



LEEDSBID

Transforming the city together  
Leeds Business Improvement District

DRAFT v2<sub>300519</sub>

Business Plan 2020-2025

## **Forward - LeedsBID – the story so far**

In 2015 Leeds came together to create LeedsBID, the largest Business Improvement District in the UK outside of London. With an ambitious business plan, businesses and organisations endorsed a five-year programme of £12.5m of investment into the centre of Leeds.

There are over 304\* Business Improvement Districts in the UK; business led, not for profit and non-political organisations investing over £140m each year into town and city centres. They are a recognised model of placement management bringing together different sectors with varying needs to work collaboratively to transform the city together. This is demonstrated through the new and innovative projects that LeedsBID has both led and supported financially and in kind during its first term.

Our ambition is simple: to work collaboratively to improve the city and to put Leeds firmly on the map. LeedsBID is a driving force, working nimbly to respond to the needs of businesses and to deliver on the aspirations of a 5-year business plan. During our first term we have seen many inspiring, exciting initiatives and projects come to fruition, some large, many small, all helping to enhance Leeds city centre as a great place to live, play and boost business opportunities.

LeedsBID has been instrumental in attracting new events to the city alongside supporting existing ones to achieve new audiences and be better integrated into a co-ordinated events calendar.

Attracting the ARIAS, MOBO awards and the third year of the Leeds International Festival has enhanced the city's cultural landscape pieces. Using events, activities and attractions help to shape a place. This is part of our ongoing strategy and drive to transform Leeds for the benefit of all.

Our desire to improve the welcome to and experience of Leeds can be seen in the street teams we deploy – The Welcome Ambassadors, Street Ranger Team and the Leeds Evening Ambassadors all provide visible benefits and support to all businesses across the commercial city centre.

LeedsBID recognises that many of our initiatives would not be possible without the levy funding we receive from levy paying businesses and organisations in the city centre alongside the considerable in-kind support and practical help of

those who give their time freely to support the work of LeedsBID. Non levy income and in-kind support creates an additional £0.5m per annum.

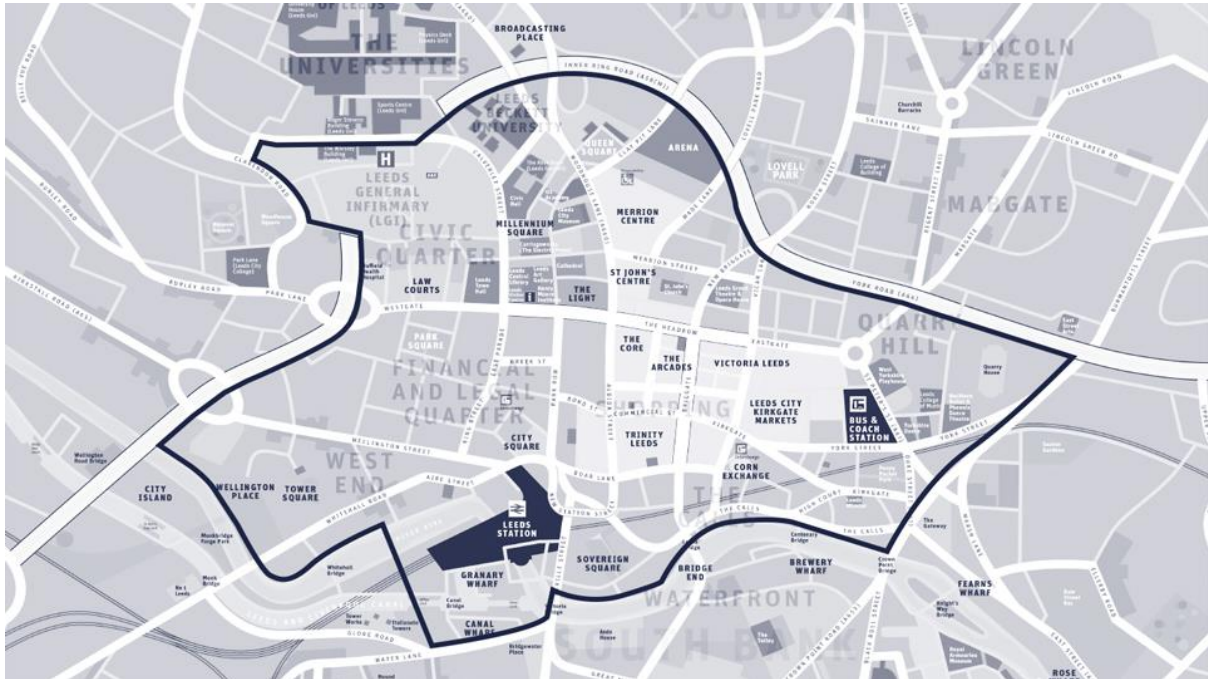
The Business Improvement District brings together all sectors of the city together to work towards a common goal and by its very title we want to see 'improvements' which have a real and direct benefit to those who do business in Leeds.

