

BID PROPOSAL AND BUSINESS PLAN

NEWCASTLE-UNDER-LYME BUSINESS IMPROVEMENT DISTRICT 2021 – 2026



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**NEWCASTLE
UNDER LYME**
B USINESS I MPROVEMENT D ISTRICT

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1. Foreword

Newcastle-under-Lyme Business Improvement District (BID)

Proposal and Business Plan 2021 – 2026

Message from the Chair – a collective voice for a stronger future

With the impact of the COVID-19 pandemic and the end of the Brexit transition period on 31st December 2020, the national economy is in uncertain times and what-ever happens, many challenges lie ahead and the commercial world continues to change at an ever-increasing pace.

It is probable that many of these changes will have a permanent impact upon the way in which town and city centres operate and the opportunities and challenges which businesses are grappling with.

It is evident that Newcastle-under-Lyme was exposed, even before COVID to the same changing dynamics effecting the way in which people use all towns and city centres. The scale of change facing larger cities and towns is even greater but for smaller towns such as Newcastle-under-Lyme, there are new opportunities emerging.

In many respects Newcastle-under-Lyme is ideally placed to take advantage of these opportunities and start to develop into a safe, welcoming and forward-thinking town for the whole community. It should take advantage of its heritage, its distinctiveness and its relatively attractive environment both within the town centre and its surrounding area to create a greater sense of community, both of businesses and organisations and the local residents it serves.

Newcastle-under-Lyme BID is your collective voice but the BID recognises that its role needs to change from simply acting as a delivery mechanism to one which works with, supports, facilitates and coordinates others to make the most of all the skills, experience and knowledge which exists locally. By working as part of a wider team representing the business interests its collective voice will not only have more impact but will have more relevance and foster the feeling of businesses and organisations of Newcastle-under-Lyme coming together as one community, serving the residents which live within and around the town.

It is our chance to work together to help Newcastle-under-Lyme to reach its full potential. With your involvement we will be able to provide the projects and support you need now more than ever. We urge you to look carefully at this proposal and give it your full support.

So please look out for the ballot papers which will be in the post in January and make sure that you tick the box that says ‘YES’ to create that sense of community in Newcastle-under-Lyme. Your support, your ‘yes’ vote, your involvement and your say in how Newcastle-under-Lyme BID evolves will turn the excitement of this opportunity into a reality for Newcastle-under-Lyme.

Eddie Lelidowicz
Chair of Newcastle-under-Lyme BID

2. Newcastle Under Lyme BID Ltd

BID Board and Steering Group Members

The Newcastle-under-Lyme BID Board developed its business representation to create a single Steering Group to develop this BID Proposal and Business Plan for this ballot to ensure that the business views represented were as broad as possible by both geography and business sector across the Newcastle-under-Lyme BID area.

This Steering Group has acted on behalf of Newcastle-under-Lyme BID Ltd, which has 'proposed' the BID for the purposes of the BID Statutory Provisions.

Newcastle-under-Lyme BID Ltd is a company limited by guarantee and will be responsible for the implementation of the BID plan. The membership of the board of the company continues to be open to all businesses in the BID area.

The members of the BID Steering Group were as follows:

Name	Board/Steering Group	Organisation
Viv Bradford	Director	Lymestone Vaults
Joanne Bisson	Steering Group	Wilkos Store
Nigel Davies	Steering Group	Boss and Sons and Castle Art
Joanne Halliday	Steering Group	NULBC
Eddie Leligdowicz (Chair of the Board)	Director	Lemaca (McDonalds)
Christopher Maydew	Director	Mounsey Chartered Surveyors
Simon McEnery	Steering Group	NULBC
Leila Mitchell	Steering Group	Aspire Housing
Simon Tagg	Director and Steering Group	NULBC Council Leader
Jane Tunnicliff	Director and Steering Group	NSCG College
Fiona Wallace	Director	New Vic Theatre

3. Executive summary

3.1. BID background

Business Improvement Districts are created by businesses and organisations which come together to collaborate on initiatives that improve the location where they trade or do business. Business Improvement Districts are driven by participating businesses who work together to draw up a business plan which is voted on and, if agreed, is then funded through a levy based on business rateable values, as well as trying to lever in additional funding where possible for investment into the delivery of projects for the benefit of businesses.

This levy is collected by the Newcastle-under-Lyme Borough Council and paid directly to the Business Improvement District company. This is a not for profit company set up by the businesses and is accountable to the businesses in the Newcastle-under-Lyme BID area to manage the delivery of the business improvement district business plan.

3.2. The benefits of the Newcastle-under-Lyme Business Improvement District

With the economic uncertainty of 'Brexit' and the dynamic change of the commercial world impacting on the way we live and work due to COVID-19, the need for businesses to work together for a better future has never been greater.

Newcastle-under-Lyme is a market town which has always competed with its neighbouring conurbation of Stoke-on-Trent and struggles to define itself when it is no longer a shopping centre of national brands such as Marks and Spencer but in fact acts as home to interesting independent retailers and many professional service and specialist businesses of national and international reputation.

The ring road of the 1970's is seen by many as an artificial barrier which constrains the opportunity for the town to make the most of its business offer, its progressive and expanding College of further education and its strong links to Keele University. As a consequence of the research and consultation with businesses, this plan reflects the clearly stated view that Newcastle-under-Lyme has a lot to offer as a town which exists both inside and outside a ring road.

The benefits of a BID do not just come from the ability to deliver projects and services from a guaranteed budget but come from the collective influence of the businesses in the BID area. It will have the influence to change key issues which impact upon the operation and success of our businesses such as promotion of the town, crime and safety issues and attractiveness of the town for our clients, customers and everyone who lives and works here.

