rest of the town.

The ongoing service provision by Ipswich Borough Council, Suffolk County Council and Suffolk Constabulary will be subject to a joint annual review in conjunction with representatives of the Ipswich BID” .

A copy of the agreement and baseline services to which they refer are available at www.voteipswich.com. Its existence will allow the The Ipswich Experience Company to monitor service effectiveness on behalf of its funders to ensure consistency and compliance.

THE RISK

The BID in Ipswich will be a significant business undertaken with attendant risks. Its sphere of operations directly influences the central trading area that many businesses and their staff rely upon for their living. It is appropriate, therefore, to give due consideration to this challenge and to the risks associated with it.

If BIDs across the UK do not develop and grow, current national business trends indicate a gradual, sustained decline of commercial profitability in town centres like Ipswich. Competition in the catchment area is already strong and recent investment decisions in Norwich and Cambridge particularly will increase the appeal of these locations, perhaps at Ipswich's expense.

The drift to out of town and edge of town shopping will continue with ease of access and free parking for car borne shoppers a major incentive. The appeal of internet shopping grows apace, meaning that more and more traditionally high street stores are making sales without their customer having to leave their own home. Smaller centres like Felixstowe and Bury-St-Edmunds may not be able to offer a comparable commercial offer but their decisions to reduce car parking charges are making many traditional Ipswich visitors think again about using our town. Increased numbers of businesses are employing homeworkers, meaning that the customer base amongst major employers is under threat too. Low-cost airlines make overseas travel even more competitive than traditional urban breaks and so visitor numbers are harder to maintain.

When compared to the perceived congested, polluted and expensive environment of town centres, one can see why alternatives to Ipswich become increasingly attractive options.

Ipswich has enjoyed 6 years of success in town centre management via the Ipswich Partnership. It remains, however, a vehicle reliant entirely on voluntary subscriptions from members and annual grants from the local authorities. As businesses increasingly come to appreciate the benefits of town centre management, more is expected and the current arrangement is now less able to deliver given its current finite financial resources.

The BID combines solid business support and a compulsory payment scheme which guarantees constant cash-flow. In return, it will be easier for The Ipswich Experience Company to then control costs, plan in the longer term and so meet the expectations of its investors.

A financial contingency is contained within each of the project areas meaning that, should the income from the levy fall short of the budgeted amount for any period, costs can be adjusted accordingly.

Prior to the commencement date of the BID and collection of the first levy some elements of the planned services may require funding in order that they are initiated as proposed and on schedule. This can be facilitated by a bridging finance arrangement with the local authority, repaid in full from the first receipts.

In the unlikely event that circumstances beyond the control of The Ipswich Experience Company mean that it fails to bring about the benefits envisaged, the business electorate will, once again, have the final say. At the end of the 5 years, if no discernable difference is detected then a vote against renewal will simply switch off the BID and with it all business contributions.

There is no plan to rely upon bank or other financial support other than the levy and so there is no prospect of financial insecurity. In any event, the Company will produce monthly management accounts and financial forecasts for the Executive. Appointed auditors will produce end-of-year accounts, made available to all contributors and the local authority and these will be filed at Companies House in the normal way. The Company is VAT registered to ensure that the tax can be reclaimed on expenditure. It is envisaged that, as with the Ipswich Partnership, it will benefit from mutual trading status meaning that it is exempt from any Corporation Tax liability.

THE IPSWICH BID - THE BENEFITS....FOR YOU AND THE TOWN!

The whole focus of the BID is to deliver improved performance and profitability for the commercial businesses within the BID area.

In addition it is the belief of The Ipswich Experience Company that BID locations will become a 'premier league' of town and city centres and will be the most sought after amongst potential new occupiers looking to expand or relocate, and amongst existing occupiers seeking to reinvest in their business.

