



# Public Document Pack

## Cambridge City Council

### STRATEGY AND RESOURCES SCRUTINY COMMITTEE

**To:** **Scrutiny Committee Members** - Councillors Brown (Chair), Rosenstiel (Vice-Chair), Birtles, Boyce, Ashton, Benstead, Herbert and Tucker

**Alternates:** Councillors Pogonowski and Blackhurst

**Leader of the Council:** Councillor Bick

**Executive Councillor for Customer Services and Resources:**  
Councillor Smith

*Despatched: Tuesday, 25 September 2012*

**Date:** Wednesday, 3 October 2012

**Time:** 5.00 pm

**Venue:** Committee Room 1 & 2 - Guildhall

**Contact:** Martin Whelan

**Direct Dial:** 01223 457012

### AGENDA

#### 1 APOLOGIES FOR ABSENCE

#### 2 DECLARATIONS OF INTEREST

Members are asked to declare at this stage any interests that they may have in an item shown on this agenda. If any member of the Committee is unsure whether or not they should declare an interest on a particular matter, they should seek advice from the Head of Legal Services before the meeting.

#### 3 PUBLIC QUESTIONS

<b>Decisions of the Leader</b>
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- 4 THE CBBID, BUSINESS IMPROVEMENT DISTRICT PROJECT (BID)**  
*(Pages 1 - 42)*

# Information for the Public

**Location** The meeting is in the Guildhall on the Market Square (CB2 3QJ).

Between 9 a.m. and 5 p.m. the building is accessible via Peas Hill, Guildhall Street and the Market Square entrances.

After 5 p.m. access is via the Peas Hill entrance.

All the meeting rooms (Committee Room 1, Committee 2 and the Council Chamber) are on the first floor, and are accessible via lifts or stairs.

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[www.cambridge.gov.uk/democracy/ecSDDisplay.aspx?NAME=SD1057&ID=1057&RPID=33371389&sch=doc&cat=13203&path=13020%2c13203](http://www.cambridge.gov.uk/democracy/ecSDDisplay.aspx?NAME=SD1057&ID=1057&RPID=33371389&sch=doc&cat=13203&path=13020%2c13203).

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To: The Leader of the Council  
Report by: Antoinette Jackson - Chief Executive  
Relevant scrutiny committee: Strategy and Resources Scrutiny Committee 3 Oct 2012  
Wards affected: Market Ward

## **CBbid- Business Improvement District Project** Key Decision

### **1: Executive summary**

1.1: This report follows the report, which went to S & R on 9<sup>th</sup> July on the CBbid project. It sets out the detail of the proposal to introduce a Business Improvement District in Cambridge and the matters for consideration by the council to inform its decision on how it will cast its votes in the BID ballot in October 2012.

### **2: Recommendations:**

2.1: That the Leader confirms that the BID proposal is compliant with the BID regulations.

2.2: That the Leader should vote “Yes” on behalf of the Council in the BID ballot.

2.3: That the leader confirms that there is no material conflict with council policies in the BID proposal and therefore there are no grounds to veto the BID on this basis.

2.4: That the Leader determines after the ballot, whether there are other grounds on which to exercise the Council's veto, following consultation with the Chair and Spokespersons for Strategy and Resources Scrutiny Committee, with a report of the decision submitted to the next Scrutiny Committee meeting.

2.5: That the Council's MTS as reported to full Council on 25<sup>th</sup> October is amended to reflect the financial implications as set out in this report.

### **3: Background to the CBbid project**

3.1: Cambridge has had a history of partnership working in the city centre since the mid 1990s. Initially this was Council led and then in April 2009 Cambridge City Centre Partnership was formed (operating as Love Cambridge) as an arms length public private sector partnership. This move resulted in increased investment in project activity to enhance the city centre, and strengthened considerably the links with a range of other city centre stakeholders such as the colleges and the universities. It has laid down strong foundations for genuine effective partnership working in the city centre.

3.2: In the Spring of 2011 Love Cambridge successfully secured ERDF (European Regional Development Fund) funding to give local businesses and stakeholders the opportunity to explore the potential of a Business Improvement District (BID) in Cambridge. Cambridge is one of 3 locations (Norwich and Lowestoft are the other 2) that have been involved in this ATCM (Association of Town Centre Management) led project to support BID development in the Eastern region.

3.3: The CBbid Business Improvement District project began in August 2011. The report which went to this Committee on 9<sup>th</sup> July 2012 set out in detail the background to the CBbid project in Cambridge and the various development stages it has gone through since the project started.

3.4: A key objective of the CBbid project is to deliver a sustainable model for city centre partnership working so that funding for both existing and new partnership initiatives that enhance the city centre can continue. If the proposed BID is supported it will result in almost £4 million of additional funding for this activity. Whilst the Love Cambridge Partnership has increased the level of private sector funding significantly since it was established in 2009, as a voluntarily funded model its position is still vulnerable. In addition as funding is only received currently from 9 organisations the model is not equitable.

### **4: Executive summary of the BID proposal to cover all key headings within this**

4.1: The BID proposal has been developed following detailed consultation with the organisations that would potentially contribute to a BID. It began in August 2011 and the proposal was published on 10<sup>th</sup> September 2012. The proposed activity of the BID falls into 4 key areas as set out below (a copy of the full proposal is set out in Appendix 1). A list of questions that have been raised on the CBbid Business Proposal since it has been published has been attached as Appendix 2.



**4.2: Pride and promotion-** *“encouraging people to make Cambridge their destination of first choice”* Projects include a Cambridge App, website, Cambridge city gift card, and ongoing marketing and promotions. In addition the BID would deliver the Christmas Lights event and work to support, strengthen and develop existing key cultural events.

**4.3: Welcoming and vibrant** — *“Delivering a coordinated and effective approach to ensure Cambridge offers customers a well managed welcoming and vibrant street scene”* Projects include City Ambassadors, Christmas Lights (To install and maintain existing Christmas lights and to drive upgrades and expansion) and pop up shops to fill vacant units.

**4.4: Safe and Clean-** to support and further develop the good work already delivered by CAMBAC ( Cambridge Business Against Crime) and to introduce a Rapid Response Team to provide extra cleaning over and above that delivered by the City Council.

**4.5: Business Support** – providing the opportunity for businesses to collaborate on some of their purchasing activity and save money, skills training, footfall monitoring and city centre user feedback, and regular networking.

4.6: In addition to the themes above, if successful, the BID proposal sets out the following 5 pledges, which would underpin its activity:

- To support, strengthen and develop the good work of all those working to enhance Cambridge city centre.
- To ensure that the BID works tirelessly to promote and support the diversity of the city centre offer.
- To secure additional income through sponsorship, grants and other sources to provide further funding to deliver more projects.
- To develop projects that will help to reduce CO2 omissions, address city centre traffic congestion and support a green and sustainable city centre.
- To provide skills, support and expertise to businesses outside of the BID area where possible, including advice and guidance to any Cambridge business cluster wanting to develop a BID.

4.7: BIDS are about local solutions to local problems and therefore bespoke to each location. The projects set out in the business proposal for Cambridge have been developed through detailed consultation with the organisations that would potentially contribute to a BID. They represent projects which these organisations feel would make a tangible difference to improving the city centre for all that use it, and which they might be prepared to fund through the BID mechanism.

4.8: No powers would be transferred to the BID. The BID will have no powers to control activity in the public realm. These powers remain firmly with the local authorities and other public agencies.

## **5: The Timeline for the BID ballot**

5.1: The BID ballot will commence on October 4<sup>th</sup> 2012 and will comprise of a 28 day ballot.

5.2: Every eligible rateable property will have received a letter of notification to ballot in September and their voting slips will follow shortly after. The ballot closes at 5pm on 31<sup>st</sup> October and the result will be announced on Thursday 1<sup>st</sup> November.

## **6: What will be the future of Love Cambridge if a BID is supported**

6.1: A BID in Cambridge city centre would only be one part of the solution to delivering effective partnership working in place management across the city. It will be important for the BID to be linked with, and to support other organisations involved in this activity e.g. Visit Cambridge, CAMBAC, Mill Road groups and other areas peripheral to the centre. This could be the emerging more strategic role for the current Cambridge City Centre Partnership (Love Cambridge). How this might work in practice will be a subject of discussion for the Love Cambridge Board if a BID is supported.

## **7: How the BID links with the council's corporate objectives and the benefits to the City Council**

7.1: The extent to which the objectives set out in the BID proposal document support or conflict with the Council's vision statement have been assessed.

7.2: The BID appears to align very strongly with the Council's vision of Cambridge as "*a city with a thriving local economy that benefits the whole community and builds on its global pre-eminence in learning and discovery.*" The central purpose of the BID (particularly as set out in the "Pride and

Promotion”, “Welcoming and vibrant” and “Business support” themes) appear to be to create a city centre environment that is more attractive to residents, visitors and employees, with direct economic benefits anticipated as well as a cleaner and safer environment for residents. This would appear to be entirely consistent with the Council’s policies.

7.3: There are also elements of the BID proposal that would appear to fit with the vision statements around:

- *“a city where people behave with consideration for others and where harm and nuisance are confronted wherever possible without constraining the lives of all”* (particularly the BID proposal’s “Safe and Clean” theme);
- *“a city which draws inspiration from its iconic historic city centre and achieve a sense of place in all of its parts with generous urban open spaces and well-designed buildings”* (to the extent that the BID proposal will provide additional investment in enhancing the historic city centre); and
- *“a city in the forefront of low carbon living and minimizing its impact on the environment from waste and pollution”* (most clearly through the “Safe and clean” theme, but also in the pledge on page 5 of the BID proposal to “develop projects that will help to reduce CO<sub>2</sub> emissions, address city centre congestion and support a green and sustainable city centre.”

7.4: The Council also has a business interest in some of the proposals. For example two of the council properties that pay business rates are the Corn Exchange and the Guildhall. The Tourist Information Centre and the Corn Exchange will benefit in particular from several of the projects in the Pride and Promotion, Safe and Clean and Welcoming and Vibrant areas.

7.5: It has been suggested that the BID proposal does not sit easily with the vision statement of “a city whose residents feel they can influence public decision making and are equally keen to pursue individual and community initiatives.” However by these standards the BID is predominantly an individual/community initiative and individual/community initiatives are by definition subject to those deciding them rather than the public as a whole. The council has however sought to encourage public input to its own voting decision in the ballot, as described in the section on consultation below.

7.6: The BID proposal sets out a number of other benefits that would appear to align with the Council’s objectives, such as:

- ensuring that the city centre partnership function can be sustained with greater levels and certainty of resources, and without the city council having to find additional resources of its own to deliver the intended benefits;

- establishing a stronger partnership with the business community and other city centre stakeholders;
- the potential to support other business partnerships and potential BIDs in other parts of the city in the future;
- Improved city council internal co-ordination (by providing a focus on supporting and managing economic growth and the city centre environment).

7.7: The BID appears to align with criterion (a) and (d) of the City Council's criteria for partnership working, as set out in the Council's "Principles of Partnership Working", i.e.:

*"The City Council will only work in partnership with other organisations when 1 or more of the following criteria are met:*

- a) It helps us achieve our Vision Statements*
- b) It helps deliver the Sustainable Community Strategy*
- c) We have a legal duty to do so*
- d) It can help us lever in additional funding*
- e) It saves us money*
- f) It reduces risk (e.g. to the Council's reputation)"*

7.8: If the BID ballot is successful, the Council will work hard to ensure that the BID works within the spirit of the City Council's principles of partnership working, including the governance, accountability and openness and accessibility principles, as far as possible within the constraints of the legislation, and in the context of a public-private partnership.