\* as at the end of 2011, Sourc: The BID Foundation, Institute of Place Management.

LEEDSBID DRAFT

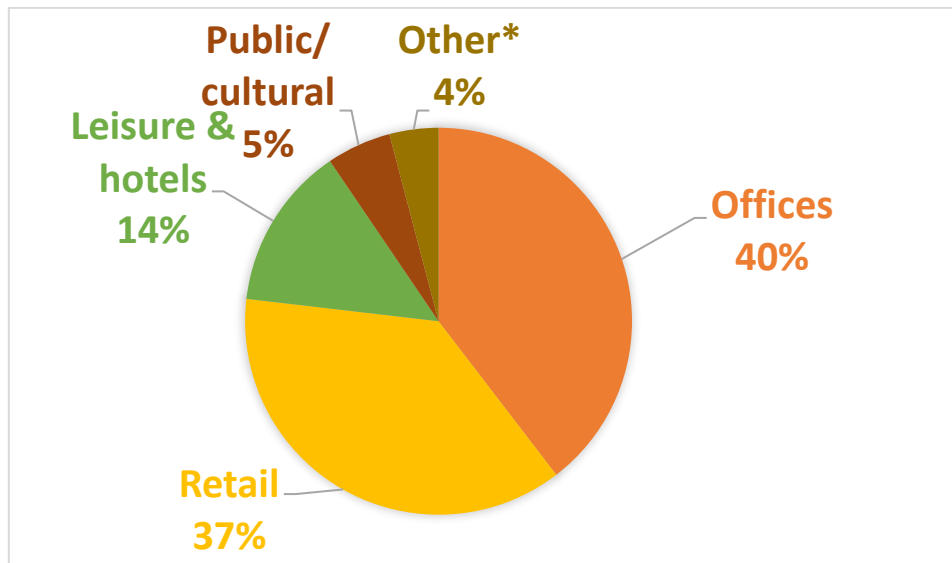
## 1.0 LeedsBID – Area

The area of the Business Improvement District in Leeds is shown below. This remains the same.



There are over 4,500 businesses located in this boundary. Businesses who have a rateable value greater than £60,000 will be included. This equates to 970 properties. With a levy of 1.25%, £2.5m will be generated each year to invest back into Leeds.

The split of sectors that make up the 970 businesses and organisations is shown below:



Retail and Leisure comprises of 51% of the businesses in the BID area. Office equates to 40%, a 3% increase since 2015. Cultural and other organisations make up the final 9% of representation.

LEEDS BID DRAFT

## 2.0 LeedsBID – Finances 2020-2025

*Indicative budget:*

£	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
<b>Income</b>					
Surplus b/f	35,000	0	0	0	0
Levy Income	2,521,000	2,571,420	2,622,848	2,675,305	2,728,811
Other cash income	300,000	325,000	325,000	335,000	340,000
<b>Total Income</b>	<b>2,856,000</b>	<b>2,896,420</b>	<b>2,947,848</b>	<b>3,010,305</b>	<b>3,068,811</b>
<b>Expenditure</b>					
Levy Collection 0.95%	24,000	24,000	24,000	24,000	24,000
Overheads 12.5%	315,125	321,428	327,856	334,413	341,101
Project Costs	2,315,195	2,345,279	2,386,164	2,437,868	2,485,405
Contingency 8%	201,680	205,714	209,828	214,024	218,305
<b>Total</b>	<b>2,856,000</b>	<b>2,896,420</b>	<b>2,947,848</b>	<b>3,010,306</b>	<b>3,068,811</b>