Businesses will benefit from the additional services that they, their staff and their customers (existing and potential) have identified in the following ways:

- A cleaner and safer town centre for those who use it
- Targeting of a larger and more affluent catchment area meaning more visitors and a higher average spend
- Those currently visiting wanting to do so more often, to stay longer and spend more
- Staff recruitment made easier and existing staff encouraged to stay longer
- A better 'look and feel' to the town centre environment
- A more accessible town centre encouraging all forms of transportation, even the car borne visitor who is presently being "encouraged" to drive elsewhere
- A more effective voice for businesses over the management and future development of their trading environment
- An opportunity to use the BID income to 'pump prime' additional income from external agencies

All of these will increase business profitability:

- Improved security will reduce business crime and so reduce the fear of crime
- Renewed marketing, PR and promotional activities will give the town a higher profile
- Businesses will be managing the projects and so ultimately have greater control over their trading environment than ever before
- Property owners will see the value of their premises increase as the environment around them improves and demand for space increases
- New businesses will be attracted to a town where the existing occupiers have demonstrated confidence, in the place and the process by being prepared to pay a little more for extra services that are seen to improve the trading environment and their business performance with it

However, it is not just businesses that will see tangible benefits:

- Visitors will enjoy greater safety and security with a warm sense of well-being
- Residents will share these feelings as well as that of pride of place and engagement
- Property owners will have their assets protected and enhanced giving stronger tenant demand, increased income and added value

All that stands between what exists now and the prospect of a dramatically better town centre is for the "thinking" businesses in the BID area to mark the right box on their ballot paper and vote "Yes" to the Ipswich BID.

APPENDIX 1 – THE IPSWICH BID RESEARCH AND CONSULTATION SUMMARY

The detailed research and consultation findings are available at www.voteipswich.com together with an Executive Summary which has led to the projects of the BID for Ipswich.

The research and consultations have been extensively and rigorously conducted by an external agency, New Horizon Limited, to ensure independence and allow detailed scrutiny of findings.

Their conclusions have been reported as follows:

“There is a consistency across all the audiences we sampled that suggests that we should focus on a BID with 5 core strands and within each strand, we concentrate on a small number of effective, workable actions that explicitly address the concerns of businesses. Taking this approach and promoting the direct benefits of them to our stakeholders and their workers and customers, The Ipswich Experience stands an excellent chance of achieving the required dual majority vote to go ahead and create a BID for Ipswich.

Our extensive research points conclusively towards the following core themes for the BID:

- ✓ *Cleaner*
- ✓ *Safer*
- ✓ *More quality marketing, promotions and events*
- ✓ *Improving the access, including car parking facilities*
- ✓ *Enhancing the “look and feel” of the town*

Finally, uniquely in the process of developing BIDs across the UK, we believe there is a further opportunity, to consider a more visionary approach via a “2-stage” BID in Ipswich. Once businesses are relaxed with the mechanism and see the benefits flowing, there is a distinct possibility that collectively generated income could be used to research and deliver a real “wow” factor in the town. Perhaps this could be the linking of the historic core of the town to the developing water front via an iconic piece of architectural engineering that would rank with the “Angel of the North” or the Cornish “Eden Project” as a bold statement of technical excellence and innovation in East Anglia.