7.9: The City Council's Code of Best Practice on Consultation and Community Engagement sets out the Council's purpose and guiding principles for how the council will undertake consultation and community engagement. It also explains the circumstances in which the Council may take a different approach. As set out in the section on consultation below, the BID consultation process is defined to a large extent by the regulations, and has been very much targeted on those who would be most affected (in this case the business rate payers in the proposed area), as per the Code of Best Practice.

7.10: The BID task force has undertaken full consultation particularly with those businesses most likely to be directly affected.

7.11: As set out in Section 8.12 below, the legislation states that a BID may be vetoed by the local authority in certain circumstances including where:

*"the relevant billing authority is of the opinion the BID arrangements are likely–*

*(a) to conflict to a material extent with any policy formally adopted by and contained in a document published by the authority (whether or not the authority is under a statutory duty to prepare such document)*

7.12: It is the officers' view that the BID arrangements are not likely to conflict to a material extent with the Council's policies.

## **8: Legal issues**

**8.1: Is the proposal compliant with the BID regulations?** If the proposers of a BID wish to proceed to a ballot, they must submit notice in writing to the Council asking it to hold a ballot on the BID proposal.

8.2: The notice must be accompanied by the following:

- Copy of the BID proposal.
- Summary of the consultation undertaken.
- Summary of the proposed business plan.
- Summary of the financial management arrangements for the BID body.

8.3: The proposers must also supply the Council with any information that it reasonably requires to satisfy itself that the proposers have enough funds to meet the costs of the ballot.

8.4: Provided these requirements are met, and provided that the proposal does not conflict materially with a formal policy document published by the Council, the ballot will proceed.

8.5: The proposal must contain details of:

- The works or services to be provided, and the body intended to provide them.
- The existing services provided by the billing authority.
- The area in which the proposed BID arrangements are to have effect.
- Which non-domestic ratepayers will pay the BID levy.
- How the BID levy is to be calculated.
- Whether any of the costs incurred in developing the BID proposal, holding the ballot or implementing the BID are to be recovered through the BID levy.
- The class of non-domestic ratepayer (if any) for which any relief from the BID levy is to apply.
- Whether, which, and how BID arrangements may be altered without an alteration ballot.

- The duration of the BID arrangements, which must not exceed five years.
- The commencement date of the BID arrangements.

8.6: The Head of Legal Services has examined the BID proposal against the statutory requirements and advises that the BID proposal is compliant.

### **8.7: How does the Council cast its vote?**

The City Council is a non-domestic ratepayer in respect of a number of properties within the BID area. It is entitled to one vote for each non-domestic property it occupies, and one vote for each vacant non-domestic property it owns (if any). The number of votes that the City Council may cast is 13.

8.8: The decision on how to cast its votes falls to the Council's Executive. As the considerations relevant to this decision falls across a number of portfolios, the Leader will exercise this vote.

8.9: The votes will be cast through a secret postal ballot. However, this does not prevent the Council stating how it intends to vote, or how it has voted.

8.10: Responsibility for conducting the ballot rests with the Chief Executive. Regulations provide that the ballot holder is the returning officer for elections to the billing authority; i.e the City Council. The ballot will be conducted on behalf of the Chief Executive by the Electoral Reform Society.

### **8.11: Can the Council veto a ballot supporting the establishment of a BID?**

The Council has a veto in limited circumstances.

8.12: The Council may veto a BID proposal where it is of the opinion that the BID arrangements are likely to:

- Conflict to a material extent with any policy formally adopted by and contained in a document published by the local authority; or
- Place a significantly disproportionate financial burden on any person or class of persons (as compared to the other non-domestic ratepayers in the BID area) and;
  - that burden is caused by the manipulation of the BID area or by the structure of the BID levy; and

- that burden is inequitable.

8.13: When deciding whether or not to exercise their veto, the billing authority shall have regard to the:

- Level of support for the BID proposal.
- Nature and extent of the conflict with policy.
- Structure and distribution of the BID levy.
- Extent to which the proposers discussed the BID proposal with the billing authority before submitting it.
- Cost incurred by any person up to 14 days before the ballot in developing the BID proposal and canvassing.

8.14: Deciding on whether to exercise a veto is, again, an executive function. The officers recommend that the Leader makes this decision following consultation with the Chair and Spokespersons for Strategy and Resources Scrutiny Committee, with a report of the decision submitted to the next Scrutiny Committee meeting. A veto may only be exercised within 14 days of the close of the ballot.

8.15: The BID proposers are entitled to appeal to the Secretary of State against the exercise of a veto.

## **9: Implications**

### **9.1: Financial Implications**

If there is a “Yes” vote, then the liability for a levy (equivalent to 1% of rateable value) would commence from 1 January 2013, and last for a period of 5 years. This is estimated to result in around £750,000 of investment for the BID area annually.

9.2: As a property owner in the BID area the Council would be liable to pay the levy on its properties (currently projected to be £42,660 – about 6% of the total levy).

9.3: The Medium Term Strategy (MTS) treated the financial implications of the BID proposal as an ‘uncertainty’, as the Council had not at that time even concluded that the BID proposal was compliant with the BID Regulations. This report confirms that that is the case.

9.4: If there is a “Yes” vote then the Council will become liable to pay the levy from 1 January 2013. As the normal cycle of meetings does not allow amendment to the budget through the next cycle, it is recommended that the version of the MTS to be submitted for consideration at Council is amended to include provision for payment of the BID levy for a 5-year period. After the initial; 5 years a new proposal would have to be submitted and voted on for the BID to continue.

9.5: The BID taskforce will also need to be able to fund their initial set-up and running costs through to the point where the first year’s levy income is received. They have requested that the Council agree to pay its first year levy early (1 November 2012 rather than the due date of 1 January 2013) in order to facilitate the effective start-up of the BID. This has been the practice in the creation of other BIDs across the country.

9.6: This would involve a degree of risk to the Council, but at a point where a “Yes” vote has been achieved this would be relatively small. It is, therefore, recommended that the Council agree to make the first levy payment on 1 November 2012.

#### **9.7: Implications for a “No” vote**

If a BID is not supported it is unlikely that the current model of City centre partnership working (Love Cambridge) will be able to continue. This is because Love Cambridge is voluntarily funded and currently only 9 organisations are contributing, whilst the benefits of its project delivery are felt across the city centre. Several of the current funders have indicated that they would not be prepared to continue funding a model which is not equitable. It is therefore unlikely that this model would be sustainable.

9.8: This could lead to budget pressures for the Council in responding to the gap that would be left by the Love Cambridge project activity ceasing (around £130K pa).

#### **9.9: Staffing implications**

There are currently 2 PTE members of City Council staff who are seconded to the Love Cambridge Partnership. If businesses/stakeholders vote in favour of the BID the role of Love Cambridge Partnership will change. In this event any implications for these members of staff will be handled in line with the City Council’s organisational change policy. If a BID were to be supported it is likely that there will be opportunities within the new BID company, which would be open to them. There may also be TUPE implications that will need to be considered carefully.

9.10: The financial implications of any redundancies for the 2 PTE council staff currently seconded to Love Cambridge, should the BID not be supported, would be in the region of £10K.



### **9.11: Equal opportunities implications**

An Equalities Impact Assessment has been undertaken on the CBbid proposal and is available to view on the Council's website at the following link (<http://www.cambridge.gov.uk/ccm/content/council-and-democracy/how-the-council-works/council-policies-and-plans/equality-and-diversity/equality-impact-assessments.en>).

### **9.12: Environmental Implications**

The BID proposal would have a positive impact on the city centre environment through activities delivered through the "Safe and clean" theme. In addition through the pledge on page 5 to "develop projects that will help to reduce CO<sub>2</sub> emissions, address city centre congestion and support a green and sustainable city centre."

### **9.13: Procurement implications**

There are no direct procurement implications for the City Council in the CBbid proposal.

### **9.14: Consultation and Communication**

The BID legislation sets out the requirements for consultation and the process the development of a BID should follow. The consultation undertaken by the BID task force with businesses began in August 2011 and is summarised on page 9 of the Business proposal.

9.15: A BID is a business led partnership where businesses will be the principal contributors. The City Council is a partner by virtue of its physical presence operating in the city centre, and will also have a seat on the BID Board if the BID is successful. Formal consultation is not undertaken with residents as essentially whether to support a BID is a decision about the city centre organisations' willingness to accept the levy system, which they alone would be paying. In addition there are no proposed changes to any council policies as a result of the BID.

9.16: However the Council has encouraged the BID Task Force to provide an opportunity for residents to find out and comment on what is being proposed. This has been done through a public meeting that was held on Thursday 20<sup>th</sup> September at the Double Tree Hilton Hotel. All residents associations in Cambridge received a written invitation from the BID task force to this meeting and it received prior publicity in the Cambridge News.

9.17: Contributions from the public can also be made at the Strategy and Resources Scrutiny meeting on 3<sup>rd</sup> October at 5pm.

## 9.18: Community Safety

A key theme of the BID proposal is “ Safe and clean” and a successful BID would provide considerable extra resource to working in partnership with the public agencies to improve community safety. The detail of this is set out in the Business Proposal.

## 10: Conclusion

10.1: A BID represents the establishment of a genuine partnership with the private sector and other key city centre stakeholders, which will deliver a long-term sustainable model for city centre partnership working and almost £4 million of additional investment in improving the city centre. This partnership would play a key role in supporting the economic development of the city and will effectively connect the City Council with 750 businesses and key stakeholders such as the universities and colleges.

10.2: A BID is consistent with the council’s objective of working in partnership to help it achieve its objectives. A BID would, in the future be key to supporting the development of other business partnerships/BIDS in other parts of the city where areas were interested in exploring this.

10.3: A successful BID ballot would represent the culmination of a long-term strategy which first began in the mid 1990s. Its aim has been to develop a sustainable mechanism to allow the public and private sectors to work together effectively to ensure the ongoing vitality of Cambridge city centre.

## 11: Background papers

[Council’s vision statement:](#)

[Council’s Code of Best Practice on Consultation & Community Engagement:](#)  
[City Council’s Principles of Partnership Working](#)

## 12: Appendices

- 1.CBbid Business Proposal
2. CBbid - Questions and Answers

## 13: Inspection of papers

To inspect the background papers or if you have a query on the report please contact:

Emma Thornton  
Head of Tourism and City Centre Management  
[Emma.thornton@cambridge.gov.uk](mailto:Emma.thornton@cambridge.gov.uk)  
01223 457464

Author’s Name:

Antoinette Jackson

Author’s Phone Number:

01223 457003

Author’s Email:

[Antoinette.Jackson@cambridge.gov.uk](mailto:Antoinette.Jackson@cambridge.gov.uk)



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**CBbid**  
CAMBRIDGE • OUR CITY • OUR OPPORTUNITY

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# YOUR BID BUSINESS PROPOSAL



“ A BID (Business Improvement District) is an opportunity for Cambridge businesses to pool their resources, agree activities and make them happen. ”

# WHY YOU SHOULD READ THIS DOCUMENT

In early 2012 a partnership of local businesses and stakeholders came together to form a BID Task Force. The group have met monthly to oversee the on-going development of the BID. We believe that you should take a few minutes to read this proposal because...

**In these challenging economic times businesses and stakeholders need to come together and work with each other to strengthen what the city has to offer** - CBbid is here to work for you and with you to protect our city from the uncertainties that lie ahead and to secure a long term sustainable model for City Centre Management. BIDs are business-led and provide you with the opportunity to have your say on the delivery of projects that will make a tangible difference to your business, improving your trading environment.

The Local Authorities will have more and more constraints on their funding and we need to work in partnership with them to ensure further continued investment in our city.

