

Representing BIDs

Meeting the changing demand for
BID services in England

Analysis and options



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1. Executive Summary



Key Findings (1)

- A recognised “trade body” to represent the BIDs industry in England has consistently failed to emerge. This can be attributed to a combination of factors, including the history of BIDs’ development in England, as well as the legacy of support services provided to date. With two pre-existing organisations (British BIDs and the Association of Town and City Management) largely competing for an evolving BID market, BIDs have resorted to reacting to their offers on the basis of different personalities involved, and in terms of the services they do not want, rather than specifying the services they do require. This research, commissioned by a representative, cross-section of BIDs, has enabled the industry to define what it does want from a representative body, and what is required to ensure BIDs have greater influence over its work.
- Almost three in four of the c.100 BIDs surveyed who pay for services are not fully satisfied with their current offer. There is a widely held perception that no single organisation offers the complete package of services, particularly in terms of lobbying and representation. The industry’s future representation clearly stands out as a priority service, reflecting an urgent need for a body which can provide an authoritative voice with government and industry representatives at what is a critical juncture in BIDs’ growth and development. ([Slide 13](#) and [Slide 14](#))
- Perceptions of the ulterior purpose of certain services on offer to BIDs have also been clouded by the personalities involved, and have dominated the discourse at the expense of the development of an effective trade body. It is widely perceived, for example, that the management of the government’s BID loan fund and the accreditation of BIDs by a commercial organisation, gives an unfair market advantage. In reality there are effective Chinese walls in place, but industry perceptions of one organisation sitting as judge and jury remain strong and unhelpful.
- This brings into sharp focus, however, a critical dilemma for any future provider of representative/membership services. On the one hand it must ensure it is independent and held in high repute across the BIDs’ industry; on the other hand it needs to be sufficiently resourced so as not to have to provide commercial services which could be seen to compromise its independence and good standing.
- With the continuing vacuum in collective leadership, opportunities are being missed to represent BIDs (eg CLG has no BID representation on its Future High Street Forum) and exposing BIDs to greater risks (eg not having a single, coordinated lobby to try to influence business rates reform). Meanwhile, industry bodies increasingly question the value for money of a growing numbers of BIDs.

Key Findings (2)

- In some respects, the current market for BID-related services is working well. An increasingly wide range of providers are selling services, either on an annual subscription or a commercial pay-to-use basis. Initially dominant providers (Bb and ATCM) are both in a period of transition, which has been an opportunity for new market entrants, including BID consultants. Confusion reigns, however, when it comes to the role of representing BIDs' collective interests, whether to government (at all levels), to business and the wider public.
- There is a strong argument, therefore, not to interfere in the market, but instead to focus on what BIDs require, which cannot be left or trusted to the market to deliver. There is a clear distinction between the wide range of services BIDs may want (and can readily access either individually or in groups), and the type of focused representation they seem to require as a single trade body.
- Given the increasing diversity of BIDs across England, the core set of representational services which all BIDs need is actually quite small. The research findings presented in this report suggest that it needs to include:
 - **Providing a single voice for BIDs** ie a public relations/public affairs function which combines telling the BIDs' story, continuing to put BIDs on the map, whilst being a custodian of the industry's reputation as it comes under increasing scrutiny.
 - **Engaging with key stakeholders** – representing BIDs collectively with three core constituent groups: (i) national government and in particular the lead department Communities and Local Government; (ii) local government through its national bodies like the Local Government Association, the Local Government Intelligence Unit and the New Local Government Network, as well as Local Economic Partnerships, Combined Authorities, other appropriate networks and think tanks; (iii) large corporates and multiples (eg banks, major retailers) which are significant levy payers across numerous BIDs in England and which lack any form of central customer-relationship management on behalf of BIDs. This would not replace the need for each BID to have its own relationship locally with a particular store/branch manager; or groups of BIDs to be better organised and represented at a city/regional level.
 - **Accrediting and Quality Assuring BIDs** – there is a strong argument for requiring the national representative body in future to oversee the accreditation of BIDs. This would introduce a clear separation of powers between the guardian of the industry's quality mark/ its awarding body and those service providers and consultants which are paid to prepare and take a BID through the accreditation process.

Key Findings (3)

- **Governance** - many consultees expressed how the governance of existing potential provider organisations was not adequate if they are to be considered for the role of representing the voice of England's BIDs. Future governance of a national BIDs' representative body needs to be based on a clear set of principles. Those most frequently cited are: transparency, independence, neutrality and impartiality, with several consultees also commenting that it should be a service that is non-profit making. ([Slide 49](#))
- **Funding** – The majority of BIDs of all sizes would choose to resource a future representative/membership service on the basis of different tiers of funding. It is striking that larger/wealthier BIDs express a strong preference for a flat rate compared to BIDs of other sizes; none of the larger BIDs surveyed suggested that they would choose to contribute based on a percentage of levy income (even though this could be capped at an upper limit). Our modelling of the funding of a service, drawing on the latest Nationwide BID Survey data, suggests that it could realistically command an income of £125-£135,000 per annum, whilst staying within the parameters of the subscriptions for current BID services, and without imposing an overly burdensome financial demand on BIDs. ([Slide 53](#))
- **Options** – the report sets out three options for BIDs to consider ([Slide 64](#)). These are set out in turn, along with the positive and negative consequences of each alternative: (1) "Do Nothing"; (2) Find an Accommodation; (3) Go out to the Market. The findings from this research strongly point to option (2), whilst recognising that the existing providers of BID services have considerable distance to travel in order to meet the industry's requirements as set out in this report, particularly regarding their transparency and governance. If, in time, the current suppliers are unable to reach the desired rearrangement, option 3 remains open.
- **Action** – time, however, is not necessarily on BIDs' side. The market is already shifting and the complaint which many BIDs have made in the past of "being done to" may resurface as BIDs get overtaken by events. In part, a victim of their own success (ie their growth in number creating an increasingly diverse and disparate group), in part a logical outcome of devolution and localism (ironically the original policy driver for BIDs), BIDs may ultimately find they have more in common at a city/regional level than as a single national voice.

2. Context and Scope of the Research and Consultation



A snapshot of BIDs in England*

- The number of Business Improvement Districts has steadily increased since legislation in 2003 enabled their introduction to the UK
- There are more than 240 established BIDs in the UK; 188 (78%) are in England of which over a quarter are in London
- 85% of BIDs are successful at ballot; the success rates increase for 2nd and 3rd term ballots
- BIDs raise over £75m in levy income each year and lever an additional £40m from other sources
- Average BID levy income is £425k pa (the median is lower at £290k); a third of BIDs have an income of £250k-£0.5m pa; 13 BIDs have incomes of £1m+ (all in major cities)
- Staffing levels vary hugely, but over half of BIDs operate with a team of 3 or fewer

*Figures from the Nationwide BID Survey 2016; income data refers only to town centre BIDs. other data are UK wide unless otherwise stated.



Purpose of the Exercise

- Data from the 2016 Nationwide BID Survey suggest that BIDs are in robust health. However, the combination of an uncertain economic environment (particularly for the high street/retail sector) and challenges to BIDs to sustain the level and quality of their offer, also suggests that the prospects of further development and growth of BIDs are increasingly open to question:
 - Cuts to local government funding mean that BIDs may have an opportunity to expand their remit, but this also threatens their very *raison d'être* as business-led membership organisations which exist first and foremost to add value to statutory provision not substitute for it
 - Opportunities presented by the government's devolution and localism agendas also bring risks and uncertainties for BIDs in terms of their sustainability, given impending changes to local government finance, rate revaluation, additional levies (eg to fund Apprenticeships) and new taxation mechanisms
 - Expectations of BIDs to play a role as convenors and enablers of neighbourhood plans and local economic development bring added requirements in terms of professional skills, and expectations of their greater accountability and transparency to stakeholders in addition to BID levy payers
 - Scrutiny from levy payers, many of which contribute sizable sums each year to numerous BIDs up and down the country, calls for the industry to ensure that it is providing a consistent quality of service and value for money.
- These challenges, partly a by-product of a prolonged period of austerity, and the government's goal of significantly reducing the proportion of GDP spent on public services, bring new demands on BIDs. They make it as important as ever for the industry to have the means to work collaboratively, to speak and be heard in Whitehall, in town halls and the board room; to have the space and opportunity to develop and mature as a significant player in the shaping of places, and continue to win and sustain the backing of both local and national businesses.
- This report presents the results of a wide-ranging consultation of BIDs and their key stakeholders. It was commissioned by a representative, cross-section of the BID industry to ascertain, against a changing backdrop, what BIDs in England and their partners are looking for from a representative body.

Understanding the position “as is”

- The 2016 National BID Survey also reaffirms how diverse BIDs are; this is only set to increase as the original BIDs mature and extend their services into second or third 5-year terms, whilst new areas look to develop BIDs for the first time.
- The remit and ambitions of England’s smallest BID (New Addington in Croydon) with a levy income of £20,000 pa are a world apart from the largest (NVEC) with an income of £3.7m, or Leeds £2.48m. Yet the action and reputation of a single BID can impact on and affect the sector as a whole at a time when BIDs per se are coming under increased public scrutiny.
- BIDs largely exist to promote and champion their particular area; as such they tend to promote what makes them different. A strong focus on place branding highlights BIDs’ otherness over their togetherness; it may partly explain why they have struggled to develop a single collective voice, particularly at a national level.
- The haphazard evolution of BIDs over the past decade, some emerging from regionally-funded regeneration programmes, others the legacy of town-centre management arrangements, has also contributed to the uncoordinated way in which shared services and collective representation have evolved.
- Currently, these rest largely with two organisations British BIDs (Bb) and the Association of Town and City Management (ATCM). Bb, which has developed as a brand providing commercial services to the industry, pre-dates the existence of most BIDs in England; ATCM, as its name indicates, evolved from representing town centre management partnerships and since 2002 has included BIDs as a section within its membership.
- Many BIDs consequently express the view that they have never owned an industry-led representative body and, given current circumstances and recent changes to Bb and ATCM, that now is an opportune moment to take that initiative. The consensus is that the industry is urgently in need of a single representative voice, and yet BIDs and their stakeholders are divided as to whether that can be supplied by one or other of the existing bodies, or requires something entirely new.
- It remains paradoxical that the governance arrangements, funding mechanisms and core services which many BIDs have developed for themselves are seemingly not transferable to a single collective body which could represent the industry.

Guiding principles

Given the extent of the challenge associated with BIDs' collective position "as is", and a perceived need potentially to alter the status quo, an intentionally large cross-section of BIDs has comprised this research project's steering group. It established the following principles to guide the exercise:

1. The Steering Group would remain open to any BID to join, and/or to contribute to the research in any way it felt appropriate:
 - *The core Steering Group has comprised a group of 10-12 BIDs, but this number expands to a total of around 20, including those who funded the research and followed its progress remotely (See annex for the list).*
2. The research and consultation needed fully to acknowledge and engage existing BID membership/representative organisations:
 - *The exercise has benefited from several discussions with, and support from, both British BIDs and ATCM as well as other providers of BID-related services.*
3. The exercise would ensure that all BIDs within England have opportunities to participate and respond:
 - *An online survey was promoted extensively to BIDs across England by designated representatives on the project steering group*
 - *Six regional focus groups were held, providing further opportunities for BIDs to input their views.*
4. There needed to be complete transparency and accountability to the whole industry:
 - *The findings and options have been informed by and clearly link to the engagement with BIDs and their stakeholders; these will be reported back and widely disseminated.*

Research methods

Activity	Explanation	How many participated?
Online survey	The survey enabled us to find out what BIDs want from a representative body, the services it should provide, and how it should be governed and financed.	93 completed responses (103 BIDs)
Interviews	We carried out a number of interviews with key stakeholders, including ATCM, British BIDs, Revo, British Retail Consortium, Federation of Small Businesses, Revive and Thrive and the Department for Communities and Local Government.	12 interviews
Focus groups	We carried out six regional, semi-structured focus-group discussions with Northern BIDs; Midlands' BIDs; Southern England BIDs; Outer London BIDs; South West BIDs; and Inner London BIDs.	Over 50 participants at 90 minute focus groups