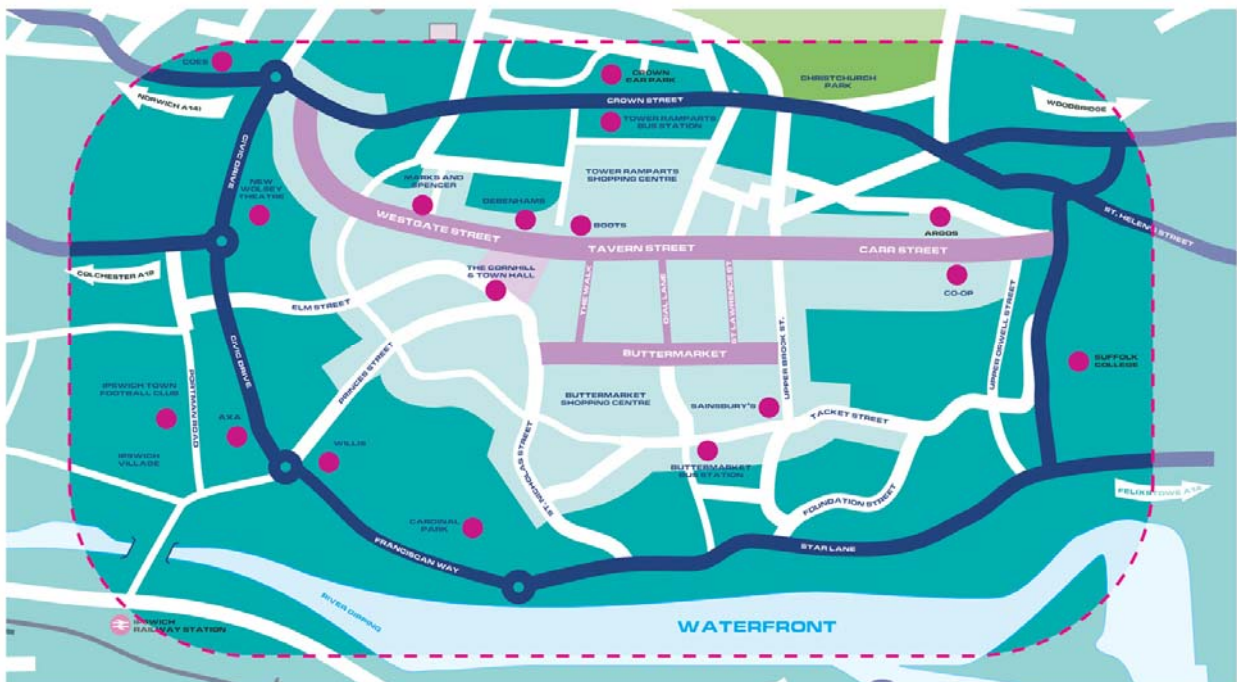
The research for this project has been thorough and exhaustive but of course it hasn’t stopped with the conclusions reported here. Constant communication and face to face dialogue at all stakeholder levels has been sustained in the build up to the launch of the BID to ensure the process gives businesses exactly what they want from it. We rather suspect too that it will continue long after The Ipswich Experience starts to deliver the added value it is committing to. Constantly listening and responding positively to the needs of your customer has always made good business sense.”

Chris Hollins, Director, New Horizon Limited

APPENDIX 2 – THE IPSWICH BID DEFINED BID AREA

This artists' impression of the proposed BID area is for illustrative and indicative purposes only. The definitive version to Ordnance Survey standards can be viewed at www.voteipswich.com

At the time of preparing this report, the defined area included 956 properties, with 698 being liable for the levy and so eligible to vote.



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Albion Wharf	Friars Courtyard	Rose Lane
Angel Lane	Friars Street	Rosemary Lane
Arcade Street	Gipping Court	Russell Road
Arras Square	Grafton Way (odd numbers)	Salthouse Street
Black Horse Lane	Great Colman Street (odd numbers 1-17; even numbers 2-14)	Sedan Walk
Black Horse Walk	Great Gipping Street	Serenus Court
Blackfriars Court	Greyfriars Road	Shire Hall Yard
Bond Street (even numbers)	Grimwade Street (even numbers 20 and over; odd numbers 27 and over)	Silent Street
Bridge Street	High Street (1-17 plus Commerce Chambers)	Sir Alf Ramsey Way
Buttermarket	Hyde Park Corner	Slade Street
Cardinal Street	Key Street	Smart Street
Carr Street	King Street	Sorrell Horse Mews
Cecilia Street	Lady Lane	St Clements Church Lane
Chalon Street	Lion Street	St Francis Court
Chancery Road	Lloyds Avenue	St Helens Street (even numbers 2-26 plus The Regent & car park)
Charles Street (odd numbers)	Long Street	St Lawrence Street
Civic Drive (odd numbers plus AXA)	Lower Brook Mews	St Margarets Plain
Claude Street	Lower Brook Street	St Marys Court
Coachmans Court	Lower Orwell Street	St Nicholas Street
College Street	Majors Corner	St Peter Street
Commercial Road (Sorting Office only)	Maritime Court	St Peters Court
Constantine Road (even numbers plus bus depot)	Merchants Court	St Peters Dock
Coprolite Street	Museum Street	St Peters Dock
Cornhill	Napton Court	St Stephens Church Lane
Cox Lane	Navarre Street	St Stephens Lane
Coytes Gardens	Neale Street	Star Lane
Cromwell Court	Neptune Square	Tacket Street
Cromwell Square	New Cardinal Street	Tavern Street
Crown and Anchor Mews	Northgate Street	The Walk
Crown Street	Oak Lane	Thoroughfare
Curriers Lane	Observation Court	Tower Church Yard
Cutler Street	Old Cattle Market	Tower Ramparts
Dedham Place	Old Foundry Road (odd numbers)	Tower Street
Dial Lane	Orwell Court	Turret Green Court
Dogs Head Street	Orwell Place	Turret Lane
Eagle Street	Peasant Row	Union Street
Elm Court	Portman Road (south of Sir Alf Ramsey Way)	Upper Barclay Street
Elm Street	Princes Street (north of Commercial Road)	Upper Brook Street
Falcon Street	Providence Street	Upper Orwell Courts
Fitzroy Street	Quadling Street	Upper Orwell Street
Fore Street	Queens Street	Waterworks Street
Foundation Street	Rope Walk (even numbers 2-32)	Watts Court
Foundry Lane		West End Road
Franciscan Way		Westgate Street
Fraser Court		Wherry Lane
Friars Bridge Road		William Street
		Wingfield Street
		Wolsey Street
		Woodhouse Square