**The BID will bring in almost £4m of additional investment** - which will be provided through a sustainable business model run by the businesses/stakeholders in the BID area. This £4m of investment over 5 years will create a cleaner, safer, more welcoming and vibrant environment for your customers and your staff.

**We listened to what you told us and this proposal represents your views** - Seldom has there been a more detailed consultation with businesses than the one we have undertaken in order to understand what you believe would make a difference to your business, and this proposal represents your views. We have listened to your issues and we believe the projects outlined in this proposal will deliver tangible improvements. These projects are bespoke to Cambridge and tailor-made to benefit you and your business.

**Standing still is not an option** - Since 2009 Cambridge City Centre Partnership (trading as Love Cambridge) has been the delivery mechanism for City Centre Management in Cambridge and had delivered a broad range of valuable projects to improve the city centre including the Family of Guides, seasonal and sector marketing campaigns (i.e. Fashion and Beauty weekend and Independents' week), and Christmas lights. However the funding for this model is voluntary and as currently only a few organisations contribute, it is not sustainable. Over the past 3 years Love Cambridge has laid a strong foundation for partnership working in the city but so much more could be achieved if more money was available to fund key projects and support initiatives.

**If we, the business community, do not get behind this proposal then we miss this opportunity** - to ensure that Cambridge fulfils its potential as an internationally renowned city, and to provide the best experience for our customers, staff, residents and visitors to Cambridge.

Deciding whether to vote for the BID is your choice, and in order for you to make the right choice for your business, we suggest you read this document to ensure you make an informed business decision on how to exercise your vote.

Michael Wiseman - The Grafton Centre  
Nick Allen - Sidney Sussex College  
Emma Thornton - Cambridge City Council  
Roy Badcock - Cambridge Building Society  
Nicola Buckley - University of Cambridge

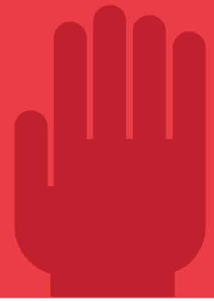
Charlie Anderson - La Raza Ltd  
Anne Bannell - Breeze  
John Dix - Hewitsons  
Robert Hallam - John Lewis  
Catherine Bolton - Sticky Beaks

Christopher Powell - Powell and Bull  
John O'Shea - Grand Arcade  
Roger Musgrove - Cellini Jewellers  
Gayle Martin - Double Tree by Hilton

# CAMBRIDGE IS AN INTERNATIONALLY RENOWNED CITY



## CB BID PLEDGES



IT IS A BEAUTIFUL CITY, RICH IN HERITAGE, BOASTING A MEDIEVAL STREET PATTERN AND A HISTORIC MARKET SQUARE

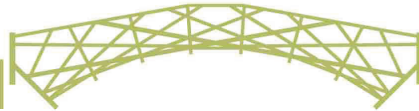
THE CITY IS A DYNAMIC AND LIVELY PLACE WHERE STUDENTS, RESIDENTS AND VISITORS ALL MIX

THERE IS A RICH MIX OF UNIQUE INDEPENDENT SHOPS SPREAD ACROSS THE CITY ALONG WITH FAMILIAR NATIONAL AND INTERNATIONAL RETAILERS



IT IS A CITY WITH AN OUTSTANDING CULTURAL OFFER: MUSEUMS, GALLERIES, THEATRES, MUSIC AND FESTIVALS

PUNT TOURS ON THE RIVER CAM TAKE IN WORLD-FAMOUS VIEWS



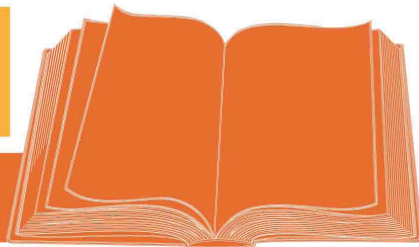
THERE IS A DIVERSE AND VIBRANT RANGE OF RESTAURANTS, BARS AND CAFÉS

THERE IS THE HIGHEST LEVEL OF CYCLING TO WORK IN CAMBRIDGE OF ANY CITY IN THE UK



THE TWO HIGHER EDUCATION INSTITUTIONS – THE UNIVERSITY OF CAMBRIDGE AND ANGLIA RUSKIN UNIVERSITY - EDUCATE TENS OF THOUSANDS OF STUDENTS IN THE CITY EACH YEAR

THE UNIVERSITY OF CAMBRIDGE IS ONE OF THE WORLD'S OLDEST AND MOST RENOWNED INSTITUTIONS



THE CITY CENTRE COLLEGES FEATURE STUNNING EXAMPLES OF ARCHITECTURE, BEAUTIFUL GREEN SPACES AND HERITAGE ATTRACTIONS

IT IS A CENTRE FOR EXCELLENCE IN SCIENTIFIC AND TECHNOLOGICAL RESEARCH, DEVELOPMENT AND INNOVATION WITH THE CAMBRIDGE SCIENCE PARKS AND OTHER HIGH-TECHNOLOGY BUSINESS CLUSTERS

...BUT WE CANNOT AFFORD TO BE COMPLACENT

## WE ARE COMMITTING TO DELIVERING PROJECTS IN THE FOLLOWING AREAS:



### PRIDE AND PROMOTION

Promoting the City to visitors, residents and workers. Encouraging people to make Cambridge their destination of first choice, and to stay longer and explore more of the city.



### WELCOMING AND VIBRANT

Delivering a co-ordinated and effective approach to ensure Cambridge offers visitors a well-managed, welcoming and vibrant street scene.



### CLEAN AND SAFE

Supporting a clean and safe experience for city centre users.



### BUSINESS SUPPORT

Ensuring that the BID supports businesses so that they remain competitive and sustainable.

## BEYOND OUR CORE ACTIVITIES WE PLEDGE TO:



SUPPORT, STRENGTHEN AND DEVELOP THE GOOD WORK OF THOSE WORKING TO ENHANCE CAMBRIDGE CITY CENTRE.



ENSURE THAT THE BID WORKS TIRELESSLY TO PROMOTE AND SUPPORT THE DIVERSITY OF THE CITY CENTRE OFFER.



SECURE ADDITIONAL INCOME THROUGH SPONSORSHIP, GRANTS AND OTHER SOURCES TO PROVIDE FURTHER FUNDING TO DELIVER MORE PROJECTS.



DEVELOP PROJECTS THAT WILL HELP TO REDUCE CO<sub>2</sub> EMISSIONS, ADDRESS CITY CENTRE TRAFFIC CONGESTION AND SUPPORT A GREEN AND SUSTAINABLE CITY CENTRE.



PROVIDE SKILLS, SUPPORT AND EXPERTISE TO BUSINESSES OUTSIDE OF THE BID AREA WHERE POSSIBLE, INCLUDING ADVICE AND GUIDANCE TO ANY CAMBRIDGE BUSINESS CLUSTER WANTING TO DEVELOP A BID.

# PROPOSED BID AREA

# MARKET HILL

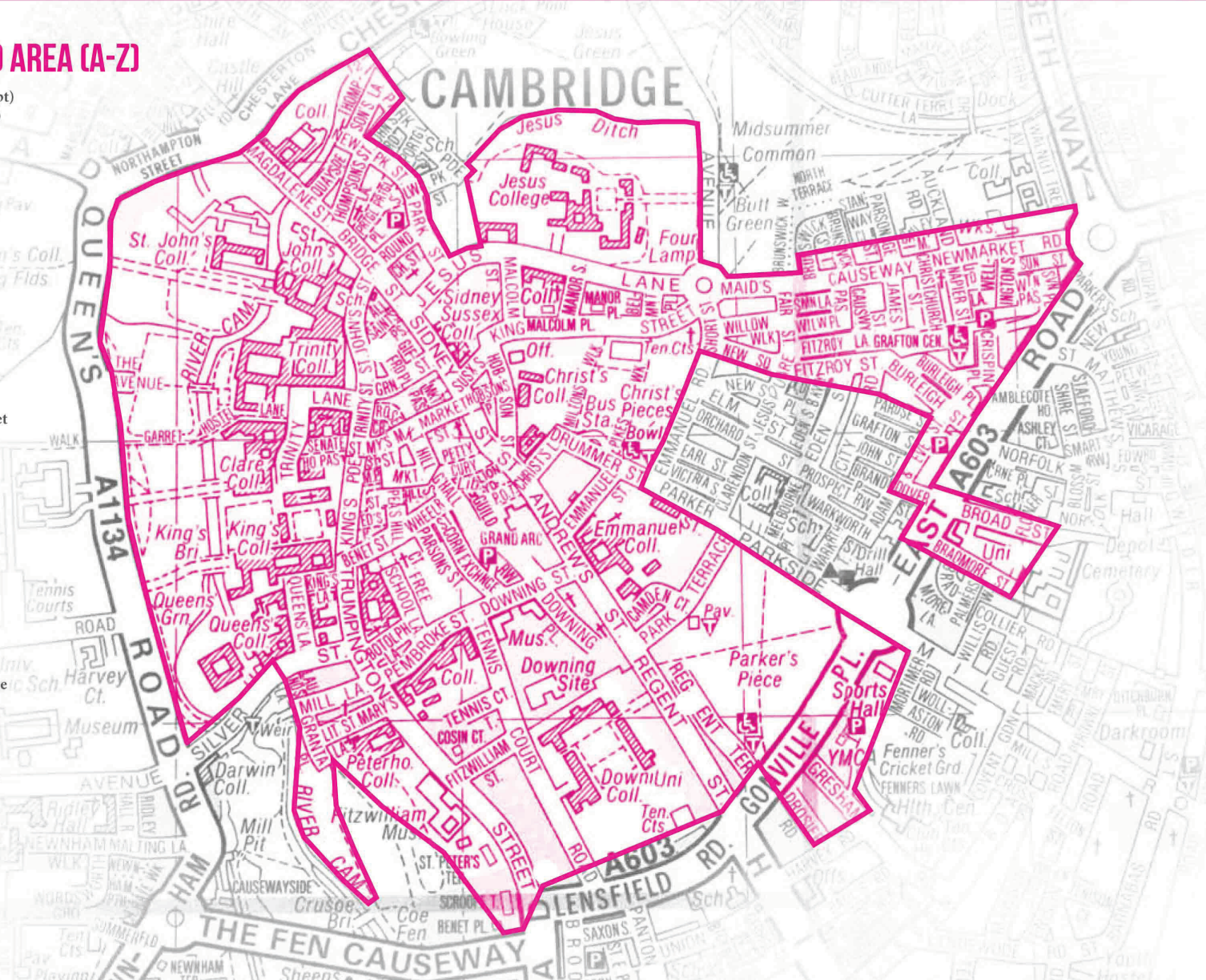
BRIDGE STREET ST ANDREW  
TRINITY STREET

PETTY CURY  
CAMBRIDGE MAGDALENE S

## STREETS WITHIN THE BID AREA (A-Z)

- All Saint's Passage
- Bene't Street
- Botolph Lane
- Bridge Street
- Burleigh Street
- Camden Court
- Christ's Lane
- Corn Exchange Street
- Dover Street (pt)
- Downing Place
- Downing Street
- Drummer Street
- East Road (pt)
- Emmanuel Road (pt)
- Emmanuel Street
- Fair Street
- Fitzroy Lane
- Fitzroy Street
- Fitzwilliam Street
- Free School Lane
- Gonville Place
- Granta Place
- Green Street
- Grove Lane
- Guild Hall Place
- Guildhall Street
- Hobson Street
- Hobson's Passage
- James Street
- Jesus Lane (pt)
- King Street
- Kings Parade
- Laundress Lane
- Little St Mary's Lane
- Magdalene Street
- Maid's Causeway
- Malcolm Street
- Manor Street
- Market Hill
- Market Passage
- Market Street
- Mill Lane
- Napier Street
- Nelson Close
- New Market Road (pt)
- New Park Street (pt)
- New Square
- Park Street (pt)
- Park Terrace
- Parker Street (pt)
- Parkside (pt)
- Manor Place
- Peas Hill
- Pembroke Street
- Petty Cury
- Portugal Place
- Quayside
- Queen's Lane
- Regent Street
- Regent Terrace
- Rose Crescent
- Round Church Street
- Salmon Lane
- Senate House Hill
- Serneve Place
- Short Street
- Sidney Street
- Silver Street (pt)
- St Andrew's Street
- St Edwards Passage
- St John's Street
- St Mary's Passage
- St Mary's Street
- Sussex Street
- Tennis Court Road
- Tennis Court Terrace
- Thompson's Lane
- Tredgold Lane
- Trinity Lane
- Trinity Street
- Trumpington Street
- Wellington Street
- Wheeler Street

(pt) - Indicates part of a street



**Please Note:**  
The BID area is only defining participating business ratepayers and in no way conveying powers or responsibilities over public spaces which continue to be fully in the hands of the public bodies

# KEY FACTS



# BUSINESS CONSULTATION



## WHAT IS A BID?

The BID area is defined geographically (see map).