Survey responses at a glance

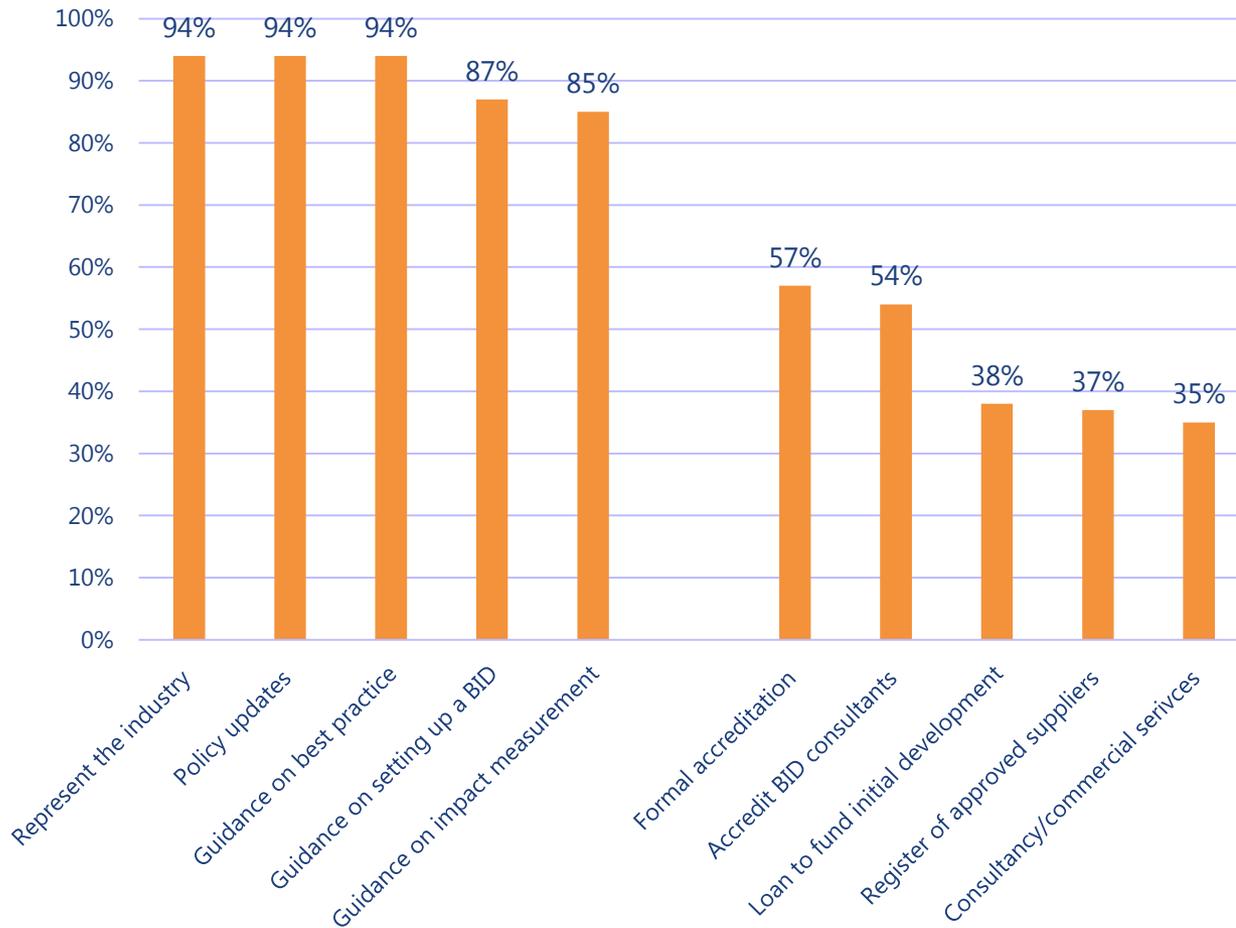
The online survey reached a representative, cross section of more than half the English BIDs, enabling us to analyse the data according to the longevity/experience of the respondents as well as their size/wealth:

- Number of Surveys completed: 93 (103 BIDs)
- BID term First: 49 (53%) Second: 27 (29%) Third: 17 (18%)
- BID levy Small (<250k): 23 (25%) Medium (<750k): 52 (57%) Large (>750k): 17 (18%)



NB: BIDs were asked to rate the importance of different services as:
Very important (4)
Quite Important (3)
Important (2)
Not important (1)

Identifying the most (and less) important services



Responses from 103 BIDs show that the most important services they are looking for are all externally focused ie - representation, lobbying and guidance which enhance the reputation and demonstrate the impact of BIDs. The comparatively less important services can be categorised as being more operational and/or services which BIDs may feel they already have access to, or can acquire or purchase individually.

NB: This chart shows the % of BID respondents who rated these services as either very important or important.

3. The Market for BID-related Services



A state of flux

- The market for the provision of BID-related services has entered a state of flux at just the moment when BIDs and their stakeholders are calling for more consistent organisational support, higher standards and better representation to different layers and agencies of government.
- For nearly a decade, British BIDs (Bb) and the Association of Town and City Management (ATCM) have developed and provided a range of similar services for BIDs, and essentially competed to be the voice of BIDs in the UK. Earlier this year, Bb announced that it was reviewing the delivery of its services. In future, it planned to change from being a membership body to offering its services to registered fee-paying subscribers.
- A corollary of Bb's repositioning of its brand seemed to be an opportunity to differentiate more clearly between the commercial market for BID-related services and the need for a strong, single representative voice for the BID industry, something akin to a trade body.
- In May 2016, Bb and ATCM released a joint announcement recognising that *"a strong, single representative body for the BID industry would be preferable and allow all BIDs to work together and speak with 'one voice'."* To that effect: *"ATCM [will] become the single, member-owned, BID representative organisation with products and member services available to the whole industry through the resulting broadened network. This will provide all developing and established BIDs across the entire UK with support and information, together with a more powerful voice at national policy level."*
- If anything, these efforts to bring greater clarity and differentiation to the BID-services market have only further confused the picture. The providers are of the view that the proposed rearrangement could work ie with Bb providing accreditation, information, training and ATCM carrying out the lobbying/policy-representation role. Whilst Bb's only constituency is BIDs, ATCM provides membership and representation to all those within the town and city management industry, including BIDs.
- Consultations with BIDs and their stakeholders clearly reveal, however, that they do not share in this view of the market, or necessarily accept the repositioning of the two leading providers which, they argue, has been done with minimal engagement with BIDs themselves.

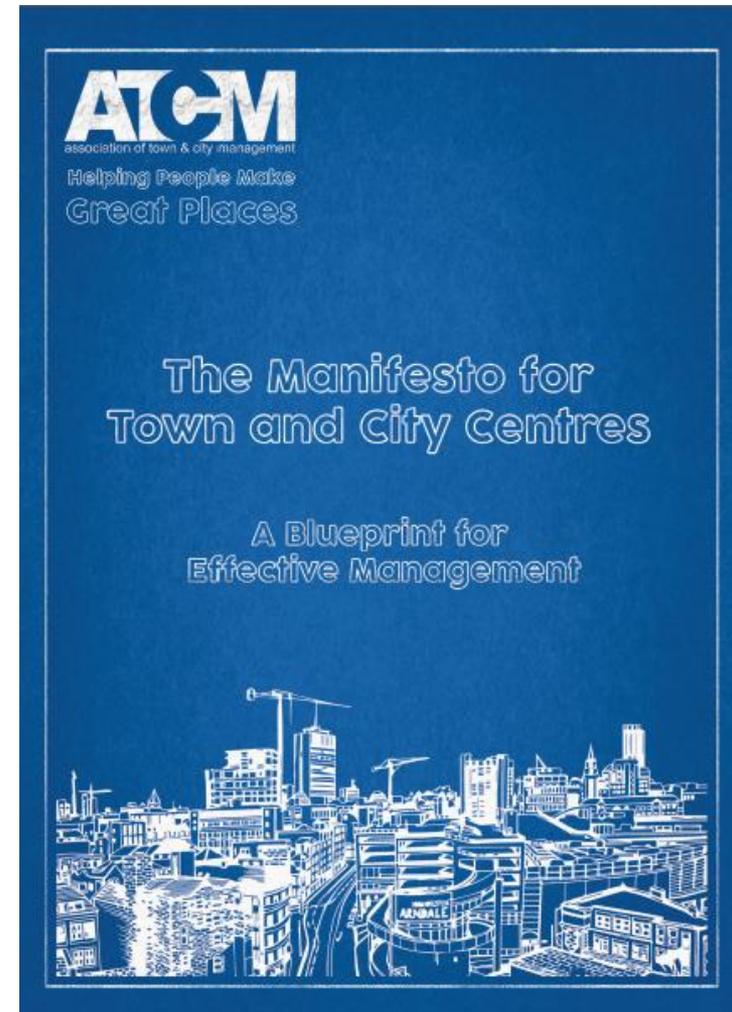
Filling a vacuum

- Recent changes in the BID-services market at a time of growing expectations of BIDs only highlight the extent of the vacuum created by the absence of a representative body for the industry. This is currently being filled in different ways.
- Communities and Local Government (CLG), the lead government department for BIDs, anticipated that the proposed changes to British BIDs' business model represented an opportunity for ATCM to fill a gap left by Bb, "but this clearly has not happened." Meanwhile, CLG is instead being lobbied by regional groupings of BIDs (eg Northern BIDs on extending property-owner BIDs as part of the Northern Powerhouse) rather than by a single collective voice for the BID industry.
- This may be a pointer to the future of BIDs' representation as, in the context of devolution and localism, they find stronger commonality and cause around devolved geographies, such as city regions, than they do as an increasingly numerous, but also diverse and disparate national group. This is already being played out within London, where the BIDs no longer come together as a single entity, but have identified greater common interest working as an inner London group based on the capital's Central Activities Zone. This potentially paves the way for an outer London group, dealing with the particular challenges of London's outer-lying metropolitan centres. However, like CLG, officers at the Greater London Authority (GLA) have expressed a strong preference for dealing with one BIDs' representative body, particularly when making representations to ministers or the Mayor.
- Outside of London, and in addition to the Northern BIDs group, similar city/regional groupings have emerged, for example, in Birmingham, the South of England and a fledgling group in the South West. These have proved useful conduits for this research and are beginning to find their voice with new Combined Authorities and Local Enterprise Partnerships.
- Meanwhile other potential providers of services to BIDs, also sensing the vacuum, are jostling to fill it. A recent blog post by the founder and director of [Revive and Thrive](#) laid down the gauntlet: "It's time to step up to the mark and fill the void left by others. Who is supporting UK places nationally?" . . . "Sadly, we've lost a couple of organisations who were offering support to places and some of the few that are left have changed direction. Some of the companies, places and individuals who have joined Revive & Thrive chose to do this due to similar frustrations and certainly, some, no longer feel represented at a national level by existing organisations."
- The following slides (18-20) focus on the main current service providers, as well as two alternative BID/place making membership representative models.

Association of Town and City Management (ATCM)

ATCM, estd. 1991, is a not-for-profit membership body representing organisations across the public, private and third sectors which share an interest in town and city management.

- Since 2002, ATCM BIDs has provided support to almost half the BIDs in the UK and Ireland, as well as to areas keen to develop a BID model.
- Previously under the brand BIDs UK, ATCM has provided services to BIDs since the National BID pilot programme. BIDs now comprise 23% of ATCM members.
- Having supported and advised on the original BID legislation, ATCM has expertise on both policy and operational matters and provides regular updates and briefing notes about complex issues affecting BID practitioners.
- ATCM has 9 regional networks. Members can attend meetings and events which encourage collaboration, enable the sharing of best practice and inform members on implications of policy changes on town and city centres.



British BIDs

British BIDs, established 2007, is a subsidiary and brand of CMS Ltd, a private consulting company limited by guarantee. Its subscription-based services, which are exclusive to BIDs include:

- BID ballot courses designed around the industry criteria and guidance notes. They cover the five stages: feasibility stage, planning stage, local authority stage, campaign stage and establishment stage.
- Certificate in BID management aimed at both BID and non-BID personnel. A six-month, part-time course taught through distance learning and on-site training.
- Accreditation: provides evidence of quality management and return on investment through service delivery. British BIDs subscribers receive 25% off the total cost.
- Ballot watch: a regular bulletin that provides the latest information about upcoming ballot dates and ballot results.
- BID loan fund: managed under contract to DCLG. Loans of between £10,000 and £50,000 can be awarded to help set up BIDs.
- Nationwide BID survey: carried out annually since 2007 and shared with the BID community.





- National organisation for BIDs in Scotland
- Delivers the Scottish Government's BID programme
- Supports and **encourages their development**
- Brings them together to **share knowledge/information**
- **Informs and develops BIDs policy** across Scotland

Funding

Annual budget is **£175k per annum** primarily in the form of a grant from the Scottish Government, plus additional sponsorship and support in kind

Staffing & Governance

- **Director**
- **Operations Manager**
- **Marketing, Communications, Social Media & Administration**
- **4 Board Members (plus Director and Ops Manager)**

Established

30 Town & City BIDs
 1 Tourism BID (*Loch Ness*)
 3 Business Park BIDs
 1 Theme BID (*Evening*)
 1 Food and Drink BID

In Development

11 Town & City Centre BIDs
 2 Business Park/Industrial Estate BIDs
 4 Tourism Infrastructure BIDs (*Canals*)
 1 Food & Drink BID (*Craft Distiller*)
 1 Promotional BID
 1 Island BID (*Arran*)

***Business Improvement Districts Scotland (BIDS)** is the trading name of **Business Improvement Districts Scotland Limited** (Co. No. SC370019 Charity No. SC043602).



- Leading markets organisation in the UK
- Looks after and **promotes interests** of market operators
- **Secures their recognition** on the national stage
- Provides **wide portfolio of services** for members (primarily LAs but also private operators and VCSEs)

Staffing & Governance

- **Chief Executive** responsible for day-to-day management
- **Management Board (President, President-Elect, Immediate Past President and the Chair of Wholesale Forum)** is the scrutiny and policy review body

Membership Fees (exc. VAT)

Town/Parish Councils, Traders Coops, Social Enterprises £318
Unitary/Metropolitan Authorities £795
District Councils £636

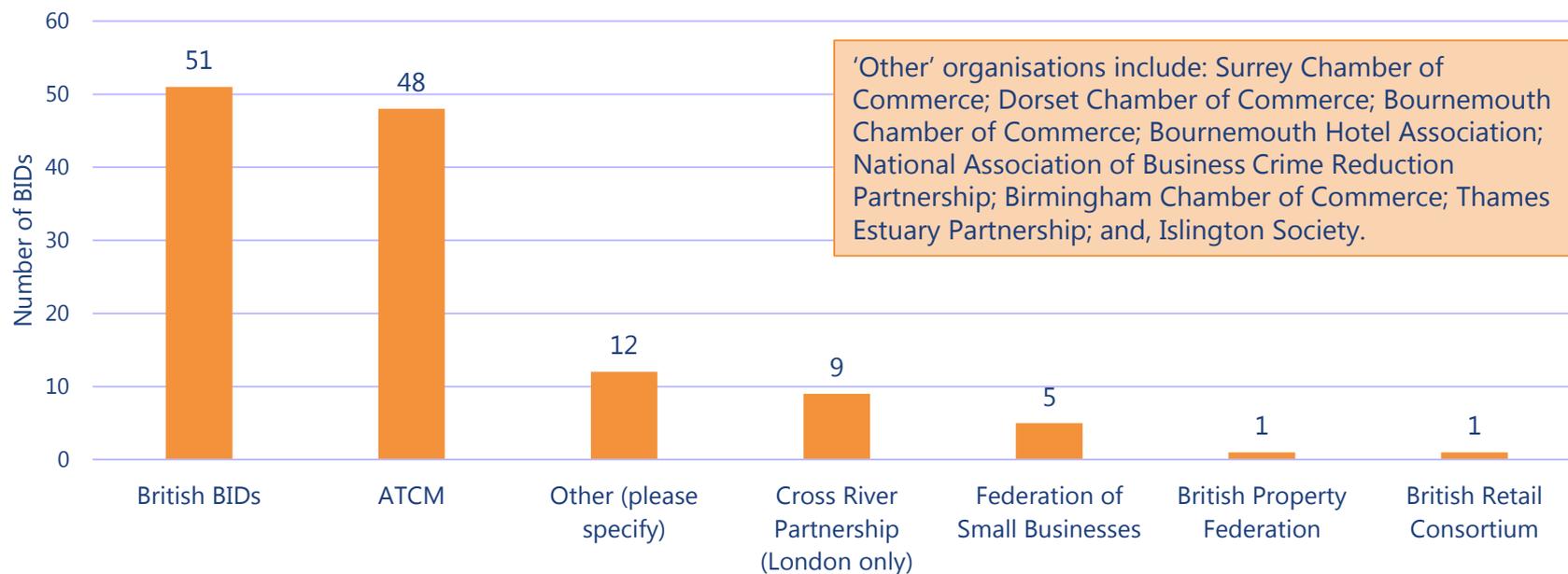
Membership

71 Unitary/Metropolitan Authority
 77 District Council
 61 Town/Parish Council
 1 Consultant (*Covent Garden Market Authority*)
 17 Sponsors
 34 Association of Private Market Operators (APMOs)

***National Association of British Market Authorities (NABMA)** is an unincorporated association and is governed by a Constitution which provides a framework for how the organisation is managed and operated..