**% of levy income**

*Finance notes*

- Based on past performance of Leeds City Council collection services between 2015-2019, an assumed collection rate of 98% has been adopted
- A contingency on expenditure of 8% has been applied
- The annual inflation rate on levy income has been applied at 2%
- Management and overhead costs of the BID include staffing, office accommodation, charges, legal and accountancy costs associated with running the BID, and are budgeted to remain below 20% of the total annual expenditure, well in line with Industry Criteria
- In kind support which lowers overhead costs include
  - Office accommodation at Briggate is given rent free by Hammerson.
  - Office accommodation at ambition : Leeds is significantly reduced as part of Land Securities contribution to this project
  - Network Rail supply depot facilities for the LeedsBID at no cost
  - Merrion and Trinity Leeds provide vehicle and goods storage at no cost

- The levy collection charge is £24,000, which amounts to 0.95% of the year 1 levy and equates to £25/unit. This has not increased since 2015.
- Project costs will be directed to the themes of the term 2 business plan

LEEDSBID DRAFT

### 3.0 BID Levy rules

- A BID levy of 1.25% of rateable value will be charged on all eligible hereditaments listed in the 2017 local Non-Domestic Rating List as at 1<sup>st</sup> April 2017.
- All new hereditaments entering the Rating List after 1<sup>st</sup> April 2017 will be levied at 1.25% of the prevailing list.
- A threshold of £60,000 Rateable Value will be applied, thereby exempting any businesses within the BID area falling below £60,000 Rateable Value.
- The number of eligible hereditaments is estimated at 970
- The BID levy may increase by an inflationary factor of up to 2% in successive years (i.e. up from 1.25% to 1.27% in year 2). The board will assess if any increase is appropriate each year, giving careful consideration to the economic environment. (Nb. No inflationary increase was applied by the LeedsBID board between 2015-2020, i.e. the levy remained at 1.25% for five consecutive years.)
- The term of the BID will be five years from 1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2025.
- In the case of an empty or untenanted premises, the property owner will be liable for the BID levy with no void period, and will be entitled to vote.

*Consideration has been given to the Industry Research and Guidance from by The BID Foundation, British BIDs and other industry bodies such as the BRC, when formulating the BID Levy Rules.*



## **4.0 Summary 2015-2019**

Leeds has the largest Business Improvement District outside London. Manchester has a Retail & Leisure BID, Birmingham currently has 12 BIDs and London has 47 BIDs. All core UK cities including Liverpool, Nottingham, Newcastle, Reading, Bristol, Sheffield, Norwich and many more all have functioning BIDs. The latest BID in our region is Bradford's city BID which went live in 2019, whilst Otley has recently voted successfully for a second term of its original BID. Business Improvement Districts are a proven mechanism of private sector-led and public sector backed collaboration, providing the opportunity for added value investment in a defined geographical area.

In its first term (2015 – 2020) LeedsBID has invested in key projects in Leeds City Centre in furtherance of the objectives that were set out in the Business Plan under the themes Leeds Welcome, Leeds Experience and Leeds Business voice. Notable examples of projects include:

### **4.1 Welcome Ambassadors**

LeedsBID employ the largest Welcome Ambassador team in the UK. They meet and greet 5000 people each month in our city. The team engage with an average of 33 people a day while covering approx. 10-12 miles across the whole city-centre BID area. They carry out over 10,000 business visits a year and offer a free concierge service.

### **4.2 Street Rangers**

LeedsBID Street Rangers removed 6,000 pieces of chewing gum off Briggate last year. In 12-months within the city centre, they cleaned the equivalent of the inner ring road eight times. The team respond to over 100 hotspot requests each week. The team have cleaned the equivalent of Ilkley to Leeds – approx. 20 miles.

### **4.3. Environmental Projects**

In 2018 LeedsBID partnered with Forge Recycling and created the only seven-day waste service in LS1, saving businesses 10-20% off waste bills and reducing landfill.

The coffee-cup recycling service as part of the citywide Hubbub initiative has seen 390,000 cups collected (only 0.25% of the 2.5bn coffee cups used globally are reused).

Working with Yorkshire Energy offers levy payers a greener, cheaper and local energy alternative saving them money.

Leading by example, all our vehicles are electric.

#### **4.4 Community Collaboration**

Together with the Police, Council, and Trading Standards, £250,000 of counterfeit goods were removed off the street of Leeds in two afternoons.

LeedsBID gives office space to the Street Support Team in City Exchange. The new Street Support Team was created in October 2018 set up by the council and police to deal with the complex issues of vulnerable people on the street.