“ A BID (Business Improvement District) is an opportunity for Cambridge businesses to pool their resources, agree activities and make them happen. ”

Cambridge businesses/stakeholders within this area will vote on whether they wish to invest collectively in local improvements to enhance the Cambridge trading environment outlined in this BID Proposal. Cambridge businesses and stakeholders then have control of the delivery organisation detailed in this Proposal.

## HOW MANY OTHER BUSINESS COMMUNITIES HAVE VOTED FOR A BID IN THEIR LOCATION?

There have been over 170 successful BID ballots since the legislation came in 2004. When a BID has finished delivering its first BID Business Plan, businesses have to then vote a second time if they wish the BID to continue. Over 50 BIDs have gone back to the ballot box after their first BID term and 90% have voted yes for the BID to continue into a second 5 year term.

## DOES A BID MEAN THE LOCAL AUTHORITY WILL STOP DELIVERING SERVICES?

No. BID money can only be used to carry out projects/services ADDITIONAL to those that public agencies have to provide. Cambridge BID projects and services will be completely additional to any services already delivered by public agencies. Cambridge BID has sought baseline service statements from Cambridge City Council and Cambridge County Council and these will be available on request.

## CAN YOU GUARANTEE MY MONEY WILL BE SPENT LOCALLY?

Yes. The money does not go to Central Government. Funds are held by a BID Company made up of business representatives and are only for the projects agreed and voted for by the participating businesses in line with this proposal.

## BUSINESSES ALREADY PAY RATES, WHY SHOULD WE PAY AGAIN?

Business Rates are a national tax that is collected by the Council and then redistributed at a national level. Businesses have very little say in the way the funds are spent. The BID levy is a specific levy for additional projects identified and controlled by the businesses in Cambridge. The funds collected through the BID levy will be kept in a separate BID bank account, held by the BID company.

## PROJECTS DEVELOPED FROM YOUR IDEAS

OVER THE LAST 12 MONTHS WE HAVE CONSULTED WITH BUSINESSES IN A NUMBER OF WAYS:



## DECIDING ON PROJECTS

Initial consultation identified these priorities;

### TOP 5 PRIORITIES

65% INCREASED CONSUMER SPEND AND SALES

63% INCREASED FOOTFALL AND REPEAT VISITS

61% TACKLING ANTI SOCIAL BEHAVIOUR

55% REMOVAL OF LITTER

55% PROMOTIONS TO ENCOURAGE MORE VISITORS TO STAY LONGER AND SPEND MORE

Feedback from businesses through the focus groups, street meetings and face to face meetings consolidated these priorities into:

### 4 KEY WORKSTREAMS FOR THE BID

- PRIDE & PROMOTION
- WELCOMING & VIBRANT
- CLEAN & SAFE
- BUSINESS COST SAVINGS & SUPPORT

“ I think the Cambridge BID offers opportunities for the University and the city’s cultural sector to work with businesses and other stakeholders to ensure that Cambridge fulfils its potential as an internationally renowned city.

Nicola Buckley, Head of Public Engagement, University of Cambridge

”

# PRIDE AND PROMOTION

AVERAGE ANNUAL SPEND £138,200

## ENCOURAGING PEOPLE TO MAKE CAMBRIDGE THEIR DESTINATION OF FIRST CHOICE:

### INNOVATIVE CAMBRIDGE

With 39% (and rising rapidly) of adults owning a smartphone, the Cambridge App will provide BID businesses with a platform to promote what’s available in the BID area including events and offers.

### CUSTOMER WEBSITE

The customer-facing website will complement the innovative Cambridge App and will form the basis for promotion of BID businesses supported by robust social media campaigns.

### EVENTS

Delivering and supporting high quality events to drive footfall and animate the city:



The BID will work closely with Visit Cambridge to ensure BID marketing and events are linked to national and international marketing for Cambridge.



The BID will work to support, strengthen and develop existing events including key cultural events.



The BID will deliver the Christmas lights switch on event.

### MARKETING PUBLICATIONS & COMMUNICATIONS

On-going campaign promoting Cambridge which includes a set of guides that are available for free pick up across the city and further afield, complemented by two seasonal publications. Sharing of information and news through regular communications, for example a monthly e-bulletin.

### PROMOTIONS

Specific promotions to add vitality and vibrancy including promoting and enhancing the profile of independent retailers in the city centre. Promotions could include food & drink, hair and beauty, fashion and style events and leisure.

### EMPLOYEE DISCOUNT CARD SCHEME

Negotiate discounts for BID levy employees to provide direct benefits to staff and encourage greater use of the city centre.

### CAMBRIDGE CITY GIFT CARD

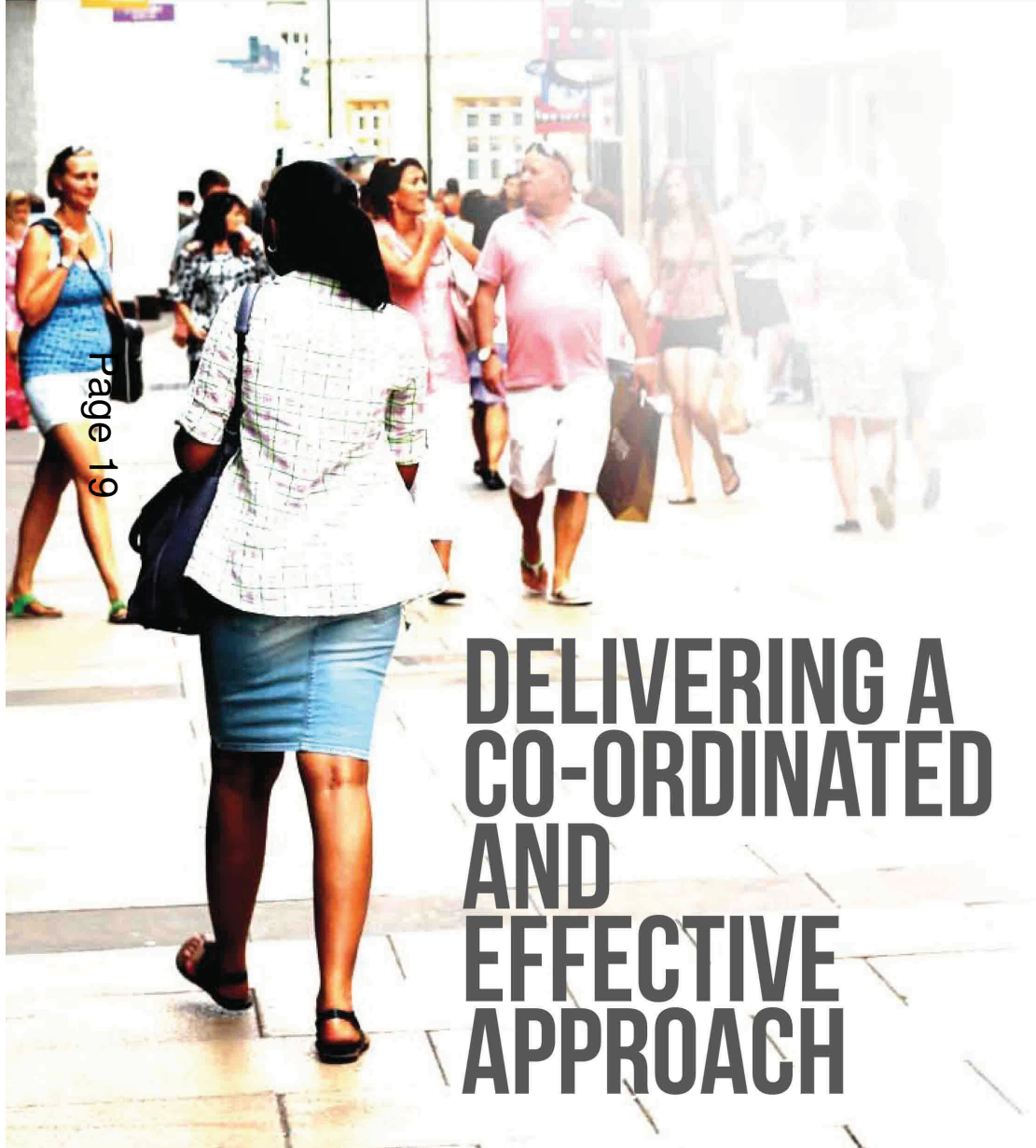
To increase and retain spend for Cambridge businesses from the catchment area.

# PROMOTING THE CITY TO VISITORS, RESIDENTS AND WORKERS



“ We believe that The BID is a great opportunity for businesses to work together. The BID projects are the natural successor to the City Partnership's and offers a terrific opportunity to ensure the continuing economic success of the city by delivering many projects that Cambridge residents and visitors will benefit from for years to come.  
Gayle Martin, Double Tree by Hilton ”

**WELCOMING AND VIBRANT**  
**AVERAGE ANNUAL SPEND £243,600**



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**DELIVERING A  
CO-ORDINATED  
AND  
EFFECTIVE  
APPROACH**

**DELIVERING A CO-ORDINATED AND EFFECTIVE APPROACH TO ENSURE CAMBRIDGE OFFERS CUSTOMERS A WELL- MANAGED, WELCOMING AND VIBRANT STREET SCENE.**

**CITY AMBASSADORS**

Provide a team of City Ambassadors to help, advise and guide visitors in the day and on into the evening. The Ambassadors will support the work of the City Rangers in the city by noting environmental issues and following these up until resolved. They will also provide regular liaison with BID businesses.

**CHRISTMAS LIGHTS**

To install and maintain existing Christmas lights each year and to drive upgrades and expansion.

**POP-UP SHOPS**

To work with local and new organisations to fill vacant units in order to make the area look more attractive and encourage long term tenants.

“ Cambridge embracing the BID would be a great step forward in securing collective responsibility for improving our fantastic city. ”

Robert Hallam, MD, John Lewis Cambridge

“ I believe the CBbid is a genuine opportunity for businesses, both large and small, to work together to build momentum and get behind making Cambridge City centre even better ”

Michael Wiseman, Centre Director of The Grafton  
Chair of CRACA (Cambridge Retail and Commercial Association):

“ Cambridge is already a wonderful city that we can be proud of. The BID will enable businesses in the BID area to unite and actively take it to an even higher level – for the benefit of all. As an operator in the daytime and night time economy, I primarily support the BID as a mechanism to provide additional funding to CAMBAC / Nightsafe to enable even greater work to be carried out to make our city safer.