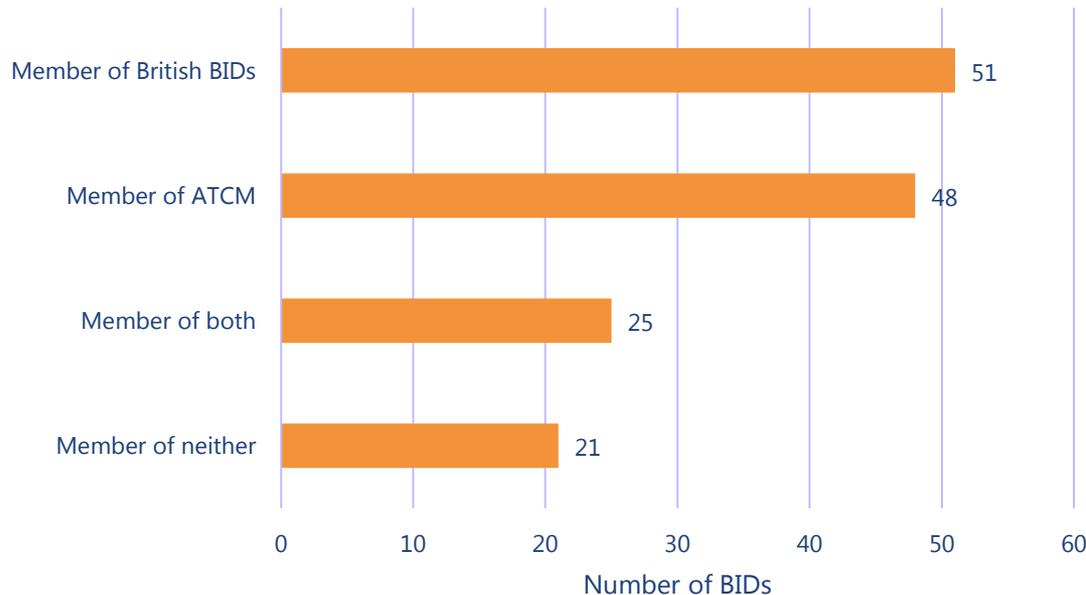
Existing membership/representative organisations

- 79% of respondents (73 BIDs) are currently a member of a membership/representative organisation
- Of this, 54% (39) are a member of one organisation and 25% (18) are a member of two organisations.



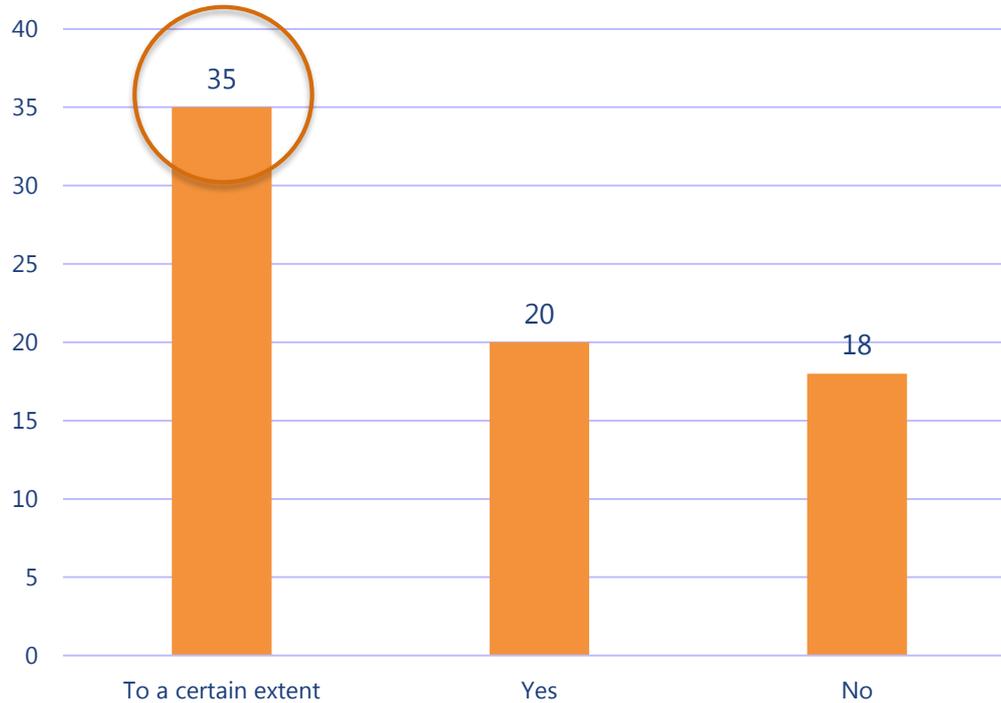
Membership of ATCM and British BIDs

- Of the BIDs which completed the survey, 55% are a member of British BIDs and 52% are a member of ATCM. There is a degree of overlap in membership of the two organisations, with 25 BIDs (27% of respondents) reporting they are a member of both.
- 23% are not a member of either of these two organisations. Of these 21 BIDs, only one is a member of any membership-type organisation.



Evolution not revolution

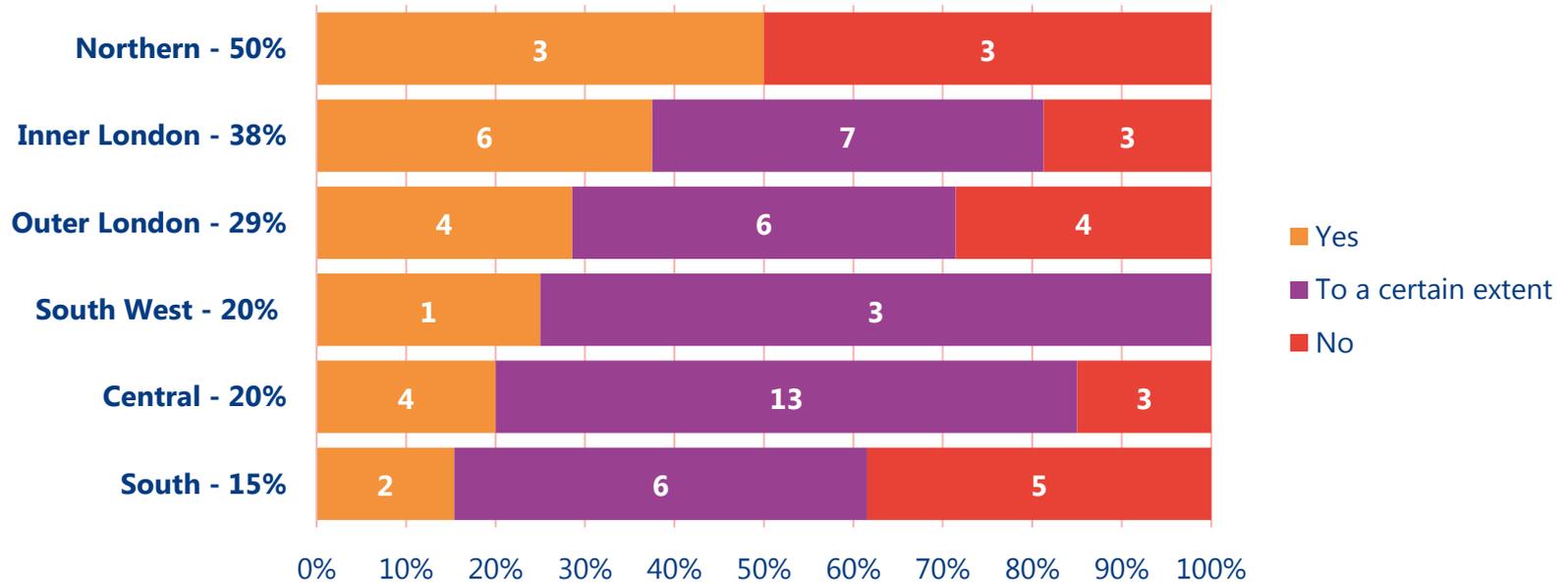
Are your needs being met by your current membership/representative organisation?



The most common response was that BIDs' needs are being met, but only to a certain extent. Almost three out of every four BID respondents who currently pay for services are not fully satisfied with their current offer. There is a common perception that no single organisation offers the complete package of services, particularly in terms of lobbying and representation.

Of the BIDs who are not a member of an existing representative organisation, 90% (17 BIDs) would like to become a member. Reasons cited for not being a member include: perceived poor value for money; being a very new BID; and the lack of impartial and independent advice.

Geographical variation



There is some variation in BIDs' perception of existing service providers in terms of geographical location. However, this observation should be treated with caution as the absolute numbers are quite small.

Northern BIDs which responded to the survey suggest that 50% are happy with existing organisations and 50% are not. BIDs in all of the other regions are most likely to think that their needs are being met at least *to a certain extent*.

BIDs' views and expectations of current providers

"ATCM aren't necessarily strong enough on its membership – its role appears more supportive and lobbying (and maintaining its existence)"

West Midlands BID

"Having one central voice is key and since ATCM already represent a significant portion of BIDs and areas/organisations which traditionally become BIDs it naturally makes sense for them to become the central organisation representing the industry"

London BID

"Also, it [a future representative body] needs to be open to other organisations operating regionally or nationally, eg Mosaic, The Means, Revive & Thrive. The BIDs industry needs to be joined up and co-ordinated to be stronger and more effective"

Southern BID

"It does seem that there are too many organisations offering membership services given the relatively small number of BIDs. We were pleased that ATCM and British BIDs were looking at closer relations but we have other organisations which have emerged – Revive and Thrive, Great British High Street, Healthy High Street

East Midlands BID

"British BIDS (or CMS) are in a position of conflict when they are 'accrediting' bids during revote"

West Midlands BID

"I think any structure should be part of ATCM, or have close links and be endorsed by ATCM not in competition, should be not for profit, transparent in its finances, and avoid offering or endorsing commercial services and consultancy"

East Midlands BID

What the BID industry wants: guiding principles

- BIDs distinguish between their expectations of the guiding principles of a representative/ membership body and their requirements in terms of the services it should provide

“BIDs need an independent body to represent [us] at highest level; there should be no ties to any contractors or other commercial interests”

East of England BID

“The big concern relates to the tension between a membership organisation that seeks to service and represent its members and a body that imposes standards (like RICS)”

West Midlands BID

“The body should represent all BIDs equally. It should also [be] headed by an independent individual/ chair that has no association with a BID in term”

West Midlands BID

“There needs to be one leading, impartial body which is properly resourced and does not act in a commercially biased manner”

East of England BID

“Someone needs to be looking at the BID leaders' pipeline- where is the BID industry talent coming from and how can it be nurtured so that we don't lose leaders of the industry to other fields?”