APPENDIX 3 – THE IPSWICH BID BUDGET (2007/12)

<u>INCOME</u>	2007/8	2008/9	2009/10	2010/11	2011/12
BID Levy	510428	510428	510428	525741	525741
IBC Grant	49612	49612	49612	49000	49000
'Target and Tell' Sponsorships	25000	30000	35000	35000	35000
'Safe and Secure' NBIS Grant	8500	0	0	0	0
Voluntary Private Sector Contributions	15000	15375	15759	16153	16557
Bank Interest	2000	2000	2000	2000	2000
Townlink Radio Scheme	21000	33000	33825	34671	35537
Non Collection Provision	-10209	-7656	-7656	-7886	-7886
Total Income	621331	632758	638968	654679	655949
<u>EXPENDITURE</u>					
Head Office*	100271	102777	105347	107980	110680
Safe and Secure	78305	80239	82209	84214	86259
Clean and Bright	99520	102183	104918	107726	110611
Out and About	75520	72221	68651	65117	66620
Target and Tell	135520	154033	157753	161559	165454
Look and Feel	97720	99488	97306	99174	101094
Aims and Ambitions	0	20000	20000	20000	10000
Repayment of BID Loans	26000	6000	6000	6000	6000
Total Expenditure	612856	636940	642183	651771	656718
Cashflow	8476	4294	1078	3987	3218
* HEAD OFFICE COSTS	2007/8	2008/9	2009/10	2010/11	2011/12
Management	76971	78895	80867	82888	84961
Accommodation	4000	4100	4203	4308	4415
Telephones and Internet/E-Mail	3500	3588	3677	3769	3863
Postage	2750	2819	2889	2961	3035
Computer, Stationery & Printing	3500	3588	3677	3769	3863
Travel & Entertainment	3500	3588	3677	3769	3863
Staff Welfare & Training	500	513	525	538	552
Bank Charges	450	461	473	485	497
Professional Fees	4500	4613	4728	4846	4967
Sundry Expenses	600	615	630	646	662
Total	100271	102777	105347	107980	110680

NOTES:

- 1) All of the above figures are in pounds sterling and have been rounded up for ease of presentation.
- 2) Where appropriate, any administration and supervision costs have been directly allocated to the individual projects.
- 3) The small projected total contribution over the BID period of £3,218 reflects the company's status as a not-for-profit organisation. Any surplus would be invested by way of additional projects should the BID not then be renewed.
- 4) A non collection provision of 2% of the total levy (Year 1), reducing to 1.5% thereafter has been allowed for – this is in line with the experience of existing operational BIDs.

APPENDIX 4 – THE IPSWICH BID LEVY RULES

1. Definitions

“**BID Area**” means the area described in the Business Improvement District (BID) Proposals as the area covered by the BID.

“**BID Period**” means the period 1 April 2007 to 31 March 2012.

“**BID Proposals**” means the BID proposals submitted to Ipswich Borough Council by the BID Body in May 2006.

“**BID Body**” means Ipswich Experience Limited.

“**Billing Authority**” means Ipswich Borough Council.

“**BID Levy**” has the same meaning as in the Local Government Act 2003.

“**The Chargeable Day**” means 1 April in any year in the BID Period.