Charlie Anderson, La Raza/Ta Bouche

”

# SAFE AND CLEAN

## AVERAGE ANNUAL SPEND £140,000

### CAMBAC / NIGHTSAFE

CAMBAC (Cambridge Business Against Crime) is a Business Crime Reduction Partnership operating city wide. CAMBAC will be the delivery arm of the BID on the safe and secure agenda within the BID area. The BID will support, enhance and develop the work of CAMBAC providing extra resource in the following key areas:

- ➔ THE TWO WAY RADIO LINK – TO POLICE AND COUNCIL CCTV
- ➔ INFORMATION SHARING – ONLINE VIA SIRCS DATABASE
- ➔ EXCLUSION SCHEME – DAY AND NIGHT TIME ECONOMIES
- ➔ TAXI MARSHALLING - HELPING PEOPLE GET HOME SAFELY AFTER A LATE NIGHT OUT
- ➔ STREET PASTORS - PRACTICAL HELP AND CARE FOR THOSE LEAVING PUBS AND CLUBS
- ➔ SAFETY GUARDIANS - TRADE-LED INITIATIVE HELPING VULNERABLE YOUNG PEOPLE IN LATE NIGHT VENUES

The CAMBAC membership fee for those within the BID area will be included in their BID levy, so they will not pay twice.

### RAPID RESPONSE TEAM

Provide a clean team and equipment to deliver additional services to complement those provided by the City Council. This will be a commissioned service undertaken within the boundaries of the BID area that will consist of:

- ➔ REGULAR STEAM CLEANING
- ➔ CHEWING GUM REMOVAL
- ➔ ADDITIONAL LITTER PICKS
- ➔ DEALING WITH THE MESS CAUSED BY PIGEONS
- ➔ A RAPID RESPONSE SERVICE TO TACKLE “THE MORNING AFTER THE NIGHT BEFORE”

“ We all have a stake in Cambridge and the BID provides an opportunity for us all to improve our city.

Nick Allen, Bursar, Sidney Sussex College

”

SUPPORTING A  
CLEAN AND SAFE  
EXPERIENCE  
FOR  
CITY CENTRE  
USERS

“ As an independent shop-keeper I see this as a positive move to empower independents to play an important part in the future of Cambridge. The contribution I will pay to the BID is less than I am currently paying for a range of projects including Christmas lights and the BID will deliver much more. We already have a beautiful, vibrant city - this BID can only enhance what we already have. ”

Anne Bannell, Breeze

# BUSINESS SUPPORT

AVERAGE ANNUAL SPEND £28,400

ENSURING  
THAT THE  
BID SUPPORTS  
BUSINESSES  
SO THAT THEY  
REMAIN  
COMPETITIVE  
AND  
SUSTAINABLE

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## COST SAVING INITIATIVE

Delivering cost savings and reducing the impact on the environment, CBbid will:

- ➔ Provide businesses with the opportunity to participate in collaborative procurement, enhancing purchasing power.
- ➔ Investigate jointly procured services for trade waste, recycling, utility and insurance bills.

## PERFORMANCE MONITORING

To fund the introduction of performance monitoring initiatives within the BID boundary to provide regular detailed analysis of key areas e.g. footfall and sales performance.

## SKILLS TRAINING

Working with all sectors to identify and develop training opportunities, for example programmes to deliver customer service excellence.

## BUSINESS NETWORKING

To develop a package of support to provide an introduction to operating a business in Cambridge including: key business contacts, networking opportunities, key dates and an introduction and overview to the BID and its activities.

## BUSINESS VOICE

To represent and champion the views of BID levy payers ensuring that there is a business voice on developments affecting the city centre and that issues affecting our area are dealt with promptly.

“ I regard it as good news that the business community in the city centre has brought forward this BID initiative. The city centre is a focus of business activity and it seems appropriate and fair that businesses would want to make a larger contribution to mitigating the impact this has on the city, in particular helping it to be cleaner and safer. This is something everyone can benefit from, not only their own customers. BIDs have been successful in lots of other places and it is positive that businesses here in Cambridge have now created a similar opportunity. ”

Tim Bick, Leader, Cambridge City Council

# FINANCE & BUDGET

## CAMBRIDGE BID 5 YEAR BUDGET AND COSTS

# REGENT STREET CHRISTS LANE QUAYSIDE PARK STREET SIDNEY STREET

INCOME	2013	2014	2015	2016	2017	5 YEAR TOTAL
ANNUAL LEVY 1%*	£736,000	£736,000	£736,000	£736,000	£736,000	£3,680,000
VOLUNTARY CONTRIBUTIONS	£24,000	£24,000	£24,000	£24,000	£24,000	£120,000
<b>TOTAL INCOME</b>	<b>£760,000</b>	<b>£760,000</b>	<b>£760,000</b>	<b>£760,000</b>	<b>£760,000</b>	<b>£3,800,000</b>

EXPENDITURE - BID PROJECTS						
PRIDE & PROMOTION	£159,000	£136,000	£134,000	£132,000	£130,000	£691,000
WELCOMING & VIBRANT	£206,000	£253,000	£253,000	£253,000	£253,000	£1,218,000
SAFE & CLEAN	£140,000	£139,000	£139,000	£143,000	£139,000	£700,000
BUSINESS SUPPORT	£30,000	£28,000	£28,000	£28,000	£28,000	£142,000
<b>TOTAL BID PROJECT EXPENDITURE</b>	<b>£535,000</b>	<b>£556,000</b>	<b>£554,000</b>	<b>£556,000</b>	<b>£550,000</b>	<b>£2,751,000</b>

COMPANY RUNNING COSTS						
CORE STAFF AND OFFICE COSTS	£110,000	£110,000	£110,000	£110,000	£110,000	£550,000
BID SOFTWARE PURCHASE	£20,000	£0	£0	£0	£0	£20,000
BID SETUP/ISPRO PROJECT	£17,000	£0	£0	£0	£0	£17,000
BID SOFTWARE MAINTENANCE	£2,500	£2,500	£2,500	£2,500	£2,500	£12,500
LEVY COLLECTON	£15,000	£15,000	£15,000	£15,000	£15,000	£75,000
PROFESSIONAL FEES	£3,500	£3,500	£3,500	£3,500	£3,500	£17,500
INSURANCE	£2,500	£2,500	£2,500	£2,500	£2,500	£12,500
<b>TOTAL BID RUNNING COSTS</b>	<b>£170,500</b>	<b>£133,500</b>	<b>£133,500</b>	<b>£133,500</b>	<b>£133,500</b>	<b>£704,500</b>

<b>TOTAL EXPENDITURE</b>	<b>£705,500</b>	<b>£689,500</b>	<b>£687,500</b>	<b>£689,500</b>	<b>£683,500</b>	<b>£3,455,500</b>
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<b>CONTINGENCY</b>	<b>£54,500</b>	<b>£70,500</b>	<b>£72,500</b>	<b>£70,500</b>	<b>£76,500</b>	<b>£344,500</b>
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All hereditaments (rateable properties) listed on the National Non Domestic Rates list (NNDR) on the date of the 31st July 2012, within the BID area defined by our BID map and street listing, will have the opportunity to vote for the Cambridge BID with the exception of exempt businesses (hereditaments with a RV less than £20,000 will be exempt from paying the BID levy). Hereditaments that are not required to pay the BID levy are not eligible to vote. However, these hereditaments can make a voluntary contribution. These hereditaments will be exempt because the cost of collecting the levy from them outweighs the income generated and we want to ensure the BID offers value for money.

## DISCOUNTS

A discount of 50% will apply to hereditaments with charitable status (where the property is occupied by a registered or exempt charity and is wholly or mainly used for charitable purposes i.e. not retail) and in receipt of mandatory charitable relief from business rates within the BID boundary. Charity shops will not receive a discount and will contribute at the same rate as all other non-domestic ratepayers within the BID boundary.

With the exception of hereditaments outlined above who will receive exemptions (those with rateable value below £20,000), no individual hereditament within the BID area will be disregarded or exempted from the BID levy. Internal shopping centre tenants paying a service charge will receive a 50% discount; tenants occupying street facing shopping centre units will receive a 25% discount (this will include tenants of The Grand Arcade, Lion Yard and The Grafton Centre).

There will be no other reduction to the BID levy. Exemptions, relief or discounts prescribed in the Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989 made under the Local Government Finance Act 1988, will not apply. Those responsible for unoccupied and part occupied hereditaments will be liable for the full BID levy.

## ALTERATIONS OF BID ARRANGEMENTS

The BID levy rate or the BID area cannot be altered without another ballot.

The duration of the BID, five years, is likely to mean that circumstances and conditions will change which will affect the business plan and projects. In such cases the Cambridge BID may alter projects to reflect these changing circumstances and conditions. It will do so in consultation with businesses and the public agencies. The exact nature of the consultation will be agreed by the Cambridge BID Board of Directors. You, the BID levy payers, have the opportunity to elect this board of Directors.

## HOW MUCH WILL YOU PAY?

If the BID ballot is successful every eligible business will pay an annual levy of 1% of their rateable value based on the NNDR list as of the 2nd of January every year of the BID. The BID levy will be payable by the liable party. Where the liable party changes during the course of the financial year, the BID levy will be apportioned accordingly and calculated on a daily basis. Some BIDs include inflationary rate increases to the bid levy. This is not the case with the Cambridge BID; it will stay at 1% of your rateable value for each of the five years of the Bid. Please refer to the table on page 21 for details of how much you can expect to pay per annum.

## RATEABLE VALUE CHANGES

Where a property is taken out of rating (e.g. due to demolition or due to a split or merged assessment), the BID levy will be due up to the day before the effective date of the removal from the Rating List and the annual BID levy will be apportioned accordingly.

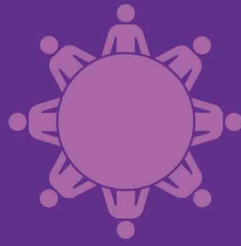
Where a new assessment is brought into the Rating List (e.g. a newly erected property or a property resulting from a split or merger), the BID levy will be due on the new assessment from the effective date of the entry in the Rating List. The annual BID levy will be apportioned accordingly (unless the property is exempt or attracts a bid levy discount as detailed above) and will be calculated on the basis of a daily rate liability from the date of the new entries in the rating list.

## LEVY COLLECTION

The BID levy will be collected by Cambridge City Council on behalf of Cambridge BID and transferred to the BID to be spent in accordance with the BID Business Proposal. The BID income is controlled and managed by those that pay the levy and will bring in approximately £736,000 every year for a 5 year period (as well as additional income through voluntary contributions), investing almost £4m in your City Centre over this period.

Cambridge BID will actively seek other sources of additional income through grants, commercial enterprise and sponsorship to supplement the BID income and generate even better value for businesses and stakeholders in the BID area.

# GOVERNANCE



Cambridge BID will be a private sector-led, not for profit, independent company limited by guarantee. Cambridge BID will have its own Board of Directors, maximum number 16, who will meet quarterly to oversee the delivery of the Business Proposal, projects and the efficient running of the company. Where there are more nominations than places for each sector the Board of Directors will be elected by the levy paying businesses in the Cambridge BID area and will consist of representation from the following sectors:

## BUSINESSES (10 PLACES)

Page 23

- INDEPENDENT BUSINESSES
- NATIONAL BUSINESSES
- TOURISM BUSINESS
- NIGHT TIME BUSINESS
- PROFESSIONAL BUSINESS
- FINANCIAL BUSINESS

## OTHER STAKEHOLDERS (6 PLACES)

- 2 EDUCATIONAL ESTABLISHMENTS
- 1 PROPERTY OWNER
- 1 SHOPPING CENTRE
- 1 CAMBRIDGE CITY COUNCIL
- 1 CAMBRIDGE COUNTY COUNCIL

They will be assisted by independent, legal and financial representation.