LeedsBID has supported the Homeless agenda through the collaborative [BIG CHANGE](#) project – a city wide initiative that has seen major companies make Big Change their worthy cause which has in turn increased the fundraising and grant giving capability of this project.

#### **4.5 Events**

Since 2015, LeedsBID:

- has invested £200k in Light Night (and lobbied to maximise business engagement opportunities). We supported the Council's ambition to increase Light Night from 1 to 2 nights in 2016 and continue to support this flagship event
- was part of the team that secured the MOBOs in 2015 and bought it back in 2017.
- attracted the conference and hospitality show to Leeds. This is now financially sustainable and a staple in the annual events diary.
- created the award-winning Leeds International Festival, now in its third year. A showcase for Leeds in Spring at the start of the events calendar. During 2017 and 2018, the Festival had a phenomenal online audience reach of over 1.7bn. In October 2018, the festival won an International Downtown Association (IDA) Excellence Award in Texas. More recently, it was selected as a best-practice case study to be presented at the Institute of Place Management Corfu Symposium in May. In total, over 40,000 participants attended the festivals in 2017-2018, and nearly 100 partner and community organisations collaborated to create the festival in 2018.
- secured the Audio and Radio Industry Awards to Leeds for three years working with the first direct arena and The Radio Academy.

#### **4.6 Skills and Talent**

LeedsBID leads by example. Every staff member has undertaken Mental Health First Aid training. We employ two apprentices and a University of Leeds placement student.

*ambition: LEEDS* was two years in development working collaboratively with Leeds City Council, Leeds Beckett University, Leeds City College and a number of charities whose objective is to get people back into work. Since launching in October 2018, it has become a vital resource in supporting talent development/recruitment in retail and hospitality with other sectors now wishing to engage and use the facility and its expert manager.

LeedsBoost: Over 1000 Leeds employees have been through *LeedsBoost* digital training with 353 businesses involved. This LeedsBID initiative nurtures business growth and personal development to get the best out of the digital world.

#### **4.7 Accreditation**

Since launch, LeedsBID has achieved the following accolades:

- CIPR Excellence Award – Finalist (June 2019)
- The Institute of Place Management Corfu Symposium – Paper Selection (May 2019)
- Leeds Architecture Awards – Winner (February 2019)
- International Downtown Association Achievement Excellence Award – Winner (October 2019)
- Business Against Crime in Leeds (BACIL) Awards – Finalist (October 2018)
- Association of Town & City Management (ATCM) Award – Highly Commended (July 2018)
- National Planning Awards – Winner (June 2018)
- Purple Flag City Status – Awarded (2016 -2019)

#### **4.8 A City Less Grey**

As a result of urban-art project 'A City Less Grey,' the Sunday Times proclaimed Leeds the country's "capital" for street art (20 August 2017), and reinforced how culture and creative industries are vital to the success of a place's survival.

The Athena Rising mural stands 46.8m tall and 11m wide. It is now the UK's tallest piece of street art. Athena Rising generated a media reach of nearly 389 million, with local and national print, digital, and broadcast coverage.

#### **4.9 Best Practice**

LeedsBID has given support and guidance to neighbouring Yorkshire BIDs including York, Bradford, Otley, Harrogate and Ilkley and those further afield including Leicester and Lincoln.

Our work has attracted best-practice acclaim; Sydney International Piano Competition and ManchesterBID sought Leeds Piano trail information, and Hastings International Piano Competition are replicating the outdoor screening. Leeds' Purple-Flag accreditation credited the Leeds Piano Trail campaign twice as contributing to its attainment.

## 5.0 Consultation

During March and April 2019, LeedsBID commissioned [ngisolutions](#) to carry out a comprehensive independent survey to all levy payers which could be completed online or on paper through direct levy payer visits. 290 surveys were completed.