East Midlands BID

Analysis

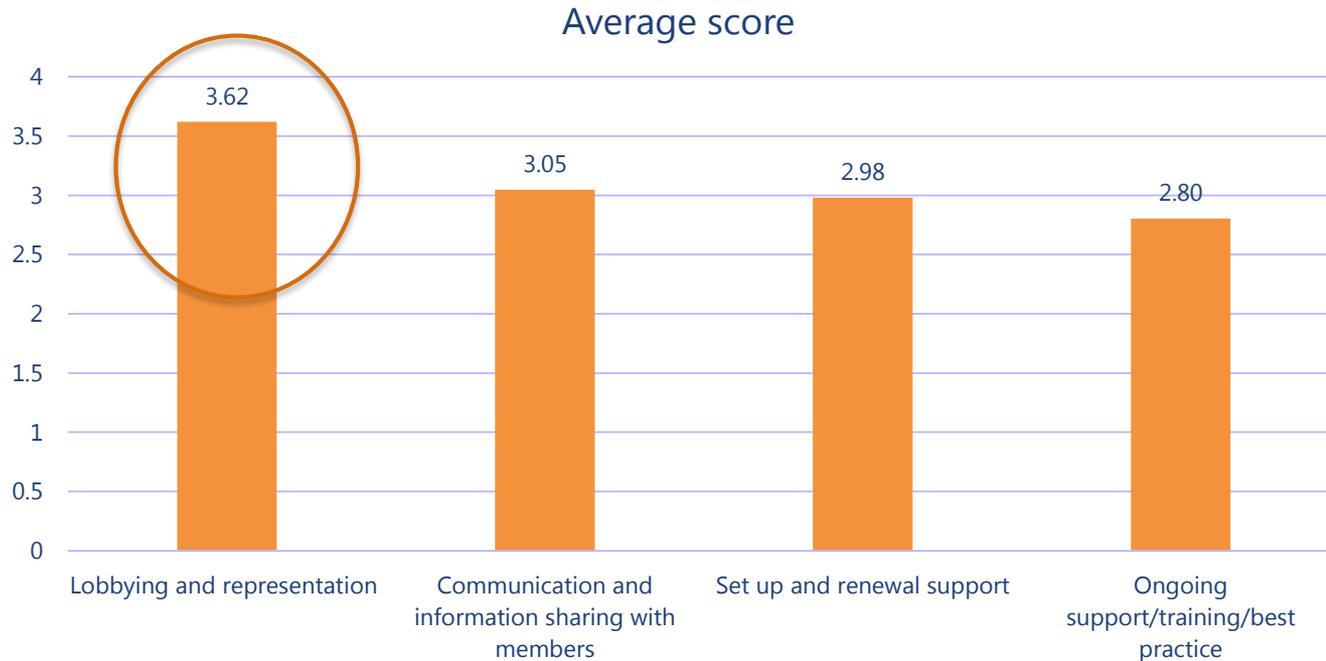
This review of the current market for BID-related services in England points to the following conclusions:

- In some respects, the current market is working well. 75% of respondents to the BID survey reported that their needs are being met, at least in part, by existing services. An increasingly wide range of providers are offering BID-related services, either on an annual subscription or a commercial pay-to-use basis. Initially dominant providers (Bb and ATCM) are both in a period of transition, which has been an opportunity for new market entrants, including BID consultants.
- Confusion reigns, however, when it comes to the role of representing BIDs' collective interests, whether to government (at all levels), to business and the wider public. Opportunities are being missed through a lack of an independent and authoritative point of contact to represent BIDs (eg CLG has no BID representation on its Future High Street Forum), and this also exposes BIDs to risks (eg not having a single, coordinated lobby to try to influence business rates reform).
- BIDs can ill afford to be complacent, or even assume they are understood (eg the recently appointed Deputy Mayor for Business in London, Rajesh Agrawal, had no prior knowledge of BIDs); local authorities are being given additional freedoms to raise revenues, which brings possible alternatives to BIDs into focus, and some of the long-standing business supporters of BIDs are increasingly questioning the value for money they receive from their levy payments.
- Essential services and tools which are critical to the success and sustainability of BIDs, and which arguably should not be used for any commercial advantage, remain split across the two principal organisations, Bb and ATCM. These include the management and maintenance of voter lists, the setting and implementation of accreditation standards; even a single, accurate list of all the BIDs in the country, their latest proposal and up-to-date contact details (ie of the Director and Chair).
- BIDs are clear in their wanting greater ownership and direction of any future industry representative body which acts in their name. Meanwhile several groupings have taken things into their own hands at the regional level in order to give BIDs a louder voice in the governance and funding, not least by the LEPs, of city regions. This should not necessarily be seen to be at the expense of future national representation. On the contrary, it provides a potential structure and governance arrangement for a confederation of regional groups which could feed into a national body; it also shows the increasing propensity of BIDs to collaborate and take the initiative, rather than "be done to" as several comment is currently the case with Bb and ATCM.

4. Essential Services . . .

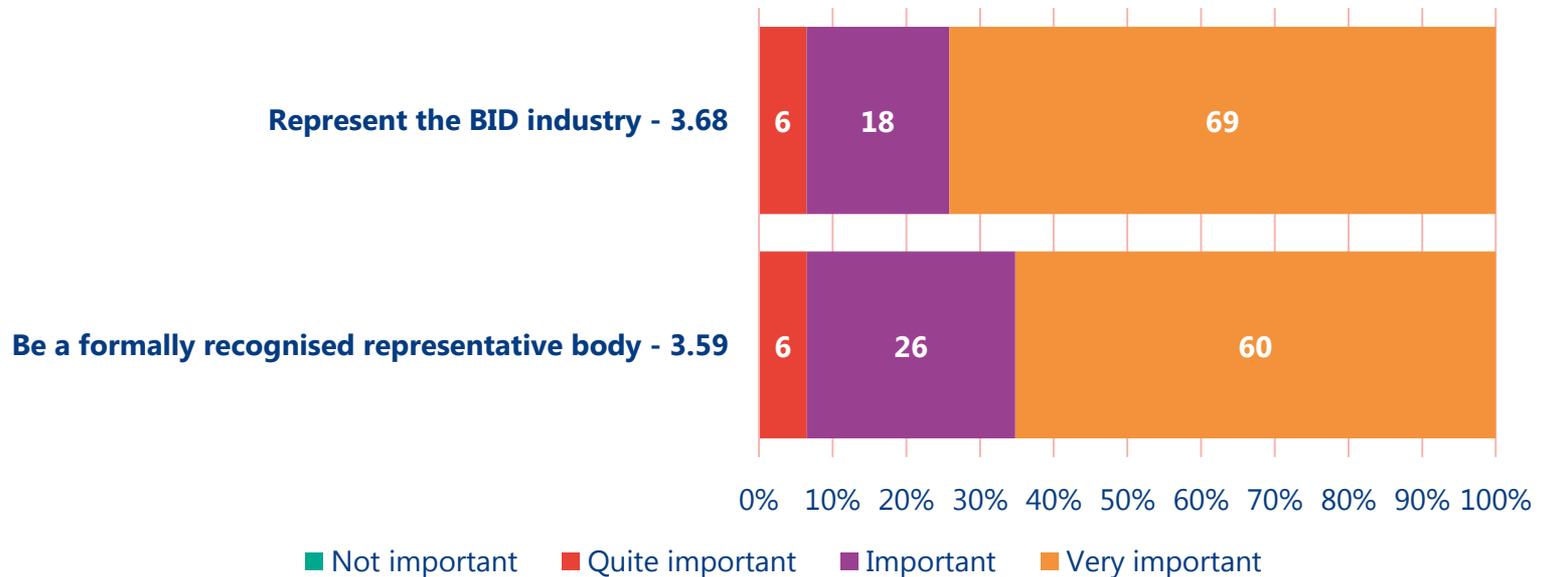


Lobbying and representation



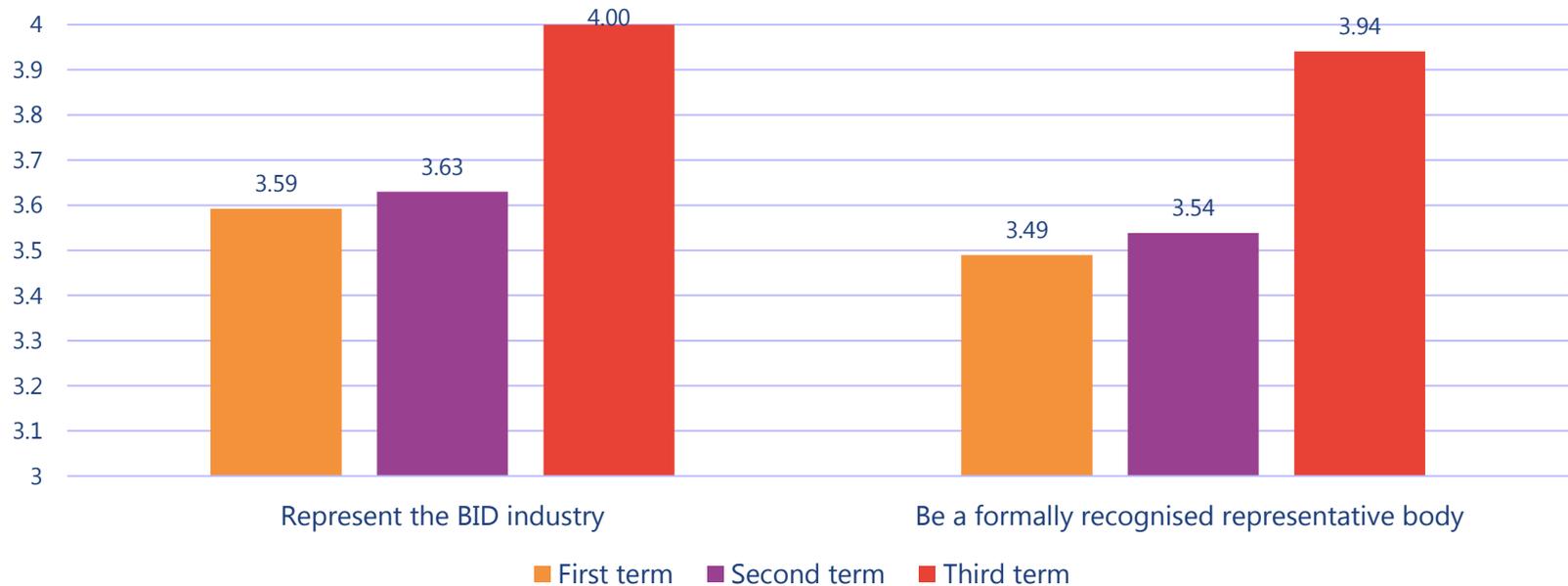
Lobbying and representation clearly stand out as a priority service, reflecting BIDs' need for an organisation which is recognised as providing BIDs a collective voice with government and industry representatives. The regional focus groups affirmed that many BIDs feel existing organisations only partially provide this; it is not as effective as it needs to be, particularly given that representation is increasingly required at different administrative layers as government is devolved to cities and city regions.

Lobbying and representation



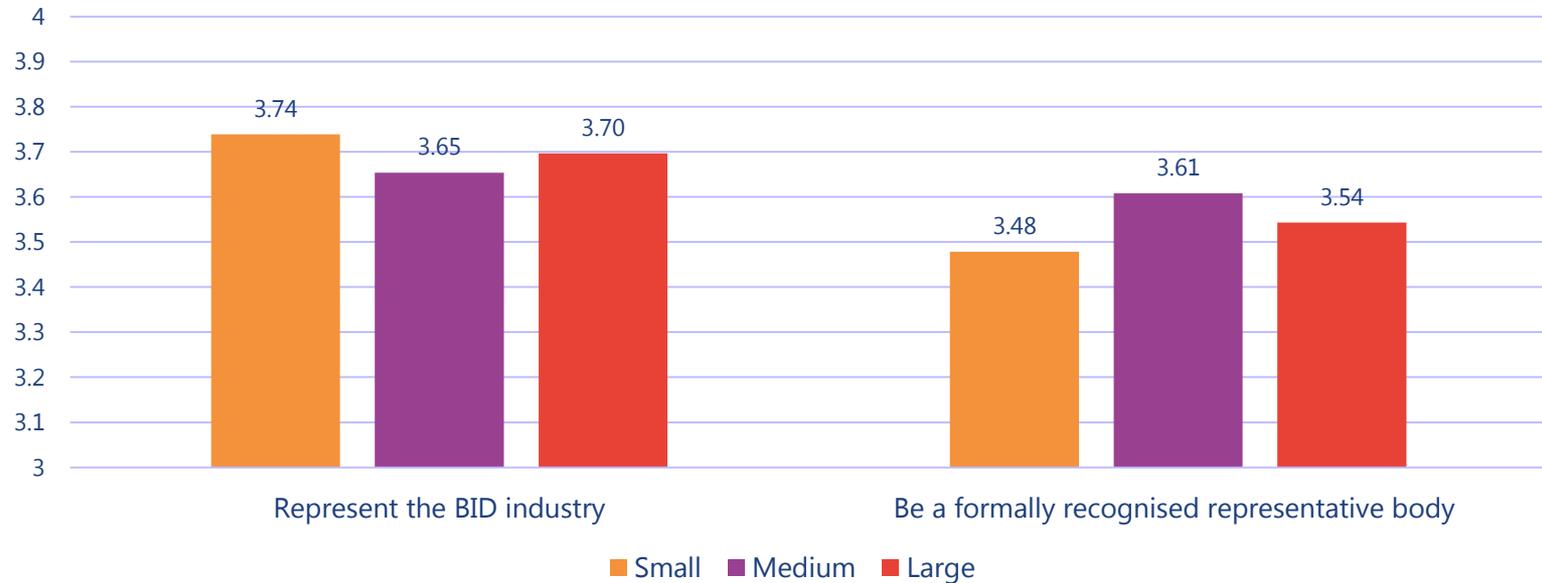
Representing the BID industry as a formally recognised body is seen as important or very important by over 90% of all survey respondents.

Lobbying and representation



Lobbying and representing the BID industry are regarded as more important by third term BIDs than those in their first and second term. This suggests that as BIDs evolve, become established and develop services beyond "cleaning and greening", the lobbying and representation role becomes increasingly important.

Lobbying and representation



There is less of a clear relationship between the importance of lobbying and representation and BID levy size. There is little difference between the average scores; BIDs of all sizes think that lobbying and giving more of a voice to the industry are essential services for a BID representative organisation.

Feedback from BIDs

“Ideally operate as a strong and effective lobby group on legislation that affects businesses including future BID legislation changes”
Southern BID

“Whoever leads this body must be seen as someone who is both knowledgeable and maintains the highest professional standards. They must also be able to influence National and International Policy.”
East Midlands BID

“I think it vital that any coherent rep organisation is non profit making and has full representation from its members and finally it strives to do 4 or 5 things very well working to a concise deliverable brief and not 20+ things badly”
Southern BID

“Feel adding the various other suggestions for a BID body complicate matters and muddy the water - representation is key”
London BID

“BIDs need an independent body to represent [us] at highest level; there should be no ties to any contractors or other commercial interests”
East of England BID

Feedback from consultations

- Inter-BID communication/information sharing; support with BID set up and renewal and ongoing training and development are all seen as important services, but in the current circumstances neither BIDs nor industry representatives see them being as critical as the requirement for a stronger BID voice and representation.
- With a wide range of BID services successfully being provided by the market, there is a danger of a representative/membership body duplicating existing provision. There was almost unanimous agreement among consultees, however, that there needs to be one BIDs' representative body and that there is not room for a new one if this is only going to cause more duplication and confusion ("not a third organisation").
- Given the increasing diversity of BIDs across England, the core set of representational services, which all BIDs need, is actually quite small. In short, there is a distinction to be made between the wide range of services BIDs may want, and the type of focused representation they increasingly require. The latter should include:
 - **Providing a voice for BIDs** is a public relations/public affairs function which combines telling the BIDs' story, continuing to put BIDs on the map, whilst being a custodian of the industry's reputation as it comes under increasing scrutiny.
 - **Engaging with key stakeholders** – representing BIDs collectively with three core constituent groups: (i) national government and in particular the lead department Communities and Local Government; (ii) local government through its national bodies like the Local Government Association, the Local Government Intelligence Unit and the New Local Government Network, as well as appropriate networks and think tanks such as the Core Cities, Centre for Cities, ACRE and the Rural Services Network etc.; (iii) large corporates and multiples (eg banks, major retailers) which are significant levy payers across numerous BIDs in England and which lack any form of central customer-relationship management on behalf of BIDs. This would not replace the need for each BID to have its own relationship locally with a particular store/branch manager, but it would heighten the efficiency and consistency of BIDs' dealings with large businesses.
 - **Accrediting and Quality Assuring BIDs** – there is a strong argument for requiring the national representative body in future to oversee the accreditation of BIDs. This would introduce a clear separation of powers between the guardian of the industry's quality mark/ its awarding body and those service providers and BID consultants which may be paid prepare and take a BID through the accreditation process.