Commencement & Duration - if the BID Proposal for Cambridge BID is successful the new company will be in place from 1st January 2013 until 31st December 2017. Before this period has ended, Cambridge BID may choose to seek renewal of the BID, again by a BID ballot.



*I genuinely believe that this is the best way for business to make a substantial and sustainable difference to our own success by working together on a common set of goals which we all support. The clear plan and funding will deliver positive change to our environment and improve the success of Cambridge.*



Roy Badcock  
Head of Corporate Affairs  
Cambridge Building Society

# WHAT WILL IT COST?



Businesses within the BID area pay an agreed levy based on your rateable value, **not** your business rates. This is proposed at 1% for Cambridge and below are examples of what you could expect to pay based on a range of example rateable values.

RATEABLE VALUE OF PROPERTY	ANNUAL BID LEVY	WEEKLY COST	DAILY COST
£20,000	£200	£3.85	£0.55
£50,000	£500	£9.62	£1.37
£100,000	£1000	£19.23	£2.74
£250,000	£2500	£48.08	£6.85
£500,000	£5000	£96.15	£13.70

Properties with a rateable value below £20,000 will be exempt from the BID levy. See the Finances section on page 18 for more details.



*I believe that the BID with the money it provides will enhance the whole experience of Cambridge and provide the business community with the resource to spend on important matters that are as yet not funded.*

Roger Musgrove, Cellini



# VOTE YES IN OCTOBER FOR A BID IN CAMBRIDGE



# REASONS TO VOTE YES FOR THE BID



BID Legislation came in to force for England and Wales in 2004 and it states that all eligible businesses will be asked to vote on whether or not they want a BID to go ahead in the proposed BID area.

The BID ballot will commence on October 4th 2012 - and it will comprise of a 28 day postal ballot. Every eligible hereditament (rateable property) will be sent a letter of notification to ballot in September and their voting papers will follow shortly after. All votes will need to be received by 5pm on Wednesday 31st October by Electoral Reform Services, who are an independent organisation that will be conducting the ballot. The result will be announced the next day.

Each hereditament within the BID boundary with a rateable value of £20,000 (see Finance page for exemptions) or more will be able to vote. This means that those organisations who occupy more than one hereditament will have more than one vote. Where a hereditament is vacant, undergoing refurbishment or being demolished, the registered business ratepayer will be entitled to vote.

A proxy vote is available and details will be sent out with ballot papers.

## FOR THE BID TO GO AHEAD, TWO CONDITIONS MUST BE MET;

**1** OF THE VOTES CAST  
MORE THAN 50%  
MUST VOTE YES

**2** THE "YES" MUST REPRESENT MORE  
THAN 50% OF THE TOTAL RATEABLE  
VALUE OF ALL VOTES CAST

LOOK OUT FOR  
YOUR POSTAL VOTE  
COMING THROUGH  
AT THE BEGINNING  
OF OCTOBER

If after the vote the BID is established all eligible hereditaments within the BID area will pay a BID levy.

## WE FIRMLY BELIEVE THAT VOTING YES TO A BID FOR CAMBRIDGE WILL:



Ensure a significantly improved experience for your customers



Enhance the environment of the City for residents and visitors, making it more welcoming



Provide on-going support for your business to assist you in remaining competitive and sustainable.

## WHY VOTE YES AS A CAMBRIDGE BUSINESS

### THE CAMBRIDGE BID WILL;



DELIVER ALMOST £4M ADDITIONAL INVESTMENT INTO THE BID AREA



ENSURE AN IMPROVED EXPERIENCE FOR VISITORS, RESIDENTS AND STAFF



CREATE A SUSTAINABLE MODEL OF CITY CENTRE MANAGEMENT



DELIVER YEAR-ROUND CAMPAIGNS TO PROMOTE THE CITY



BE AN INDEPENDENT BUSINESS-LED ORGANISATION RUN FOR LOCAL BUSINESSES BY LOCAL BUSINESSES



ENABLE COLLABORATIVE WORKING TO ACHIEVE COST SAVINGS TO INDIVIDUAL BUSINESSES



GIVE CAMBRIDGE BUSINESSES A 5 YEAR PLAN THAT WILL ATTRACT INVESTMENT AND INTEREST FROM OUTSIDE OF THE BID AREA



DELIVER INNOVATIVE PROJECTS TO PROMOTE THE DIVERSITY OF CAMBRIDGE



EMPOWER BUSINESSES BY ENSURING THAT THE BUSINESS VOICE IS HEARD



FOR FURTHER INFO CONTACT LUKE CRANE

BID DEVELOPMENT MANAGER

INFO@CBBID.CO.UK

07512704726

## **Appendix 2**

### **Version 2 - 25<sup>th</sup> September 2012**

#### **Questions raised on the CBbid - Business Improvement District Project**

The City Council has prepared this Q & A sheet to pull together all the questions /concerns that have been raised on the CBbid project to date following the publication of the CBbid proposal on 10<sup>th</sup> September. This document will be published as part of the papers accompanying the Committee report, which will go to the Strategy and Resources Scrutiny Committee on Wednesday 3<sup>rd</sup> October at 5pm. This is the meeting where the Council will make its decision on whether to support the introduction of a Business Improvement District in Cambridge.

#### **1) Background**

##### **a) What is a BID (Business Improvement District)?**

A BID is a mechanism for businesses to pool their resources to deliver projects that enhance the city centre. Love Cambridge already does so, but this model is not sustainable in the long term because it is funded on a voluntary basis by a very small number of organisations.

A BID will not “manage” the city centre and will have no powers to control activity in the public realm. These powers remain firmly with the local authorities.

The main objective of a BID is to work with the local authorities and other organisations in partnership to enhance the city centre.

##### **The CBbid proposal**

The CBbid proposal would improve the ability of businesses to be able to continue to fund contributions to initiatives in the centre like the Christmas Lights and the St Andrews Street taxi marshalls and make new contributions, such as funding extra street cleaning over and above that already provided by the City Council. It would also try to improve the way the centre welcomes visitors (for example through the introduction of city ambassadors) and aim to provide some mutual benefit between businesses through joint procurement.

The BID would see the organisations' current voluntary contributions to such schemes replaced by a 1% levy on business rates which all would pay according to their rateable value. For this reason all the potential levy payers will be voting on the proposal during October and the result will bind them all. The prospectus for the BID being put to business ratepayers has just been released and can be seen via this link: <http://www.cbbid.co.uk/>

Business ratepayers in the city centre include the City Council, the University, several colleges - as well as the many retail shops and stores: none of these has a dominant say and the result of the vote is quite open

### **b) Why is the city centre exploring a BID?**

Cambridge has had a history of City Centre Partnership working since the mid 1990s. Initially this was in the form of a City Council led partnership.

In April 2009 Cambridge City Centre Partnership (trading as Love Cambridge) was established as a partnership between local businesses, the local authorities and other city centre stakeholders. The objective of this was to strengthen the previous model and to provide a structure that would enable all stakeholders to have some input into how the city centre evolved. Another key objective was to attract increased business investment into the partnership

Whilst the Love Cambridge Partnership has increased the level of funding significantly since it was established in 2009, as a voluntarily funded model its position is still vulnerable. In addition the model is not equitable as only 9 organisations contribute and yet the benefits are felt widely.

### **c) Who decided to carry out the study?**

It has been part of Love Cambridge's medium term strategy to explore the feasibility of a Business Improvement District for Cambridge as a mechanism for delivering a long-term sustainable model for City Centre Partnership working in Cambridge

### **d) How has this been financed?**

The Love Cambridge Partnership successfully secured ERDF (European Regional Development Fund) funding in the spring of 2011 to give local businesses the opportunity to explore the potential of a BID in Cambridge. Cambridge is one of 3 locations (Norwich and Lowestoft are the other 2) that are involved in this ATCM (Association of Town Centre Management) led project to support BID development in the Eastern region. The ERDF project required a cash and in kind contribution to the project. The City Council contributed £25k and the County council £20k in particular to support the sustainable procurement element of the project. In kind support is being provided by Love Cambridge.

Love Cambridge is funding the BID Development Manager.

### **e) What is the legislative basis for a BID?**

**Part 4 of the Local Government Act 2003 and Statutory Instrument 2004 No. 2443 - Business Improvement Districts Regulations**



## Local Government Act 2003

[http://www.ukbids.org/files/files/BIDs\\_Legislation.pdf](http://www.ukbids.org/files/files/BIDs_Legislation.pdf)

Regulations 2004

<http://www.ukbids.org/files/files/Regulations.pdf>

## **2) Consultation**

### **Why have residents not been consulted on this?**

- The BID legislation (LGA, 2003) sets out the process for consultation and the process the development of a BID should follow.
- In keeping with this process as it is set out, residents are being engaged on the proposal at the appropriate time, which is once the CBbid proposal has been published. It would not have been practical to debate the CBbid proposal without knowing what it contained.
- The CBbid is essentially a decision about the city centre organisations' willingness to accept a levy system, which they alone would be paying.
- There are no proposed changes to any Council policies as a result of the CBbid nor will local authorities cede any power or control over the public realm as part of the CBbid. So the local authorities, which represent residents, will retain sovereignty over all decision-making that relates to the public realm.
- The City Council has suggested to the CBbid team that they provide an opportunity for residents to find out what is being proposed; an Exhibition is being held on Thursday 20<sup>th</sup> September at the Double Tree Hilton from 7-9pm to which all Residents Associations have been invited.

## **3) How do residents influence the decision if they have concerns about the CBbid proposal**

- The CBbid Task force have published a proposal that sets out the details of the projects proposed. This can be viewed at [www.cbbid.co.uk](http://www.cbbid.co.uk)
- Contact Emma Thornton Head of Tourism and City Centre Management to register your concerns or to seek clarification on any further questions:

Tel: 01223 456464

Email : [emma.thornton@cambridge.gov.uk](mailto:emma.thornton@cambridge.gov.uk)

The Guildhall  
Cambridge City Council  
CB2 3QJ

- This Q & A document will be updated with any additional points that have been raised with the City Council and the updated version will be tabled at the Strategy and Resources Committee meeting on 3<sup>rd</sup> October at 5pm.
- All these questions and the responses will be considered and taken into account by the City Councillors when they consider the BID proposal at this meeting.
- Residents also have the opportunity to attend this meeting to hear the debate and to speak directly to the committee. In order to organise this please contact Martin Whelan on 01223 457012.
- Residents also have the opportunity to speak directly to their local Councillor. Details of all the local ward councillors are on the City Council's website
- [.http://www.cambridge.gov.uk/democracy/mgMemberIndex.aspx?bcr=1](http://www.cambridge.gov.uk/democracy/mgMemberIndex.aspx?bcr=1)

#### **4) Powers/ transfer of roles**

##### **a) What powers if any would be transferred to the BID?**

No powers would be transferred to the BID. The BID will have no powers to control activity in the public realm. These powers remain firmly with the local authorities and other public agencies.

Accordingly, if the CBbid wants to undertake any activity in the public realm, it will have to apply to the relevant authority to do so, like any other resident, business, or organisation.

##### **b) What powers could be transferred to the BID once it is set up?**

As above

Therefore the BID **would and could not:**

- Introduce private policing
- Stop public protests
- Take over or influence the City Council's CCTV service within the public realm.
- Prevent public art

- Move on the homeless/ buskers
- Get rid of street traders

All of these powers would remain in the control of the existing authorities.

**d) Explain how the management of shopping centres is different to the management of the city centre/ public realm**

The Grand Arcade, The Grafton and Lion Yard are private property and are therefore under private management. This control cannot be extended into the public realm. The BID would have no powers to do so.