The split by sector responses is shown below:

44%



Retail

20%



Office

11%



Leisure

9%



Public

4%



Cultural

11%



Other

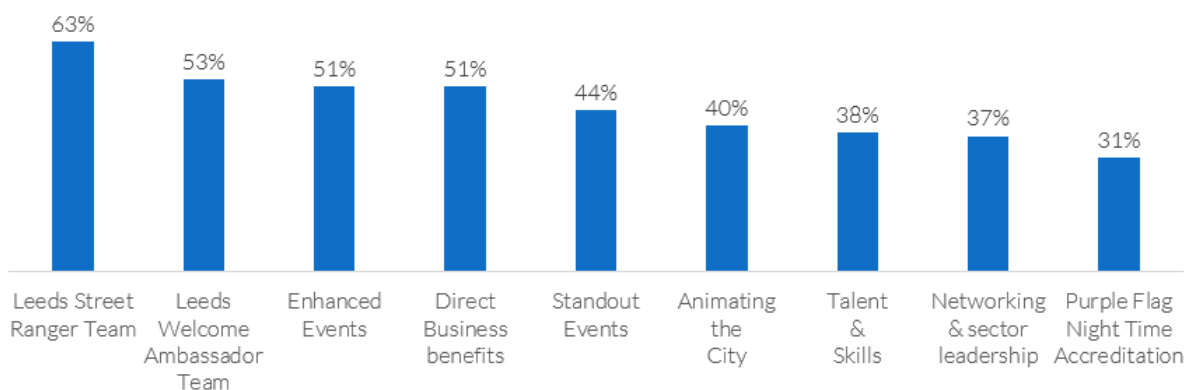
Respondents were asked to rate projects LeedsBID have implemented since 2015 on a scale of 1 to 5, where 1 was not valuable and 5 was very valuable.

When comparing the mean scores for each contribution we found the Street Ranger Team emerges as the most valued. This is closely followed by enhanced Events, The Welcome Ambassador team and standout events. Purple Flag scored the lowest, however, it is recognised nationally, that this accreditation is not as well-known outside of the evening economy sector.

Project	Mean Score
Leeds Street Ranger Team	4.4
Enhanced Events	4.3
Leeds Welcome Ambassador Team	4.2
Standout Events	4.1
Direct Business benefits	4.0
Animating the City	4.0
Talent & Skills	4.0
Networking & sector leadership	3.8
Purple Flag Night Time Accreditation	3.7

To look in more depth, we compared the scores of the 5 – very valuable on the scale. This is because we can infer levy payers who rate contributions this highly are likely to advocate for and be promoters of said contributions.

Once again, Leeds Street Ranger team stands out with 63% of levy payers rating it as very valuable. Over half the levy payers rated direct business benefits, Enhanced events and the Leeds Welcome Ambassadors as very valuable, showing that they are highly regarded. These are the projects that are now well established and recognised.



**Business Impact.** When asked which projects have created the most impact for levy payers, those that drove footfall into the city seemed to be favoured by all business sectors. Cleaning services and the Welcome Ambassadors also

received numerous mentions across sectors creating a positive first impression of the city which was crucial for the running of their business.



### Priorities for term two

The business sector was strong in suggesting new initiatives that LeedsBID should be considering in the future. Tackling the perceptions of vulnerable people on the streets was unanimously mentioned across all sectors, as was

the need for more green spaces and outdoor areas in the city. The importance of events both large and small was also mentioned regularly by participants.







Support for LeedsBID ahead of renewal was very encouraging.

98% of all respondents intend to support LeedsBID by voting YES for a second term.

## **6.0 Themes**

Going into our next term, businesses through our consultation want us to continue to fund and enhance many of the projects and initiatives that have been implemented in term 1. Some are well-established, others are new and maturing, while some are now standing alone without direct BID funding. There is a desire for LeedsBID funding for new innovative projects to drive the city forward, building on the suggestions and recommendations of levy paying businesses and organisations.

### **6.1 Ambition**

**Striving to achieve the best for businesses in Leeds, supporting the aspirations and excellence of the city centre.**

71% of respondents highlighted the importance of delivering projects that deliver direct benefits to businesses. E.g. Commercial Waste and Recycling Services

### **6.2 Collaboration**

**Connecting with key partners for the greater good of the city and its communities**

72% of respondents stressed the importance of projects like City Less Grey – collaboration from multiple partners

### **6.3 Animation**

**Breathing new life into the city with engaging event, activities and installations**

84% of respondents stressed the importance of events creating an experience in the city centre. Place making.