Analysis

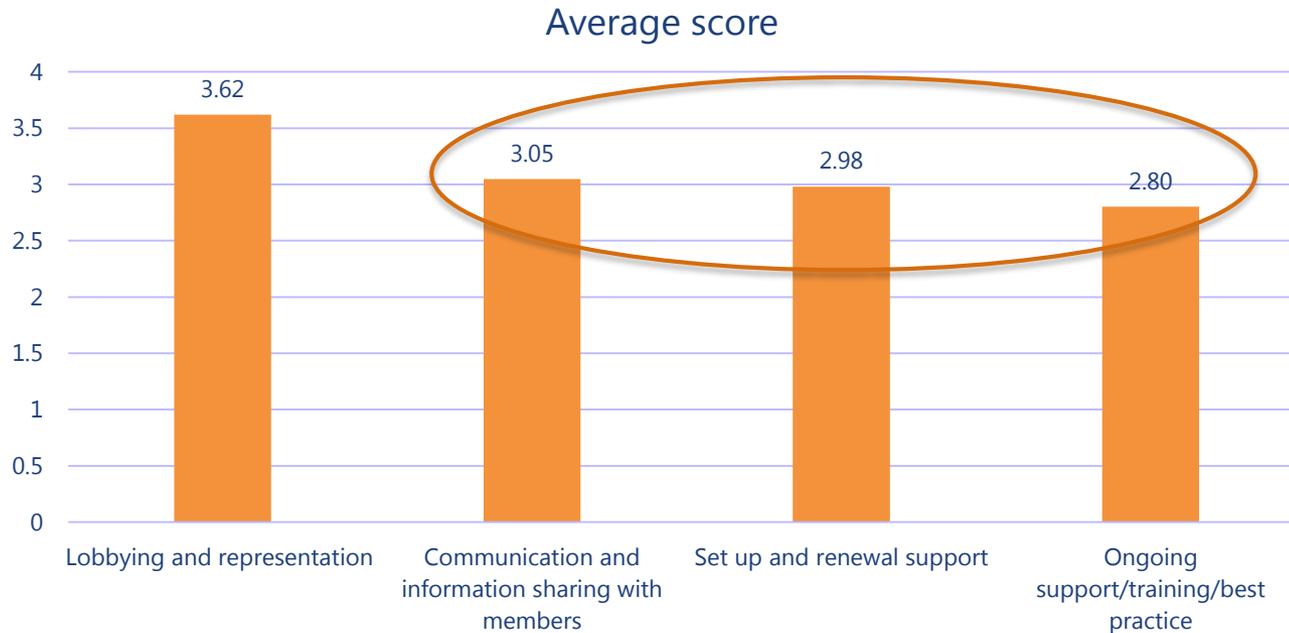
This review of services which BIDs require from a representative body points to the following conclusions:

- There is clear distinction between what BIDs (and their stakeholders) perceive to be essential core services and require from a single representative body (ie “the voice of BIDs”), and services which may be “nice to have”, but which individual BIDs might purchase as an additional extra (ie tailored to their particular requirements). The latter could be offered by the same organisation, or as easily purchased from a maturing market of BID-related service providers.
- That a recognised “trade body” to represent the BIDs industry in England has consistently failed to emerge can be attributed to a combination of factors, including the history of BIDs’ development in England, as well as the legacy of support services which have been provided to date. With two pre-existing organisations competing for the BID market, BIDs have resorted to reacting to their offers on the basis of the different personalities involved, and in terms of services they do not want, or with which they have concerns, rather than specifying the services they do require.
- Perceptions of the ulterior purpose and questionable quality of some services on offer to BIDs have also been clouded by the personalities involved, to an extent that this has dominated the discourse at the expense of the development of a single effective trade body. It is widely perceived, for example, that it is inappropriate that the management of the BIDs’ loan fund, which Bb has under contract to DCLG until 2019, or the accreditation of BIDs are overseen by a commercial organisation which, it is assumed, gains an unfair market advantage from doing so. In reality there are effective Chinese walls in place, but industry perceptions of one organisation sitting as judge and jury remain strong and unhelpful.
- Recent changes at British BIDs have served to “take the lid off” its business model, arguably making more transparent those services which now comprise a core package for subscribers, and those which are available on a consultancy basis. In many respects this is no different to ATCM, which also has increasingly had to deliver paid consultancy contracts alongside its membership offer in order to remain financially viable.
- This brings into sharp focus the critical dilemma for any future provider of representative/membership services. On the one hand it must ensure it is independent and held in high repute across the BIDs’ industry, on the other hand it needs to be sufficiently resourced so as not to have to provide commercial services which could be perceived to compromise its independence and good standing. Indeed, 35% of survey respondents seem aware of the hard realities of making a representative service viable when saying it is important that the organisation can also provide commercial services.

5. . . and services it would be nice to have

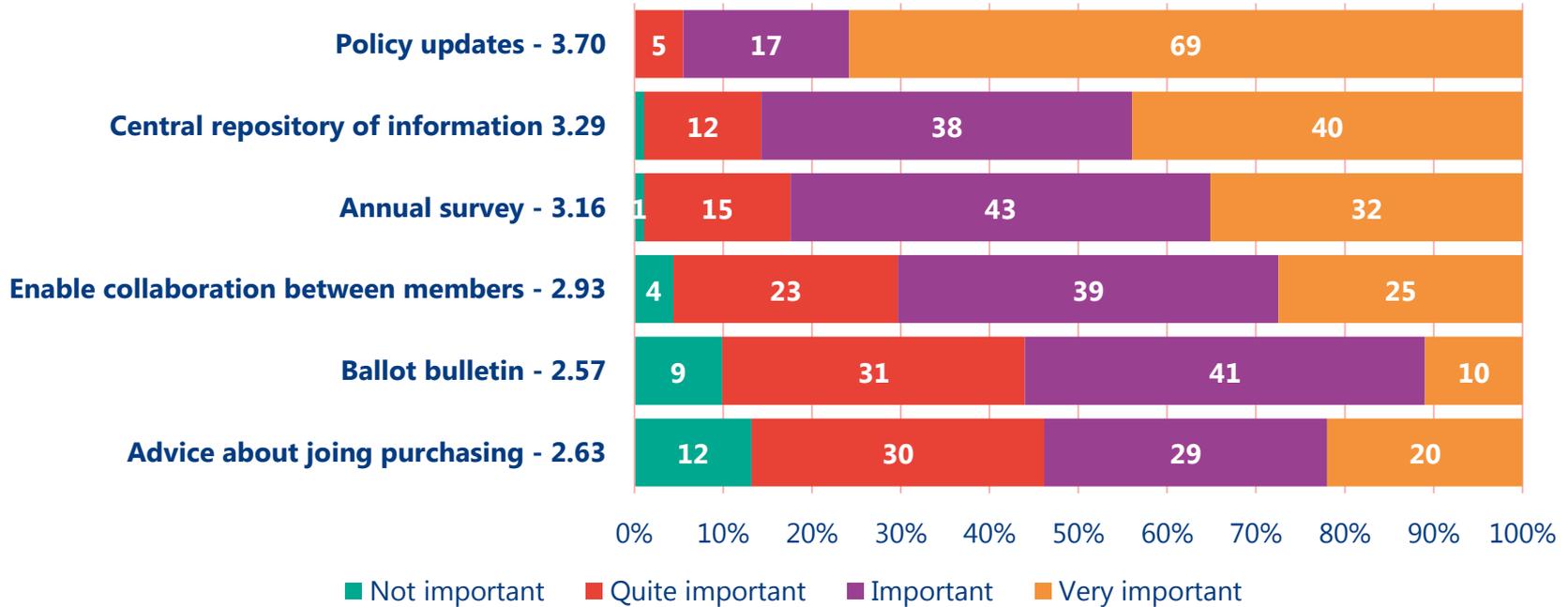


Communication, set up and ongoing support



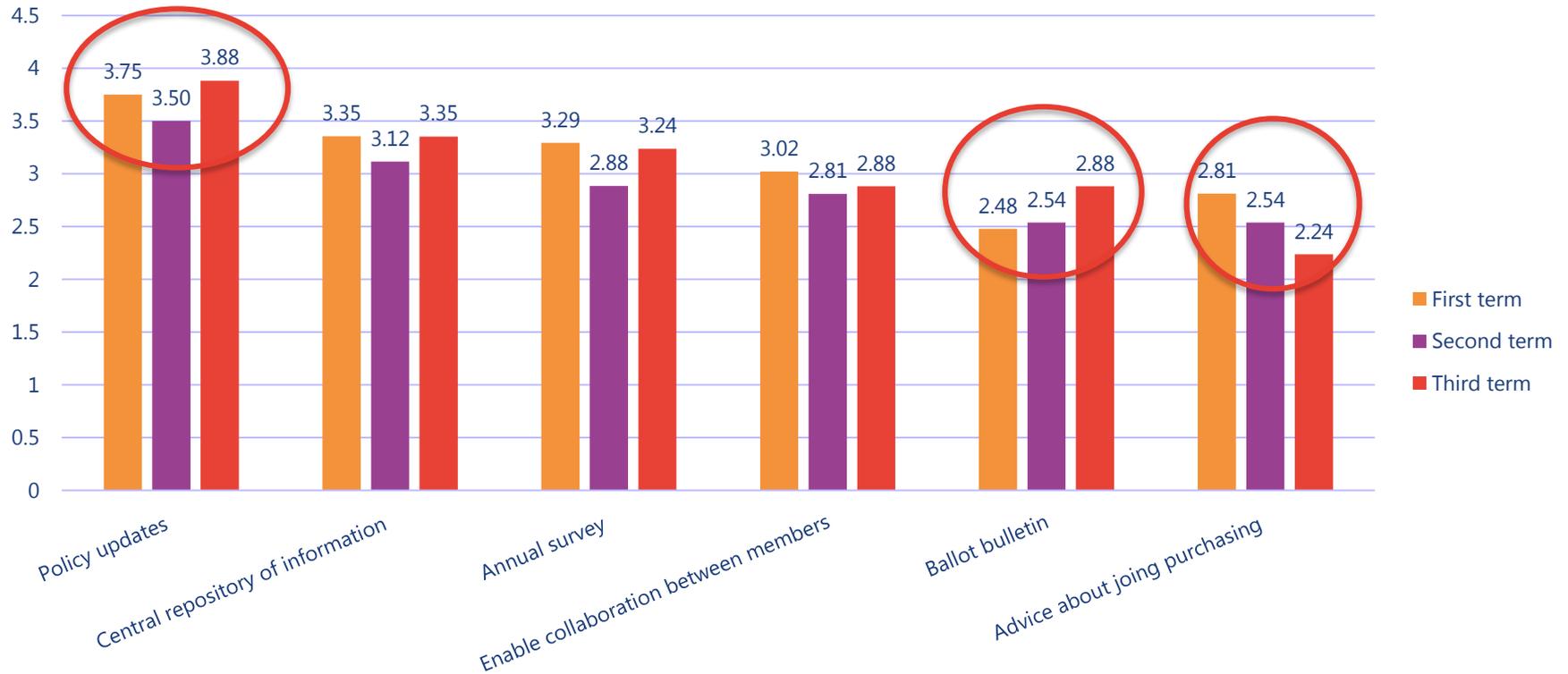
Other services to BIDs - Communication and information sharing with members; Set up and renewal support; Ongoing support, training and best practice - are all seen as of value and importance, but not as essential as the need for lobbying and representation.

Communication and information sharing



Providing policy updates clearly stands out as most important (95% of all respondents rated this service either important or very important). Of the services listed in this category, providing policy updates and guidance is most likely to be a core element of a future BIDs' representative function.