“**NNDR Payer**” for a particular Hereditament means the person liable to pay national non-domestic rates (otherwise known as Business Rates) under the Local Government Finance Act 1988 and associated regulations (or, if there is no such person, then the person who is in rateable occupation).

“**Rating List**” means the valuation list from time to time in force prepared for the purpose of calculating liability to pay national non-domestic rates.

“**Hereditament**” has the same meaning as in the Business Improvement Districts (England) Regulations 2004.

“**Rateable Value**” for a particular Hereditament means the rateable value in the Rating List for that Hereditament.

2. Who Pays The BID Levy?

2.1. A NNDR Payer for a Hereditament will be liable to pay the BID Levy in respect of that Hereditament if at any time on a Chargeable Day the Hereditament :

Is in the BID Area; and

Is in the Rating List; and

Has a Rateable Value of £10,000 or more.

2.2 If a Hereditament is empty, the liability for the BID Levy will fall on the organisation or person entitled to possession on the relevant day. For this purpose ‘entitled to possession’ shall have the same meaning as under s65 of the Local Government Finance Act 1988.

3. How is the BID Levy calculated?

- 3.1 The BID Levy will be calculated for each Hereditament for each Chargeable Day as follows:

$$A = 0.012 \times \text{Rateable Value} \times R$$

Where:

- A is: the amount payable with respect to that Hereditament.
R is : 0.65 if the Hereditament is a retail premises located either in the building known as Buttermarket Shopping Centre or the building known as the Tower Ramparts Shopping Centre; or
0.5 if the preceding paragraph does not apply and the NNDR payer pays a reduced NNDR under s43(6) of the Local Government Finance Act 1988 for that Hereditament; and
1 in any other case.
(calculated to two decimal places only)

4. Collection Of The BID Levy

- 4.1 The BID Levy for each Chargeable Day is due in full on the Chargeable Day. The Demand Notice will be served as soon as practicable after the Billing Authority becomes aware of a BID Levy liability. The Council may serve a Demand Notice before the beginning of a Chargeable Day in accordance with paragraph 5(2) of the Business Improvement Districts (England) Regulations 2004.
- 4.2 The BID Body may authorise refunds to BID Levy Payers, as appropriate.
- 4.3 The BID Body may authorise write-offs, as appropriate but these rules do not entitle the BID Body to require the Billing Authority to take any particular enforcement action with respect to the collection of any amount of BID levy.

APPENDIX 5 – THE IPSWICH BID TIMETABLE

Creation of The Ipswich Experience Company	April 2005
Research and consultation	September 2005 to January 2006
Business Plan consultation	March to April 2006
Final Business Plan published	May 2006
Prospectus launch	25 th May 2006
Vote Ipswich campaign	May to July 2006
Ballot papers issued	12 th June 2006
Ballot dates	27 th June to 24 th July 2006
BID set-up period	August to December 2006
Nomination of BID Executive Committee	February 2007
Official launch of Ipswich BID	1 st April 2007

BID Projects:

Safe and Secure	1 st April 2007
Clean and Bright	1 st April 2007
Out and About	1 st April 2007
Target and Tell	1 st April 2007
Look and Feel	1 st April 2007
Aims and Ambitions	1 st April 2008

Performance Reviews 6 monthly from September 2007

- The Executive Committee will meet quarterly from January 2007 to plan and review operations against the business plan
- It is envisaged that the Executive Committee will be split into 6 sub-groups, each to oversee one of the key themes of the BID
- BID projects will continue as defined in subsequent years (and improved) unless alterations are proposed and agreed
- Frequent communication with BID investors via newsletters, e-mail updates, quarterly meetings and press coverage
- There will be an AGM each year

The contents of this Business Plan are entirely the work of the The Ipswich Experience Company Limited. While every effort has been made to ensure the accuracy of its contents, we cannot accept liability for any errors or omissions that may have appeared in the course of its preparation.

CONTACT DETAILS

The Ipswich Experience Company Limited, PO Box 700, Ipswich, IP1 3AU

Telephone	01473 433334
Fax	01473 258284
E-Mail	enquiry@ipswichexperience.com
Website	www.voteipswich.com

Further information about the BIDs process and its broader implication within the UK is available at www.ukbids.org.