### **6.4 Curation**

**Co-ordinating an overall improved city centre experience for those who live,**

## **work and thrive in Leeds**

86% score regarding the importance of the street teams; in particular Rangers, Ambassadors and Evening Ambassadors

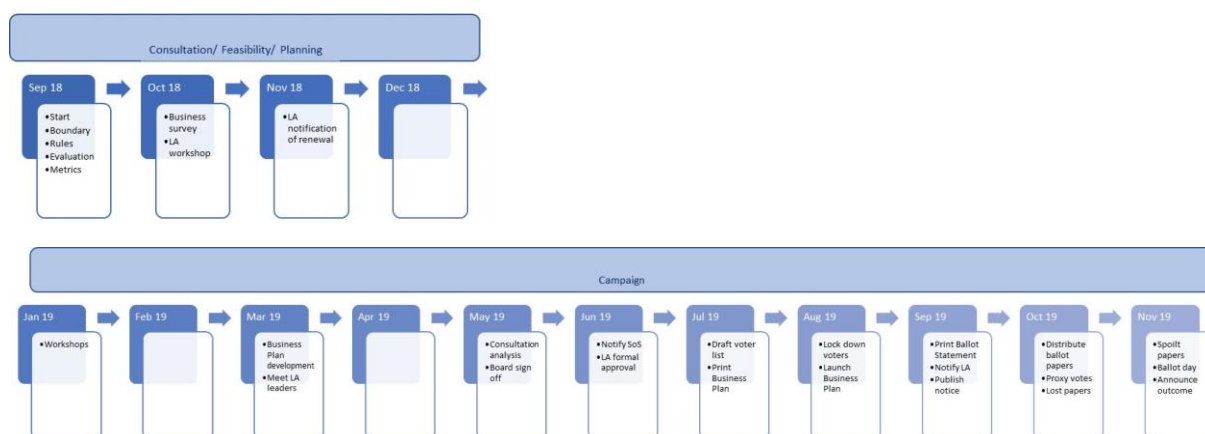
### **6.5 Innovation**

**Continuing as a catalyst for change in this city centre, leading transformation with new, exciting ideas and innovative investment**

71% identified the importance of supporting skills and digital skills through the ambition : Leeds and Leeds Boost projects

LEEDSBID DRAFT

## 7.0 LeedsBID Timeline for renewal



## Leeds City Council Executive Board Timeline

DATE	STAGE
26 <sup>th</sup> June Wed	Exec Board Meeting
18 <sup>th</sup> June Tues	Exec Board agenda publication
14 <sup>th</sup> June Fri	Submission of updated report following Cabinet Clearance
12 <sup>th</sup> June Wed	Cabinet Clearance
6 <sup>th</sup> June Thur	Submission of updated report following CLT clearance
4 <sup>th</sup> June Tues	CLT Clearance
30 <sup>th</sup> May Thur	Submission to governance services following CDD
28 <sup>th</sup> May Tue	Publication of Key decisions
22 <sup>nd</sup> May Wed	CDD Meeting & Clearance
8 <sup>th</sup> May Wed	Submission of report to Martin Farrington for CDD Clearance
30 <sup>th</sup> April Tue	Al Garthwaite Clearance
23 <sup>rd</sup> April Tue	Draft report to CO/Eve Roodhouse & Amended and 1 <sup>st</sup> line clearance MF

## **8.0 LeedsBID – Governance**

LeedsBID is a not for profit company that will be the proposer to continue the establishment of a business improvement district in Leeds. The Business Improvement District has a board of 12 non-executive directors, all of whom carry out their duties in-kind. Representation is from all sectors of the Leeds Community, Professional, Retail, Education, Public Sector and Hospitality.

<https://www.leedsbid.co.uk/bid-board>

## **9.0 LeedsBID – Legal Agreements**

A baseline agreement is in place, which sets out the agreed levels of service provided by Leeds City Council within the LeedsBID area. The delineates statutory provision and non-statutory provision. Also included is an appendix of joint areas of working and commitment that both originations have agreed to for the period 2020-2025.

An operating agreement between Leeds BID Limited and Leeds City Council, which defines the contractual arrangements for the collection and enforcement of the BID levy is in place.

Copies of these agreements are available online.

## **10.0 VOTE**

TO SECURE FIVE YEARS OF INVESTMENT  
IN LEEDS CITY CENTRE

A postal ballot of all business ratepayers in the LeedsBID area will take place from

10<sup>th</sup> October 2019 to 7<sup>th</sup> November 2019

The result will be announced on 8<sup>th</sup> November 2019

The BID will proceed if two tests are met –

- 1) A simple majority of those voting in the ballot must vote in favour
- 2) Those voting in favour must represent a majority of rateable value of the hereditaments (rateable properties)

END