Communication and information sharing



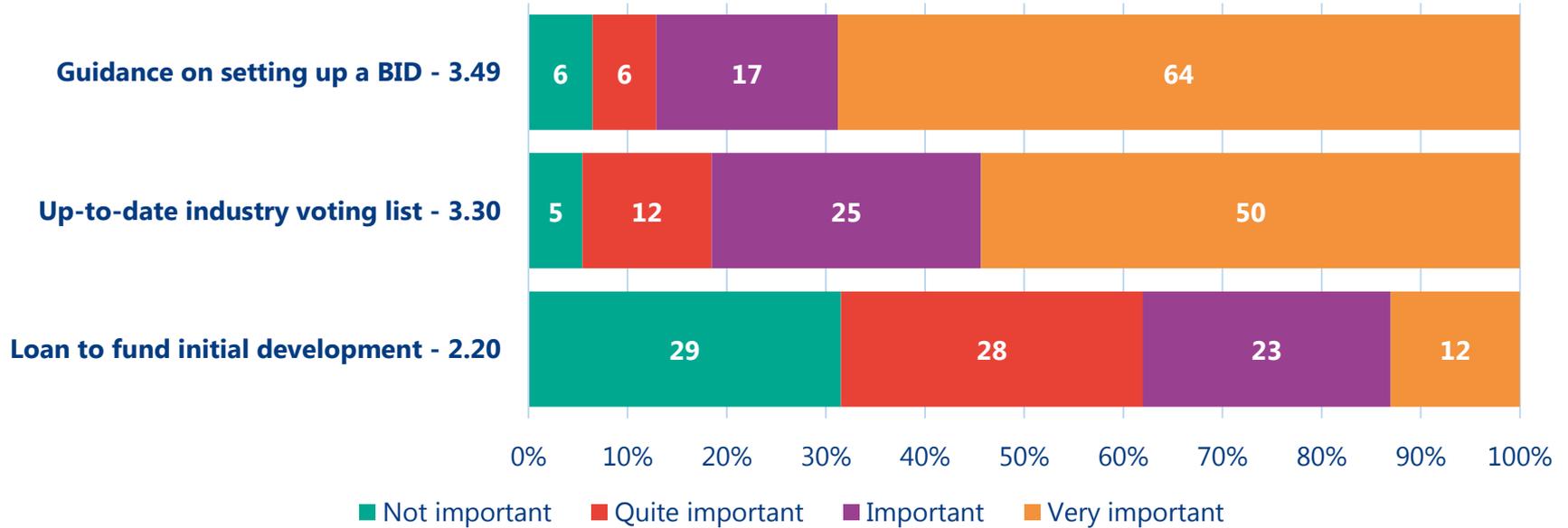
The ballot bulletin seems to become increasingly important as BIDs become more established. Providing advice about joint purchasing, however, is most important for BIDs in their first term which are likely to lack experience in this area. Policy updates are the most important service for BIDs in all three terms, reinforcing the overarching importance of lobbying and representation.

Communication and information sharing



Providing policy updates is the most important service for BIDs of all sizes and the importance increases as levy income increases. Enabling collaboration between members and providing advice about joint purchasing seems to become less important as levy income increases, suggesting that larger BIDs become less dependent on other BIDs as they become more established.

Set up and renewal support



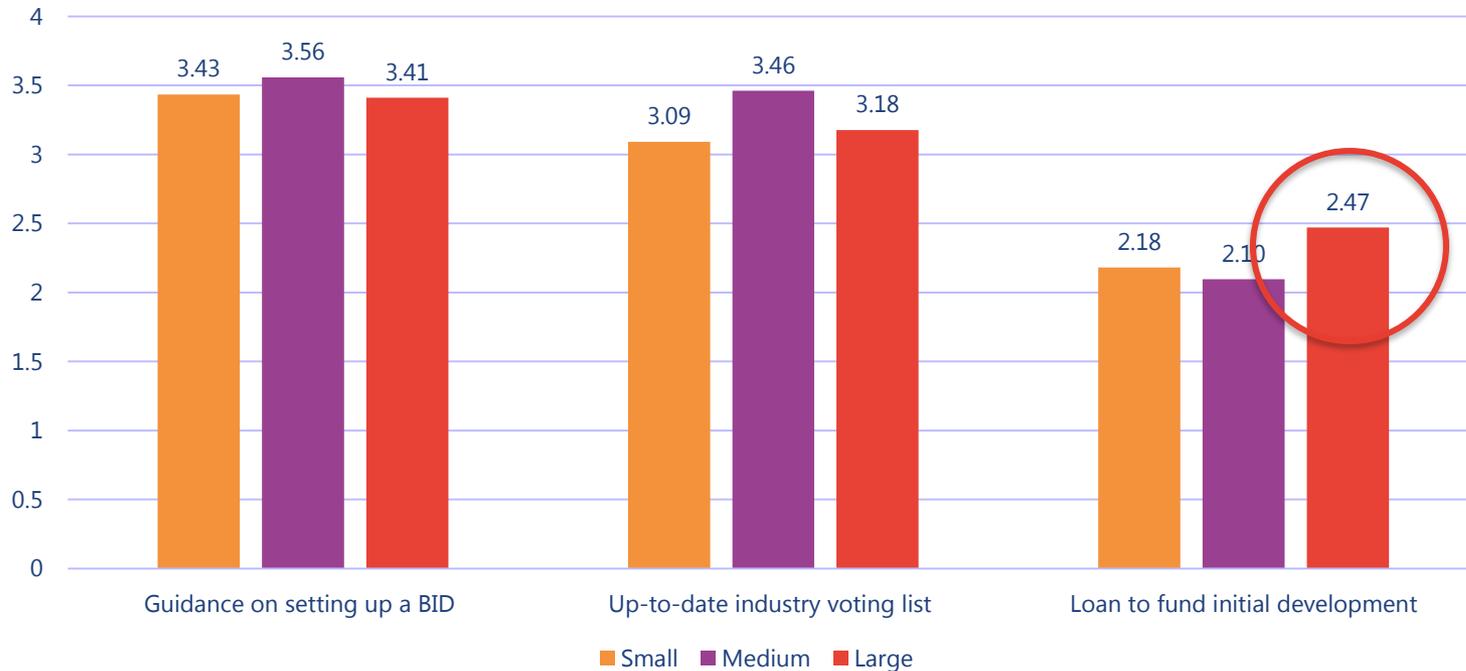
For all BIDs, the most important service in this category is the providing of guidance on setting up a BID. 64 respondents rated this as very important and 17 rated this as important. 87% of all respondents cited this as important or very important with 81% giving a similar rating to the need for up to date industry voting lists. A loan to fund the initial development of a BID is not perceived to be as important. This is likely in part to reflect the fact that the survey was mainly completed by BIDs already established and no longer in need of a loan fund; an indication that most respondents to the survey opted to answer in their own interests rather than those of the industry as a whole.

Set up and renewal support



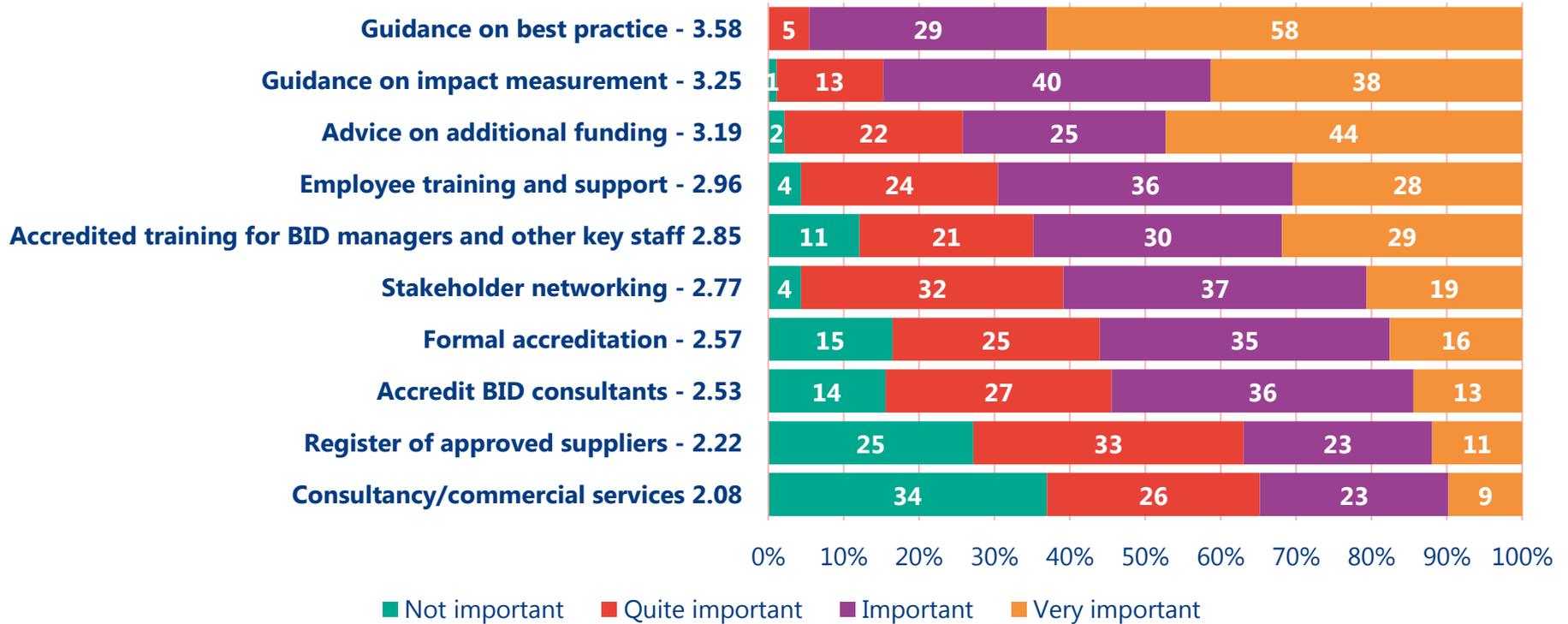
There is little variation in the average scores of BIDs in different terms. Nonetheless, a loan fund and guidance on the setting up of a BID scored the highest among BIDs in their first term, which might be expected given that these BIDs have more recently gone through the set up process.

Set up and renewal support



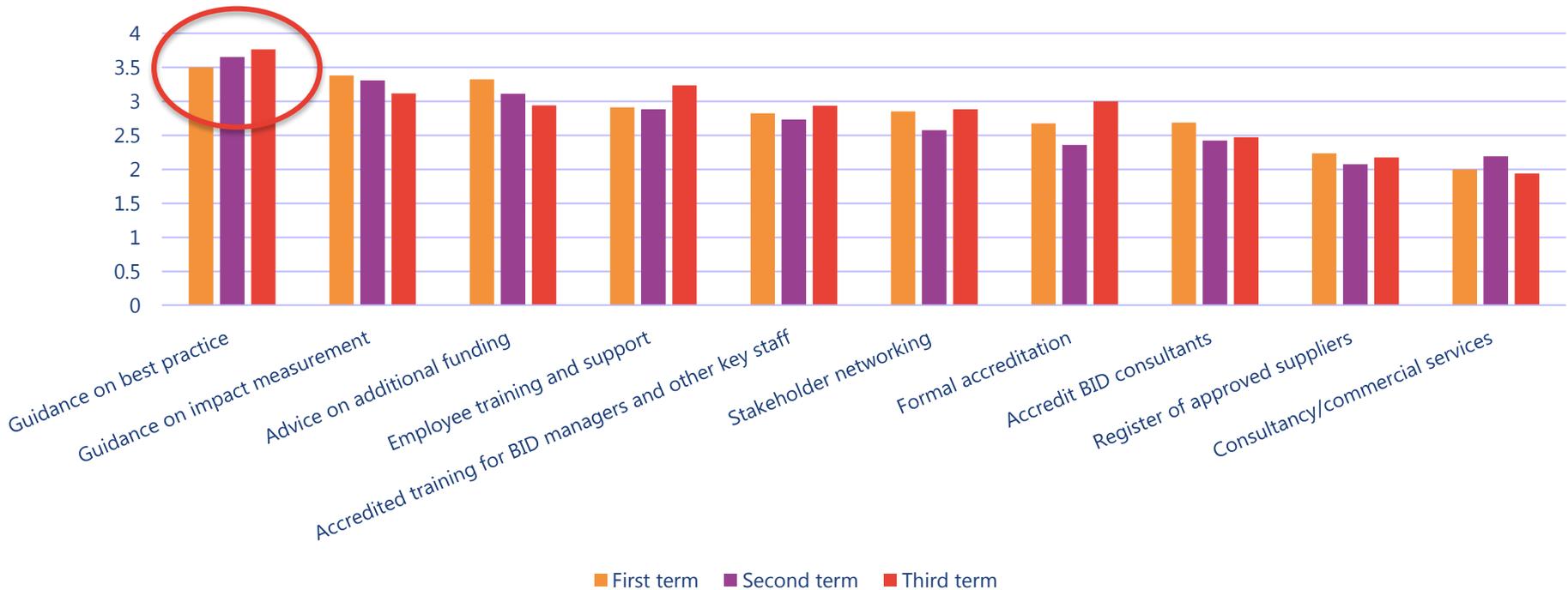
On average, large BIDs think that the loan fund to support the initial development of a BID is more important compared to small and medium BIDs. This may reflect some sense of collective/shared responsibility, and interest among wealthier BIDs in supporting new developers. However, the difference in the average scores is small and not hugely significant.

Ongoing support, training and best practice



Providing guidance on best practice and impact measurement are seen as most important services in terms of ongoing support etc. with over 94% and 85% respectively rating these as important or very important. BIDs clearly see a representative/membership body as needing to produce outputs which help to reassure government and industry of the quality and value of BIDs.

Ongoing support, training and best practice



For BIDs in all three terms, guidance on best practice is the most important aspect of ongoing support; this would appear to become more important as a BID becomes more established. Providing guidance on impact measurement and additional funding, however, becomes less important as BIDs possibly develop their own metrics and KPIs and become more confident of a secure stream of income.

Ongoing support, training and best practice



The largest discrepancies between BIDs of different incomes are around formal accreditation and consultancy and commercial services. Accreditation becomes increasingly important as BIDs grow in size. Smaller BIDs could be less likely to consider accreditation due to the significant cost of going through the process. The greater importance of consultancy services for smaller BIDs is possibly a reflection of their smaller staff teams and the need to buy in external support.

Feedback from BIDs

"As a new BID, key support would be on basic issues such as best practice on levy collection/ initial communication to help BIDs get off the ground and win over initial doubters"

Northern BID

"The majority of my comments relate to the need to establish and promote best practice standards and respond / provide support when BIDs or Consultants do not meet this"

West Midlands BID

"Annual meetings, conferences and shared learning opportunities, which are respectful of people's time and truly add value to a practitioner's understanding of their field, and the changing scenarios and scenes around them, is helpful"

East Midlands BID

"Facilitate sharing of best practice; disseminate information on latest solutions and innovations"

Southern BID

"The organisation must be viewed as independent to consultants / any consultancy services"

West Midlands BID

"Regional information sharing between BIDs in specific areas: industrial BIDs, London BIDs, etc."