All open green spaces owned and managed by the city council will remain within the ownership and management of the city council.

**e) How can the council control future transfer of powers to the CBbid?**

Statutory powers will always remain with the local authorities and other public agencies and cannot be passed onto the BID.

**f) If there is no transfer of powers what does it do and what permissions does it need?**

Details on the projects are set out in the CBbid proposal. Essentially the CBbid proposal would improve the ability of businesses to be able to continue to fund contributions to initiatives in the centre like the Christmas Lights and the St Andrews Street taxi marshalls and make new contributions, including to add extra street cleaning to that already provided by the City Council. It would also try to improve the way the centre welcomes visitors and to provide some mutual benefit between businesses through joint procurement.

The CBbid would need to secure permissions in the same way as other organisation; by applying to the relevant local authorities.

**g) Will it have to comply with the same rules and regulations as other businesses/organisations?**

A BID would need to comply with the same rules and regulations as any other business /organisation in the city.

**h) What work responsibilities are being transferred from the council?**

No work would be transferred from the council

**i) What work responsibilities are being transferred from Love Cambridge?**

Based on the CBbid Business Proposal most of the current activity delivered by Love Cambridge would be transferred to the BID (e.g. Marketing and

Christmas Lights) .If A BID is supported the future role of Love Cambridge will be reviewed.

## **5) Right to veto**

**Does the council have a right to veto and if so on what grounds can this be exercised?**

The veto of a BID proposal is set out in section 12 of the BID Regulations and can only be exercised under 3 specific circumstances:

The relevant billing authority is of the opinion the BID arrangements are likely

(a) to conflict to a material extent with any policy formally adopted by and contained in any document published by the authority (whether or not the authority is under a statutory duty to prepare such document); or

(b) to be a significantly disproportionate financial burden on any person or class of persons (as compared to the other non domestic ratepayers in the geographical area of the BID) and -

(i) that burden is caused by the manipulation of the geographical area of the BID or by the structure of the BID levy; and

(ii) that burden is inequitable.]

When deciding whether or not to exercise their veto, the billing authority shall have regard to the:

Level of support for the BID proposal.

Nature and extent of the conflict with policy.

Structure and distribution of the BID levy.

Extent to which the proposers discussed the BID proposal with the billing authority before submitting it.

Cost incurred by any person up to 14 days before the ballot in developing the BID proposal and canvassing

## **6) Governance**

**a) How is the Board of the BID elected? Can it include representatives of residents?**

Cambridge BID will be a business-led, not for profit, independent company limited by guarantee. Cambridge BID will have its own Board of Directors, maximum number 16, who will meet quarterly to oversee the delivery of the Business Proposal, projects and the efficient running of the company. The Board of Directors will be elected by the levy paying businesses in the

Cambridge BID area and will consist of representation from various sectors (see BID Proposal). There will be a City Councillor on the board to represent residents.

If a BID is supported elections for Members of the Board will take place in January 2013. Nominations will be sought and all BID Levy payers within the BID area will have the opportunity to vote.

## **7) Operation of BID**

### **a) How is it made to deliver its promises? (5 years & re-election)**

If the BID proposal is voted for it will be implemented for a 5-year period. At the end of that term the BID will be required to go through the full ballot process, demonstrating their achievements and detailing a further 5-year proposal. Businesses will decide through the democratic voting process whether they wish to support a second term.

### **b) Who will the employees work for?**

The employees will be employed by the BID Company. There would be approximately 3/4 core staff, and 6 City Ambassadors, whose role is to help, advise and guide visitors in the day and into the evening.

### **c) What processes will the BID use to manage procurement of services?**

If a BID is supported it will develop and adopt a procurement policy.

### **d) Can parts of the Council bid to undertake work for the BID?**

Yes. The Council will be able to tender to deliver work for the BID

### **e) What are potential consequences of the BID failing?**

The projects and services would stop and after all outstanding debts were paid any remaining levy funds paid to the BID would be returned to levy payers in accordance with BID legislation.

### **f) What powers do the Board have? Can they amend the published Business plan?**

The BID Board's powers and responsibilities will be detailed in the Articles and Memorandum as with any limited company.

The duration of the BID (five years) means that circumstances and conditions will change in ways that are likely to affect the business plan and projects. In such cases the Cambridge BID may alter projects to reflect these changing circumstances and conditions. However, it could only do so following

consultation with businesses and the public agencies, including the local councils. Any such changes would remain constrained by the legislative framework of the BID, and so no extra powers relating to the public realm could be acquired (see section 3).

**g) Will the BID be required to comply with the Freedom of Information Act?**

This will be a decision for the BID board. As a private sector led organisation it will not be required by law to comply with the Freedom of Information Act.

**8) General**

**a) Which proposals in the BID are new and which are happening already in terms of business contributing?**

**Taking each of the 4 themes of the Business Proposal, the following are existing initiatives currently delivered by Love Cambridge or CAMBAC**

**Pride and Promotion-** Marketing publications and promotions and communications. These would be further enhanced by the BID.

*All other projects in this section of the Business Proposal would be new.*

**Welcoming and vibrant -** Christmas Lights and pop up shops. These would be further enhanced by the BID.

*All other projects in this section of the Business Proposal would be new.*

**Safe and clean –** CAMBAC/ Night safe- these projects are already being delivered but would be further enhanced by the BID.

*Rapid Response team - All these projects that are based around delivering extra cleaning over and above that which is delivered by the City Council, would be new.*

**Business Support –** Business networking. This would be further enhanced by the BID.

*All other projects in this section of the Business Proposal would be new.*

**b) Explain the CAMBAC proposals in detail**

Cambac is an independent, not for profit business crime partnership set up in August 2007 as a direct response from City Centre businesses. CAMBAC has no statutory powers and its aim is to help businesses reduce the cost of crime, fraud, and anti social behaviour and to make it difficult for individuals to offend in the city. It adheres to strict Home Office principles in line with over 200 similar partnerships across the UK.

Cambac works closely in partnership with Cambridgeshire Constabulary, Cambridge Community Safety Partnership and the City Council and CCTV to ensure that the city is a safe place to live, work, shop and enjoy leisure time.

### **Two way radio link to police and council CCTV**

Cambac radios are linked to Police and City Council CCTV and cost just £1 a day. Nearly 200 businesses in both the day and night time economies of Cambridge benefit from having these radios to reduce crime and anti-social behaviour. A radio scheme like this has been in place in Cambridge for over 12 years.

### **Information sharing**

Cambac members have FREE access to SIRCS (Secure Incident Reporting Community System) to report crime and receive messages from the Police.

This is a national database providing the ability to track traveling criminals.

### **Exclusion scheme- day and night time economies**

CAMBAC encourages all businesses to report incidents so that CAMBAC can issue Exclusion Notices (Civil Banning Orders) on persistent offenders. Currently any business can ban an individual from entering their premises but a CAMBAC exclusion means that a persistent offender can be banned from all members of the scheme. This allows the business community to work collectively and removes the element of individual confrontation for a business.

### **c) CCTV- what are the legalities regarding CCTV in the public Realm?**

The only CCTV in the public realm is managed by the City Council and there are no plans to change this.

CCTV in the public realm is subject to the provisions of the Data Protection Act and is regulated by the Information Commissioner. The Information Commissioner has published a CCTV Code of Practice setting out his expectations on how CCTV is used.

The Code of Practice is under the CCTV heading at;

[http://www.ico.gov.uk/for\\_organisations/guidance\\_index/data\\_protection\\_and\\_privacy\\_and\\_electronic\\_communications.aspx#cctv](http://www.ico.gov.uk/for_organisations/guidance_index/data_protection_and_privacy_and_electronic_communications.aspx#cctv)

**d) Has the Council carried out an assessment of the impact (positive & negative) of the BID on Cambridge?**

Yes. In assessing its support and involvement in the BID project the Council has considered the following benefits of a BID:

It represents the establishment of a genuine partnership with local businesses and other key city centre stakeholders, which will deliver a long-term sustainable model for City Centre Partnership working.

This partnership would have a key role in supporting the economic development of the city and will effectively connect the City Council with 750 businesses and key stakeholders such as the universities and colleges.

A BID could, in the future be used to support other business partnerships/BIDS in other parts of the city where appropriate.

A BID would be a partnership mechanism to work with all departments of the Council to address the challenges of growth.

The Council has undertaken an equalities assessment of the BID proposal and the projects within it to ensure that its activity will not impact negatively on any part of the community. This will be published on the City Council's website when the Committee report is published on Monday 24<sup>th</sup> September.

**e) What is the impact on the quality of life, including civil liberties, for the residents of Cambridge?**

Quality of life - The BID will deliver projects and services which are designed to improve the quality of the experience of residents, employees and visitors to the city centre.

Civil Liberties - There will be no impact on civil liberties from what the BID is proposing. The BID will not fund or manage CCTV cameras nor restrict access to public places.

**f) What are the controversial things that have happened in other BIDS?**

BIDs deliver local solutions to local problems which are formulated by local businesses/organisations many of whom who are also local people. Some BIDs have taken over the operation and Management of CCTV (e.g. Rugby) but this has been in terms of funding, and the regulatory framework controlling CCTV remains the same.

**NB: There is no aspiration for the BID in Cambridge to have any involvement in CCTV and no intention from the City Council to seek that.**



## **Additional questions submitted since the public meeting on 20<sup>th</sup> September**

**1) I see that some other parts of the country only apply the BID levy to businesses with a rateable value in excess of £40,000. Why has the CB BID opted for a threshold of just £20,000? Will this not be more detrimental to smaller businesses?**

The exemption threshold facility is designed to provide the option for the local business community to agree a figure that they feel is appropriate for the local situation. Exemption thresholds vary across the country from no exemption at all through to £100,000. Higher thresholds are usually seen in London such as the £40,000 exemption threshold in Camden. Outside of London this varies, for example the threshold in Bath is £25,000.

The key consideration is the size of the BID area; if supported the Cambridge BID with 763 businesses will be one of the largest BIDs in the country. Industry best practice recommends between 600 and 700 businesses as an optimum size. However the compact and concentrated nature of Cambridge city centre meant that to set the exemption lower (or higher) would have excluded a significant number of businesses in the central area therefore compromising the core principal of the BID model which is to ensure that as many as of those as possible that benefit from projects, contribute.

The levy due for small businesses will be relatively small and it is possible that they may save this amount and more through the cost saving initiatives the BID is seeking to introduce as set out on page 17 of the BID proposal.

**2) I see inflation won't be applied to the BID levy rate, but the 'rateable value' (and thus the levy amount paid) of a business could go up or down. Has the CB BID accounted for this?**

If the BID ballot is successful every eligible business will pay an annual levy of 1% of their rateable value based on the NNDR list as of the 2nd of January every year of the BID. The BID levy will be payable by the liable party. Where the liable party changes during the course of the financial year, the BID levy will be apportioned accordingly and calculated on a daily basis. Some BIDs include inflationary rate increases to the bid levy. This is not the case with the Cambridge BID; it will stay at 1% of the rateable value for each of the five years of the BID. The BID is aware of the slight fluctuation in rateable value and will manage its budget accordingly.

**3) The full detailed BID budget has to be made *publicly* available in advance. Where can the public view this?**

The BID budget is set out in the BID proposal. This is based on detailed research on delivering similar projects elsewhere and tailoring these to Cambridge. This level of detail is consistent with all BID business proposals.