London BID

"Recognising excellence in the industry is important eg awards. That recognition should have some credibility in the eyes of a wider audience - that depends on the credibility of the organisation. Providing the opportunity for BID practitioners to come together, connect and act as mutual support for one another is important as it can be quite lonely"

Southern BID

Feedback from consultations

- Communication and information sharing:
 - BIDs expressed some concern that the annual survey is not being used in the most effective way: the findings should be more publicly available and used to raise the profile of the BID industry among key stakeholders.
 - It would be helpful for the representative body to act as an information channel between BIDs and businesses and in particular an intelligence hub for BIDs about businesses and the retail industry.
 - BIDs and key stakeholders suggested that the representative body should be charged with maintaining a central list of BIDs with relevant contact details and their latest proposals; similarly a single, authoritative and accessible industry voter list which should be available to BIDs going through a (re)ballot.
 - Set up and renewal support:
 - Some BIDs and key stakeholders expressed concern that the loan fund to support the initial development of a BID might not be perceived as important given the over-representation of already established BIDs in the research/consultation.
 - It is perceived to be inappropriate for the loan fund to be administered by an organisation which also provides consultancy services and can benefit commercially from this arrangement.
 - Ongoing support, training and best practice:
 - A representative organisation could facilitate peer-to-peer support/information sharing, particularly at regional level.
 - Support is also increasingly necessary for BID Chairs and their boards as BIDs mature and take on new responsibilities.
 - Some BIDs expressed concern that current accreditation is not robust enough and feel that accreditation should be awarded by an entirely independent body.
 - Training and support to BID employees are important, as this increases BIDs' capacity. However, it is recognised that this can largely be left to the market to provide with a representative body most usefully holding an up-to-date register or directory of providers, along with information of previous customers' experiences/feedback.
 - Many BIDs feel that the representative body should not provide consultancy or commercial services as this potentially undermines its independence and impartiality.
-

6. Governance



Feedback from BIDs

"The internal governance of any membership body needs to be transparent, accountable and representative, allowing for all sizes and types of BIDs to be involved and contribute to representing the industry. This should allow for the development of BID leaders within the industry and encourage networking and opportunities amongst wider and varied BIDs"

East Midlands BID

"They must not be lead by the national retailers or banks"

East Midlands BID

"We feel it is vitally important to be led by qualified, aspirational, effective leaders who have sufficient respect and knowledge of our industry"

London BID

"Body headed by an independent individual/ chair that has no association with a BID in term"

"The body should represent all BIDs equally"

London BID

"The governance of the organisation needs to be clear, representative (by region, BID type & size) and accessible. Any organisation would have to be owned by the BIDs"

London BID

Feedback from consultations

- The industry “requires one body which is independent and credible, not for profit but with sufficient resource to be an effective voice.” Ed Cooke, CEO, Revo
- Many expressed how the current governance of existing potential provider organisations was not adequate if they are to be considered for the role of representing the voice of England’s BIDs.
- Future governance of the BIDs’ representative body needs to be based on a clear set of principles. Those most frequently cited are: transparency, independence, neutrality and impartiality, with several consultees also commenting that it should be a service that was non-profit making.
- Most felt that the governing principles of the representative organisation should mirror the best practice which is found among BIDs themselves; ie “there is no need to reinvent the wheel.”
- The board of the organisation should be representative of BIDs in terms of size, type and region, and would probably benefit also from having a fixed-term independent chair.
- The emerging regional groupings of BIDs (eg in London, the Northern BIDs etc) and/or ATCM’s existing regional committees provide the makings of a federated structure, feeding into either the organisation’s main board or to a board advisory committee, if the board is to remain small and tight.

Strengths and weaknesses of current players

ATCM: Strengths

- BIDs can learn from other town centre management approaches
- ATCM provides well-received policy advice on changes that affect BIDs and town centres
- ATCM facilitates 9 regional committees and collaboration at regional level
- ATCM has influence in central government and lobbies on behalf of BIDs and town centres

ATCM: Weaknesses

- ATCM does not lobby specifically on behalf of BIDs
- BIDs feel insufficiently consulted or represented in ATCM's current committees and decision making
- The governance of ATCM is not sufficiently robust and the board is not representative of BIDs (Dublin BID is the one BID full board member); the Chair, not a practitioner, also chairs the BIDs' Standing Committee
- ATCM does not have a specific BIDs brand
- ATCM is perceived as stronger outside London

British BIDs: Strengths

- British BIDs (Bb) is a strong brand – it is associated specifically with BIDs and is widely perceived as the trade body . . .
- Bb carries out the annual nationwide BID survey (now with ATCM) making the results publically available
- Provides industry guidance to existing and potential BIDs
- Has developed BID accreditation and training services for BID practitioners which are independently assessed by industry experts

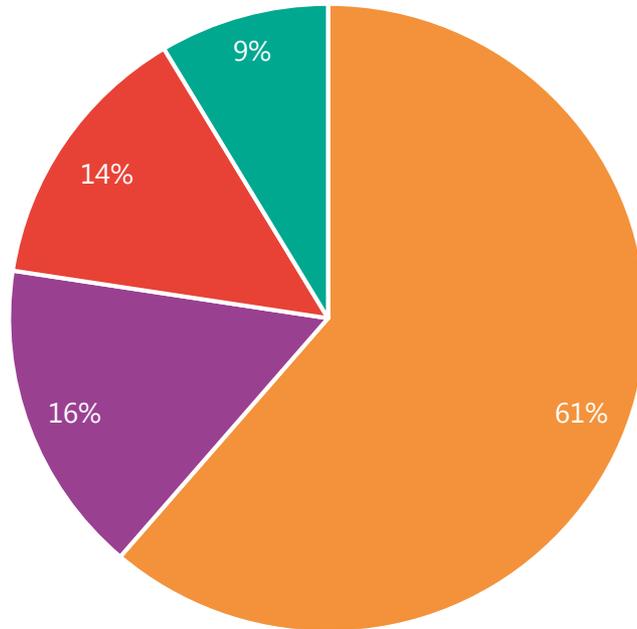
British BIDs: Weaknesses

- The commercial consultancy services that British BIDs provides are perceived to compromise its independence and impartiality
- British BIDs is viewed as an 'exclusive club' that is not sufficiently transparent
- British BIDs is perceived to be London-centric
- British BIDs does not influence policy or lobby on behalf of the BID industry and is perceived to be comparatively weak in its access to government

7. Funding and resourcing



Funding arrangements



- A tiered structure ie banded according to BIDs' size/income
- A flat rate
- A percentage of BID levy income eg 0.25%
- Other (please specify)

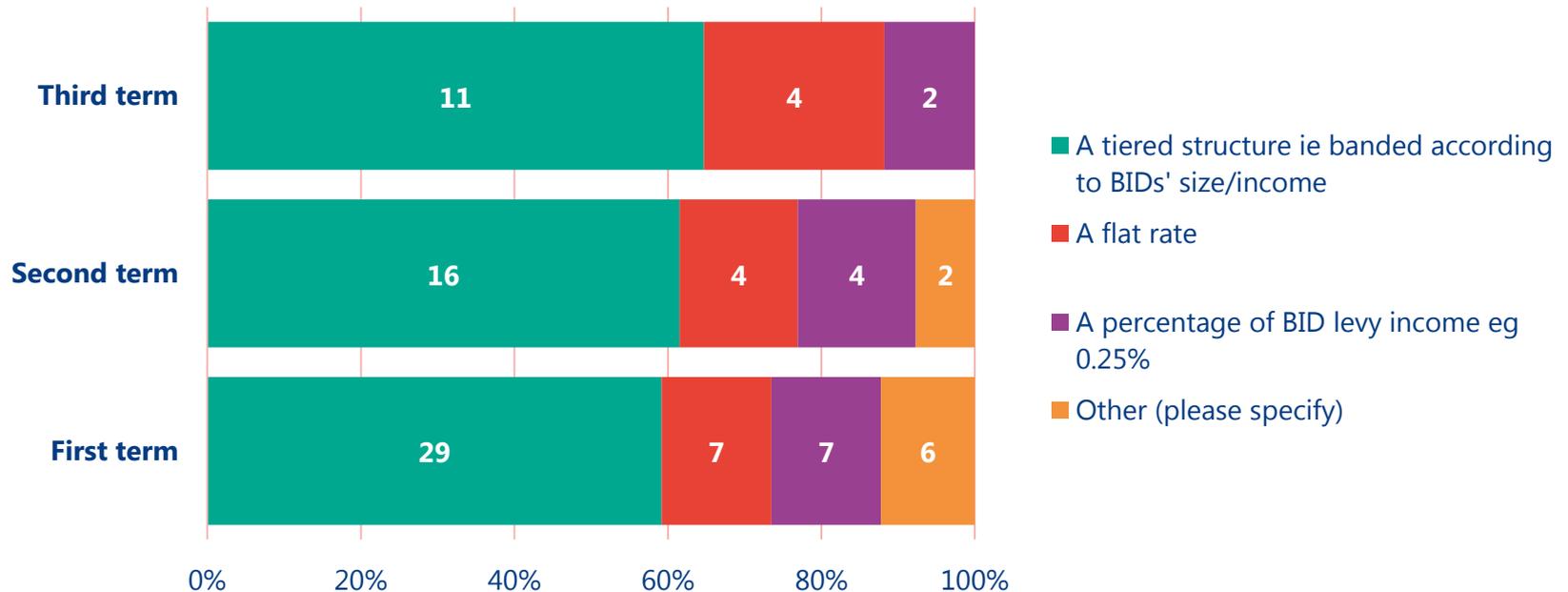
BIDs have a clear preference (61%) for a tiered funding model with annual fees banded according to BIDs' levy income.

Although this is similar to charging an agreed percentage of levy income, with the fee seemingly reflecting a BID's ability to pay, a tiered structure is preferable given its simpler administration.

Just as a guide, however, a 0.25 percentage of each BID's levy income would raise an estimated £125,000 pa (assuming, conservatively, a national levy income across England's BIDs of c.£50m pa). *See slide 55.*

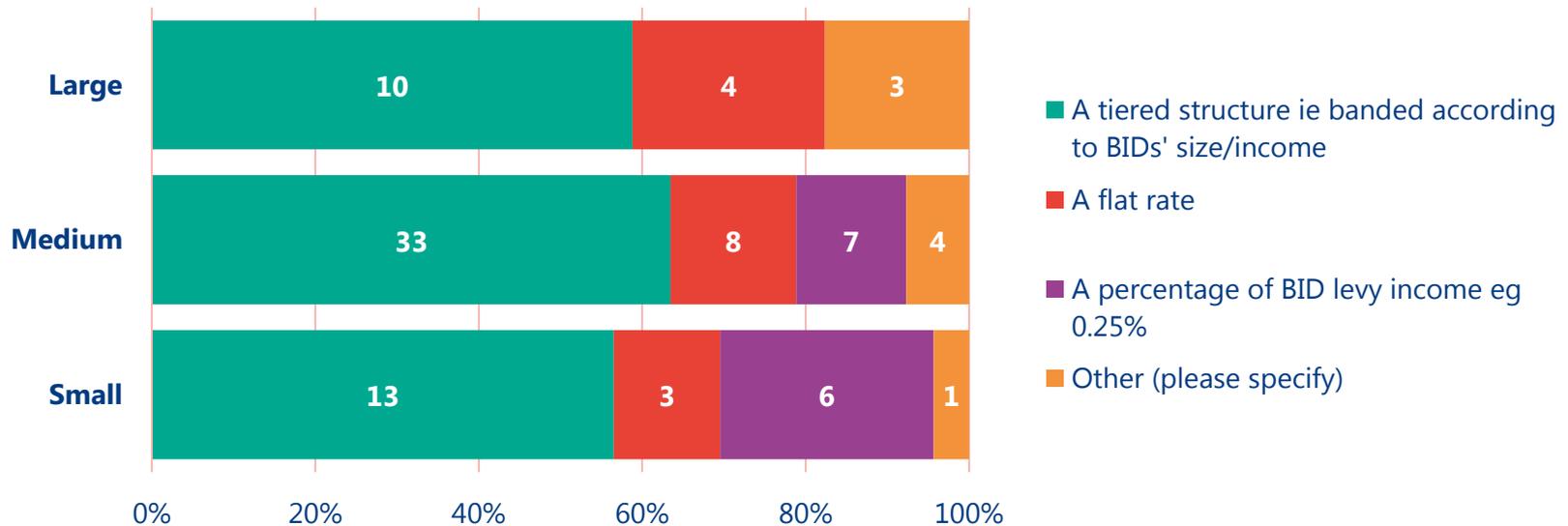
In terms of possible 'Other' arrangements, there were suggestions that a phased membership should be considered, as needs can be higher for newly forming BIDs. Another BID suggested that it would only be willing to pay £500 for a representative organisation.

Funding arrangements



A tiered funding structure that is banded according to BIDs' income is the preferred funding arrangement among BIDs irrespective of their term. A comparatively larger proportion of third term BIDs would prefer a flat rate compared to first and second term BIDs.

Funding arrangements



Although BIDs of all sizes have a preference for a tiered funding arrangement, there is some variation in views. It is striking that larger/wealthier BIDs have a strong preference for a flat rate compared to BIDs of other sizes; indeed none of the larger BIDs suggested that they would prefer to contribute based on a percentage of levy income (even though this could be capped at an upper limit). On the basis of 0.25%, for example, a BID like NE1 in Newcastle (income £1.986m) would be looking at a pre-capped contribution of £4965 pa. Smaller BIDs are relatively more inclined towards a funding arrangement based on a percentage of BID levy income.

Feedback from BIDs

"As we have a very limited income/are a small BID, a maximum of 0.25% of our levy income would be what we would be prepared to pay."

London BID

"Due to changes in RV, properties being converted to housing etc. it would be difficult to calculate a straightforward percentage of levy income as a membership rate"

Southern BID

"A BID's membership should include all members of that BID's team. One fee, all able to access services"

Southern BID

"May be encourage more volunteers who are members of a BID and have some free time/expertise to offer the board. We all volunteer our services as you know with total operating costs of 12k per annum"

London BID

"The organisation has to have a sustainable way of delivering what is needed so open to discussion on ideas but without compromising the impartiality of the membership organisation"

East of England BID, Northern BID and East Midlands BID

Feedback from consultations

- There is a widely held feeling that BIDs are not currently getting their money's worth from existing service providers and are continuing to pay largely because of a lack of a more attractive (ie BID-led) alternative.
- Whilst some BIDs suggested that they would be willing to pay a flat rate (eg £1000 pa was mooted), others felt that this is likely to exclude smaller BIDs which do not have much discretionary income. The preferred option of a tiered structure, reflective of BID levy income, is felt to be the fairest payment model, and easier to administer than a fee for each BID based on a pre-set % of the levy. The former would also provide greater certainty of income.
- There could also be introductory membership rates for new BIDs (as Bb and ATCM currently offer) which are just getting started, but still require support and representation. There could also be different support packages to BIDs ie a core service for all BIDs, with additional menus or bespoke levels of support based on a fee rate card which a BID, or groupings of BIDs could agree to pay extra for.
- Although several BIDs are concerned that providing consultancy services represents a conflict of interest for a representative organisation, there is also recognition within BIDs and across the industry bodies that the capacity to offer certain commercial/additional services is likely to be critical to the long-term financial viability of the organisation.
- Revo (formerly the British Council of Shopping Centres), for example, currently has an 80%:20% split between income from commercial services and membership fees. It is trying to shift this towards a 60/40 balance, but recognises that it will always need to rely on a mixed funding model.

Modelling potential income (version 1)

Proposed % (of levy income)	Smallest BID (by levy income)	Median (levy income)	Mean (levy income)	Largest BID (outside London)	Largest BID (in London)
	£20,356	£290,000	£427,002	£2,487,000	£3,730,000
0.25%	£51	£725.00	£1,067.51	£6,217.50	£9,325.00
0.50%	£101.78	£1,450.00	£2,135.01	£12,435.00	£18,650.00

- The above modelling draws on the latest BID levy income as reported in the 2016 Nationwide BIDs Survey to show the budget which could be available to resource a national representative body on the basis of a small % annual charge against each BID's levy
- As is the practice with a BID's own charging of potential levy payers, it would be sensible to introduce a minimum and a maximum charge at either end of the possible range of fees. Hence a BID with a minimum levy income of £100k pa could be expected to pay £250 pa. BIDs with an annual income of over £1m pa might be capped at £2500pa
- This model is estimated to raise approximately £125,000 pa; the majority of BIDs would pay no more than they currently contribute to either Bb or ATCM.

Modelling potential income (version 2)

Levy income band	Annual Fee	Lowest levy income	% of levy income	Highest levy income	% of levy income
≤ £250,000	£250	£100,000	0.50%	£250,000	0.20%
£250,001-£500,000	£750	£250,001	0.30%	£500,000	0.15%
£500,001-£750,000	£1,000	£500,001	0.20%	£750,000	0.13%
£750,001-£1m	£1,250	£750,001	0.17%	£1,000,000	0.13%
> £1m	£2,500	£1,000,001	0.25%	£3,730,000	0.07%

- This alternative modelling of the potential income for a national BIDs' representative body is based on the BIDs' preferred tiered fee structure with five different bands proposed. It also illustrates for each band how the fee translates into a % of BID levy income, depending on where in the income band a particular BID sits.
- As is the practice with a BID's own charging of potential levy payers, it would be sensible to introduce a minimum chargeable level of income (eg £100k pa) so as not to burden smaller BIDs disproportionately. In this model, a BID can end up paying between 0.07% and 0.3% of its levy to the proposed representative body. However, the vast majority would contribute between 0.18% and 0.26% of their income (ie the % figures based on the median and mean average incomes as reported in the 2016 Nationwide BID survey).
- This model is estimated to raise closer to £135,000 pa on the basis of the assumptions above with c.150 BIDs contributing; the average annual fee is broadly the same as what most BIDs currently pay Bb/ATCM, but with larger BIDs (those more likely to be subscribing to both) paying a higher fee pa, but never more than 0.25% of their levy income.
- For comparison, ATCM charges BIDs which are in development £495pa; BIDs with a first year levy income of £400k-750k pay £625pa and those with over £750k, £795pa. British BIDs have a similar banding of fees, with the majority of its subscribers currently charged £795pa.

Modelling potential income (version 3)

Band	% of levy income	Lowest	Annual fee	Highest	Annual fee	Est No of BIDs % x 188	Income - lowest	Income - highest
≤ £250,000	0.25%	£100,000	£250.00	£250,000	£625	60	£15,000	£37,500
£250,001-£500,000	0.25%	£250,001	£625.00	£500,000	£1,250	35	£21,875	£43,750
£500,001-£750,000	0.25%	£500,001	£1,250.00	£750,000	£1,875	13	£16,250	£24,375
£750,001-£1m	0.25%	£750,001	£1,875.00	£1,000,000	£2,500	45	£84,375	£112,500
>£1m	0.25%	£1,000,001	£2,500.00	£3,730,000	£9,325	11	£27,500	£102,575
Totals							£165,000	£320,700

- For illustration purposes only, the above table shows the potential income based on a flat charge of 0.25% of a BID's levy income.
- It assumes that the c.13% of BIDs with incomes of <£100k are exempt.
- It also assumes 100% participation and collection from the others which is unrealistic.

NB: The number of BIDs per income band has been estimated using the Nationwide BID survey 2016 data.

Analysis

- On paper, there appears no reason why the requisite financial resources could not be raised in order to support a national BIDs' representative body. Several BIDs which took part in the consultation commented that they are intentionally refraining from renewing their current BID memberships (ie of Bb and/or ATCM) until the outcome of this review is known. However, it also seems apparent that new subscribers plus renewals mean that income for British BIDs and ATCM's services has been holding up.
- There is almost unanimity among the BID community, industry representatives as well as other stakeholders, such as CLG and the GLA, that there needs to be one lead representative/member-based organisation, leaving the market to provide additional, bespoke services to BIDs as required. This would also reduce the pressure and expense some BIDs currently experience from having to pay into two organisations, despite the fact that their services seem to overlap.
- The intent and goodwill to make this happen are apparent from offers from certain BIDs to contribute some upfront investment to help effect the necessary change. Similarly, such is their desire to "de-risk the investment" going into BIDs, industry representatives have indicated possibly making available a loan of sufficient working capital to set up the requisite body, which could then be paid back over time from future membership fees.
- Another alternative might be for BIDs to approach the government; having supported and financed the setting up of BIDs, it may now want to protect, or similarly de-risk, investment in BIDs. The Nationwide BID Survey 2016 conservatively estimates BIDs' funding of town centres alone (just from levy income), to be £75m pa. Assuming three quarters of this to be in England, CLG's making available 0.25% of that total (ie £125,000 pa) in order to secure BIDs and safeguard this level of private-sector investment in communities is equivalent to a leverage of 1:400.

8. Options . . . how to get from here to there?



Options appraisal

Possible options	Positives	Negatives
Do nothing	<ul style="list-style-type: none"> Allows the market to take its course (the absence of a nationally recognised body hasn't affected BID ballot results) Invites groups of BIDs to take the initiative albeit probably at the city/ regional level Leaves existing providers to try to reach a partnership arrangement at no additional cost to BIDs 	<ul style="list-style-type: none"> Leaves BIDs voiceless or unrepresented at a national level at a critical moment in BIDs' development Risks further diversifying the quality of BIDs and increasing the threat of a rogue BID(s) impacting on the industry as a whole Continues the strong sense of malaise and dissatisfaction with current services which pervades and hampers the industry
Find an accommodation	<ul style="list-style-type: none"> Gives BIDs control over the future shape of essential services and potentially a clear voice/representational function Retains the best of what is currently on offer and clarifies the distinction between a core service and additional offers which can be paid for as and when required Interest from Bb and ATCM to find a solution which meets BID's requirements 	<ul style="list-style-type: none"> Potentially leaves smaller (rural?) BIDs vulnerable if the new service is not affordable and sufficiently inclusive Neither of the existing service providers can offer BIDs the "full ticket" and significant doubts need to be overcome as to their governance and their capacity to change/step up sufficiently to meet BIDs' requirements
Go out to the market	<ul style="list-style-type: none"> Opens the current market/providers to competition and new entrants Encourages innovation and incentivizes new approaches Gives some control to BIDs as a collective body to influence and shape future services 	<ul style="list-style-type: none"> Risk of creating another/third organisation, further confusing the market and exposing BIDs to criticism Costs of commissioning/procurement More difficult to affect a smooth transition from the situation "as is" to where BIDs want or need "to be"

Next steps - transitioning

This report and its findings were initially presented and discussed at a meeting of the project's Steering Group in London on 6th December. This provided an opportunity for the Group to:

- reflect further on the requirements of a representative body in light of the feedback from across the BIDs' industry
- consider whether there is sufficient consensus to proceed to set up a BIDs' representative body
- test out the possible options presented in the report (and/or consider other alternatives)
- agree how to share the findings more widely with consultees and industry stakeholders

The Steering Group agreed to proceed in the first instance on the basis of option 2 and to review a draft service specification. Assuming that the financial modelling and assumptions set out in this report are correct and realistic, the specification could work to a budget of up to £135,000 pa.

British BIDs earns around £75,000pa from its subscription-based services; ATCM membership fees from BIDs are unlikely to be more than that figure. On that basis, BIDs can be confident of incentivising current providers to "find an accommodation." This will involve their realigning their current offers, fee structures and governance arrangements in order to be able to provide a single solution for BIDs. First and foremost this needs to provide a strong, representative voice for the industry which delivers for all the core services as set out in this report (ie including engaging with stakeholders and accrediting and quality-assuring BIDs – see [slide 5](#)).

This will potentially leave an element of the budget for the provision of a menu of additional services, similar to those currently provided and from which, within reason and financial limits, BIDs may be able to choose depending on their particular requirements.

Annexes



Consultees: BIDs

- Acocks Green Village BID Company Limited*
- angel.london
- Argall BID*
- Baker Street Quarter Partnership**
- Basingstoke Together
- Better Bankside**
- Bexleyheath BID*
- BID Camborne
- BID Leamington**
- Blue Bermondsey
- Bournemouth Coastal BID
- Brilliant Brighton
- Brackmills
- Brixton BID*
- Broadmead**
- Camborne BID***
- Cambridge BID
- Camden Town Unlimited
- Canterbury Connected
- Cathedral Quarter
- CH1 Chester BID
- Cheapside Business Alliance
- Chippenham BID*
- Clapham BID*
- Collectively Camberley Ltd
- Colmore Business District**
- Colwyn
- Coventry BID
- Croydon BID***
- Durham BID
- Destination Bristol**
- E11BID2 Company*
- Ealing Broadway*
- Eastleigh BID
- English Riviera BID
- Erdington BID***
- Exeter BID
- Experience Guildford
- Garratt Business Park Industrial BID
- Gloucester Road BID Ltd
- HammersmithLondon
- Harrow town centre BID
- Hereford BID***
- Jewellery Quarter BID***
- Leicester Square – Piccadilly Circus (Occupier BID)**
- Leicester Square – Piccadilly Circus (Property Owner
- Piccadilly & St James’s (Occupier BID)**
- Piccadilly & St James’s (Property Owner BID)**
- BID)**
- Harrow BID***
- Hinckley BID
- Hitchin BID
- Ilford BID*
- InStreatham Ltd*
- Kingstonfirst**
- KIPPA BID LTD
- LeedsBID**
- Letchworth*
- Lincoln*
- Liverpool BID**
- London Riverside BID
- Love Loughborough BID
- Love Wimbledon BID*
- Luton
- Make it Ealing*
- Manor Royal BID
- Mansfield
- Marble Arch London
- Midtown*
- Newham BID***
- New Addington***
- New West End Company**
- Newbury BID*
- Newcastle NE1 Limited*
- Newcastle under Lyme*
- Northampton
- Northfield BID*
- Orpington BID ***
- Otley BID
- Ourburystedmunds BID
- PaddingtonNow BID**
- Reading BID
- Retail BID Birmingham*
- Rugby First*
- Salisbury BID*
- Sheffield BID
- Shrewsbury BID**
- Soho Road BID***
- Solihull BID**
- South Bank*
- Southside
- St Austell BID***
- St Ives Business Improvement District
- St Peters Quarter
- Station to Station BID
- Stratford Original*
- Stratforward BID Limited*
- Successful Sutton
- Sunderland BID*
- Sutton Coldfield Town Centre*
- Tavistock BID*
- Team London Bridge**
- The Fitzrovia Partnership**
- The York Business Improvement District Ltd
- Totally Truro
- Try Twickenham*
- Vauxhall One
- Victoria Business Improvement District*
- Watford BID Ltd
- WeAreWaterloo**
- Wellingborough BID
- West Bromwich BID
- West Ealing*
- Westside BID Birmingham***
- Weymouth BID
- Willow BID Ltd
- Wimborne BID
- Wimbledon BID**
- Winchester BID**
- Worcester BID***
- Wolverhampton BID
- Your Bromley*

Key
 no * = survey only
 * = survey and focus group
 ** = steering group
 *** = focus group but not survey

Consultees: stakeholders

- Association of Town and City Management (Shanaaz Carroll)
- Boots/British Retail Consortium (Andy Godfrey)
- British BIDs / CMS (Paul Clement and Fiona Wright)
- British Retail Consortium (Jim Hubbard)
- Cross River Partnership (Susannah Wilks)
- Department for Communities and Local Government (Mark Holder / Eleanor Millington)
- Federation of Small Businesses (Denise Beedell)
- Greater London Authority (Maria Diaz)
- Revive and Thrive (Mark Barnes)
- Revo (formerly British Council of Shopping Centres) (Edward Cooke)
- Revive and Thrive (Mark Barnes)