**4) National BID criteria states that 'management costs' must not exceed 20%. However, I see that the CB BID basic budget states that £170,500 of £760,000 in the first year will be 'company running costs' - this is over 22.4%. Does the 20% rule apply to the life of the BID (e.g. 5 years) or to each year?**

The running costs in year one are slightly above the industry guideline of 20% due to some initial set up costs in year one. You will see that in year 2 and subsequent years this reduces to around 17.5%

**5) Industry criteria states that discounts/levy reduction must be offered to occupiers of managed shopping/leisure/office centres (e.g. Grand Arcade, Lion Yard etc), which will compensate them for existing costs. I see that some discount has been suggested (25% for outward facing from shopping centre, 50% for internal at shopping centre) but this doesn't necessarily meet the criteria - shouldn't the discount be the amount already paid by the business for similar services e.g. if 6) John Lewis pays £7,000 per year to the Grand Arcade (for management, security etc), shouldn't they get a £7,000 reduction in their levy?**

Discounts are offered to covered managed shopping centres in recognition that they are contributing to clean and safe areas immediately outside their premises through their service charges. However they will also benefit from many of the projects that a BID would deliver to improve the city centre as a whole. Therefore they receive a discount to take account of this.

**6) Also, re discounts, as far as I can see the discount has to apply to all organisations that pay for additional management/security/marketing etc. i.e. shopping centres, leisure centres and office centres. Are all such businesses aware of this? E.g. Janus House, the University of Cambridge Colleges, Quayside (to name just a few).**

These discounts are only applicable where an organisation /area occupies significant parts of the BID area used by the public and where the service charge includes management/security/marketing of these public communal areas.

**7) The BID must be approved by the relevant Local Authority (Cambridge City Council) to go ahead. I would like the Council to be clear on what is informing their decision – some material I have seen suggests Council have to approve it unless they can show it goes against their aims, whilst elsewhere suggested that it is entirely up to the Council? When will the decision be made?**

The council has 2 key decisions in relation to the BID

a) As a business rate payer in the BID area whether to vote in favour of the BID. The Council has 13 votes and these represent approx 2% of the eligible votes.

b) Whether to exercise its right to veto. The grounds on which it may do so are limited and these are set out on page 6 in response to question 5.

The Council will make its decision on how to cast its votes at a special Strategy and Resources Committee on Wednesday 3<sup>rd</sup> October. At this meeting it will set out whether it considers that there are any grounds to veto the BID proposal on the basis that it conflicts with council policies. It will then decide whether there are any further grounds to exercise its right to veto within 14 days of the announcement of the BID ballot on 1<sup>st</sup> November.

**8) If the Council approves the CB BID proposals, the BID must enter into an operating agreement with the Council before the start of the BID. When would such an operating agreement come into place (and where will it be published)?**

The operating Agreement is between the Local Authority and the CBbid and relates to the collection of the BID levy income by the Local Authority on behalf of the BID organisation. It will be agreed and authorised by the appropriate Local Authority representative and the CBbid Board Chair once the company is in place. The operating agreement will detail the transfer of money between the Local Authority and the BID organisation and also the collection and enforcement procedures of the levy. A copy of the operating agreement will be held by the BID organisation and the Local Authority.

**9) BID's are answerable to their members/levy payers. Will information about its activities also be available publicly?**

Yes. The BID will be keen to engage with the local community to ensure that the projects that it is delivering are adding value and making a positive difference to the experience of people using the city centre. It will develop a communication strategy and communicating with the local community will form a key aspect of this.

**10 )CBbid must not duplicate existing services provide by the Council (or others). Whilst much of the CBBID proposal is not duplication, some areas seem to be - for example, the 'regular steam cleaning' of the streets, 'chewing gum removal', 'Christmas lights', are. For example, as a resident if I wanted to complain about the streets not being clean enough then I would approach the City Council and I would expect the Council to clean them (not the BID). Can the CB BID and Council clearly set out what is Council responsibility and what is not?**

All of the projects proposed by the CBbid proposal are additional to any services that the local authority delivers. The Love Cambridge Partnership, not the City Council, delivers Christmas lights currently. The regular steam cleaning and chewing gum removal are additional services, which are not currently delivered by the City Council.

The City Council will be able to set out clearly to residents their areas of responsibility and so will the BID. The BID will not be a faceless organisation

and there will be clear channels of communication for anyone wishing to get in touch with it.

**11) To whom and in what manner and how often will the proposed BID company hold self accountable?**

The BID organisation would be directly accountable to its levy payers. They are in turn accountable to the public in their different ways; in the city council's case as a publicly elected body; in the case of other organisations to both their staff and members of the public who use their services in the city centre. In a general sense the BID must observe parameters set by the law and the need to operate within the same regulations that apply to any organisation; any member of the public can report any non-compliance to the responsible authorities.

**12) What recourse will the citizens of Cambridge have if the proposed private BID company decides to ignore its' being held to account by the citizens of Cambridge?**

Any concerns relating to the activities of the BID should in the first instance be raised with the BID organisation itself. In addition concerns could be raised with the City Council and local councillors.

**13) How will the public interest be safeguarded by a private BID company ?**

In the same way in which public interest is safeguarded by the activities of any business/ organisation in the city, by law.

**14) Given that the proposed BID activities will be funded and decided by the larger retailers, how will the BID promote diversity in practice?**

It is not correct that the proposed BID activities will be funded and decided primarily by the larger retailers. Owing to the 'dual key' ballot mechanism, the more numerous smaller organisations have very significant influence and they also have a protected presence within the board.

A core focus of the BID will be to promote diversity, as this is an important character of Cambridge. This is highlighted in the pledge 5. This will be reflected in all its marketing activity.

**15) There is no recognition that Cambridge is already “full” in the summer months due to visitor pressures, and that pressures on the environmental capacity of the city centre will inevitably increase due to growth. What will the BID do to help tackle strategic pressures on Cambridge City centre, including growth, congestion, servicing?**

The BID proposals are not aimed at encouraging more visitors but more at improving visitors' experience. In part they are also concerned with mitigating the impact of high visitor numbers. Taking a strategic view of the capacity of

the city centre is not the responsibility of the BID. The Local Plan and its land use considerations are the role of the local authority.

**16) What need is there for “year-round campaigns to promote the City” when Cambridge is already the most popular UK cultural destination outside London and Edinburgh?**

Footfall numbers is not a concern for Cambridge but ensuring that these visitors explore all parts and all aspects of the city is. This would be the focus of these year round campaigns.

**17) What “added value” will the BID bring to social and cultural activities in Cambridge?**

In the pride and promotion section of the BID proposal (page 11) the BID proposal sets out its commitment to support, strengthen and develop existing events including key cultural events. Cambridge has a rich cultural programme but many of the organisations involved in these are keen to forge closer links with the private sector. The BID would provide the approach that would facilitate this closer working and increased investment in cultural activity.

**18) What is the total number of businesses in the BID area?**

Approximately 1100.

**19) What is the number of businesses eligible to vote?**

763

**20) What percentage of retail outlets will have a vote?**

Approx 52% retail

**21) How many retail outlets in the BID area are ineligible to vote by being under £20K rateable value?**

Approx 300 properties, we don't have an exact figure for how many of these are “retail”.

**22) What percentage of businesses that are eligible to vote have attended meetings regarding the BID?**

Consultation has been through a variety of different ways over the past 12 months: surveys, (sent to all businesses in the BID area) large group meetings, focus group meetings, street meetings and face to face meetings. The BID development manager has met one to one with around 60% of the businesses eligible to vote.

**23) How will non-retail city centre businesses have their voice and needs addressed within the BID?**

The BID is for all businesses not just about retail. All businesses across all sectors are involved.

**24) How will the BID help small businesses under £20K rateable value, and what say will those businesses have in BID company expenditure and activities?**

Businesses below the £20K threshold will receive the benefits from the BID activity but will not have to contribute financially. These businesses/organisations will not have a direct say in the activities of the BID as they will not be contributing financially. However if successful the Cambridge BID will be actively seeking to engage these businesses /organisations to get their views on the positive impact of its activities.

**25) How will charity shops be affected? What will they pay?**

Retail charity shops will pay

**26) How will non-retail charities, including Cambridge Colleges, be affected? What pro rata proportion of the levy will they pay?**

The discount details for non-retail charities are set out on page 19 of the BID proposal.

**27) How will Churches be affected?**

Churches do not pay business rates so will be exempt from the levy but will benefit from the activities of the BID.

**28) What will Churches pay?**

See above.

**29) Residents Associations were invited to the recent public meeting on 20<sup>th</sup> September. However I think most residents are either not a member of a residents association, or if they are they are probably not aware they are. Why has the full BID information not been made available to all residents? (e.g. via the Council's own Cambridge Matters magazine)**

In addition to the letters sent to Residents Associations, details of the public meeting were also featured in the Cambridge News and circulated through a variety of local networks. Unfortunately the editorial deadlines for Cambridge Matters meant that a feature on the CBbid proposal was not possible in the September edition.

**30) The BID would focus on helping businesses in the city centre, but what extra help will be available to help businesses in other parts of Cambridge? (e.g. Eastern Gate, Hills Road, Mitchams Corner)**

A successful BID in Cambridge city centre would only be one part of the solution in developing effective partnership working across the city. However it would be a catalyst in supporting this activity in other parts of the city where there might be a demand for this.

On page 5 of the CBbid Business Proposal the CBbid task force details 5 pledges, which would underpin its activity if the BID were successful. These include a pledge to;

*“ provide skills, support, and expertise to businesses outside of the BID area where possible, including advice and guidance to any Cambridge business cluster wanting to develop a BID.”*

**31) Are there any safety/crime related benefits for CBBID members, over and above those already provided to any member of CAMBAC?**

As set out on page 15 of the Business Proposal the projects already delivered by CAMBAC would be further enhanced by the BID if successful due to the additional resource available. In addition currently not all businesses in the BID area are members of CAMBAC. If the BID is supported the CAMBAC membership fee will be included in the levy for all those within the BID area so the benefits of CAMBAC will be felt by all in the BID area rather than only some as is the case currently.

**32) If displacement issues occur as a result of the BID being implemented, what resources (financial and non-financial) will be available to help other parts of Cambridge? E.g. if shoplifters are moved out of the City centre and crime increases in other parts of Cambridge?**

CAMBAC is a citywide scheme available to all so displacement is not an issue

**33) What does the Council think the potential displacement issues are?**

The Council does not anticipate any displacement issues as a result of the activities of the BID.

**34) Guidance given to BID proposers suggests that formal Local Authority approval should be sought three to six months before the Ballot. Why is Cambridge City Council only making their decision the day before the Ballot is due to start.**

The guidance referred to here was published in October 2005 by the Association of London Government one year after the BID legislation was passed. Therefore it was early guidance and not based on developing BIDs in practice. In practice the BID development process takes around 12-18 months from initial consultation to publication of the final proposals. Formal approval from the local authority cannot be obtained without the Business Proposal. The CBbid proposal was published on 10<sup>th</sup> September and formal

approval is being sought from the City Council at the earliest opportunity which will be the Strategy and Resources Committee on 3<sup>rd</sup> October 2012.

**35) What does Cambridge City Council feel the main purpose of the CBbid is and who will benefit?**

A key objective of a BID is to deliver a sustainable more equitable model for city centre partnership working so that funding for both existing and new partnership initiatives that enhance the city centre can continue. If the proposed BID is successful it will result in almost 4 million of additional funding for this activity over the 5-year term of the BID. All users of the city centre would benefit from a BID.

A successful BID ballot would represent the culmination of a long-term strategy which first began in the mid 1990s. Its aim has been to develop a sustainable mechanism to allow the public and private sectors to work together effectively to ensure the ongoing vitality of Cambridge city centre.

In addition a BID would, in the future be key to supporting the development of other business partnerships/BIDS in other parts of the city where areas were interested in exploring this.