The collective voice of businesses working together also translates into productive relationships and outcomes, and the ability to influence more strategic issues such as road and rail networks when working with other organisations and public bodies.

The BID business plan has been developed to ensure that it:

- is balanced to cover all business sectors
- clearly defines the role of the BID
- seeks to create and take advantage of new opportunities
- has focused activities that will remain relevant for the next five years
- has deliverable and achievable objectives

The plan clearly lays out a business-led programme of investment to tackle issues identified by businesses with the aim of creating a positive and even more profitable trading environment which will benefit all business sectors.

3.3. Finance

The levy will be collected on behalf of the Business Improvement District (BID) by the 'Billing Authority' which is Newcastle-under-Lyme Borough Council, which has responsibility for the public administration and collection of business rates of the area covered by the BID. The levy will then be paid directly to the BID Company in its entirety. This charge is payable by non-domestic rate payers in the defined BID area, regardless of whether or not they voted in the BID ballot, or how they actually voted. It is collected by the 'Billing Authority' in much the same way as business rates.

In the light of the challenges business have faced this year the levy charges and criteria have been reviewed and the BID levy in year one will be 1.5% of rateable value in the town centre and 1% for the surrounding area. This charge has been taken back to as it was five years ago with charges rising with inflation each year for five years. The manner in which the BID Levy charge is calculated is explained in the Levy Criteria Section 16.

The budgeted income over the five-year period of the BID is planned to be in the order of £1.5 million. The yearly income will be made up of some £290,000 from the levy revenues and a sum averaging around £20,000 from voluntary private and public sector contributions. (See income and expenditure table in Section 15).

The management of the budget and the delivery of the BID Proposal and Business Plan is the responsibility of the Newcastle-under Lyme BID Ltd which is a not for profit company set up, directed and controlled by business people elected by businesses from the BID area who are directly accountable to the businesses operating and trading in the Newcastle-under-Lyme BID area.

3.4. The Area

The Newcastle-under-Lyme Business Improvement District covers the town from the College and the Sainsburys superstore in the west, to the edge of the business areas on King Street and George Street up to the borough boundary. The boundary in the north includes the larger professional service firms in the Brampton and in the south includes the Morrisons superstore and the Aldi superstore.

3.5. The Vision

Through a business-led programme of investment our vision is for:

To build on Newcastle-under-Lyme's traditions by creating a safe, welcoming, forward thinking town for the whole community.

3.6. Strategic objectives and activities

The BID investment programme will be delivered through the three key strategic objectives and their related activities:

Objective 1 –

Support business growth and investment with a great business offer.

To support the growth, development, and investment of businesses by working in partnership with key stakeholders to enhance Newcastle-under-Lyme as an attractive and forward-thinking town.

Objective 2 –

Create a welcoming and attractive town, ensuring a safe experience.

To create a safe and appealing town that can be enjoyed by the local community, visitors and people who work in Newcastle-under-Lyme.

Objective 3 –

Celebrate and promote Newcastle-under-Lyme as a town for all, preserving the heritage and cultural aspect of the area.

To develop, build awareness and promote, locally and regionally the identity of Newcastle-under-Lyme through collaboration, with a community focus.

Subject to a successful ballot in February 2021, the new BID will start on 1st April 2021.

4. How a BID works

4.1. Background

A Business Improvement District (BID) is a precisely defined geographical area within which the businesses have voted to invest collectively in local improvements to enhance their trading environment.

BIDs were enabled by parliament through the Business Improvement Districts (England) Regulations 2004. This legislation was based on the experience of some twenty years of successful BID activity in America and Canada. Since 2004, over 300 BIDs have been proposed and approved by business communities in England and Wales. This includes Birmingham which has 13 BIDs, many of them coming up for renewal in 2021, Cathedral Quarter Derby, now in its third term and St Peters Quarter Derby about to come to the end of its second term.

There are more than 120 BID areas which have been operating for more than five years and have gone through a renewal ballot and more than 30 have now entered their third term having gone through a third ballot. In most cases BIDs going on to a second term have received an even greater endorsement in the vote than they did the first time. BIDs have brought significant improvements to the trading environment of the businesses based in these locations. Further information about BIDs is available on the BID Foundation website www.placemanagement.org.

The lifetime of the BID is prescribed by the Regulations and is set at no more than 5 years. It is possible for a BID to be extended by proposing a new Business Plan at the end of the BID lifetime for a fresh formal vote by the businesses.

The purposes of a BID are to provide new or expanded works and services or environmental enhancements within the prescribed BID area, funded via a BID Levy charge. All services/improvements will be additional to those already provided by Newcastle Under Lyme Borough Council. This charge is payable by non-domestic rate payers and is collected by the council in much the same way as business rates. The manner in which the BID Levy charge is calculated is defined in Section 16.

All works and services will be contracted by the Newcastle Under Lyme BID Company, the BID body for the BID area. The objectives and aspirations of the Newcastle Under Lyme BID are set out in this BID Proposal and Business Plan.

This business plan has been prepared in line with best practice and with 'reference to the 'Industry Criteria and Guidance' prepared for Revo in association with; Association of Town and City Management, the Association of Convenience Stores, the British Retail Consortium, Intu and the British Property Federation.

A set of definitions for terms used throughout this document is contained in Appendix (1).

4.2. BID life and extension due to COVID 19

As a result of the pandemic experienced by the UK in 2020, the Coronavirus Act, was passed on the 25th March making various provisions and restrictions on the economy and social framework of this country. Chapter 7, Part 1, Section 79 of this act permitted any BID which was due to come to the end of its five-year life between the act being passed and the 31st December 2020, to extend its life until 31st March 2021 and raise any levy bills on a pro-rata basis between the BID's original end date and the new end date. In line with the Coronavirus Act the BID term of the Newcastle-under-Lyme BID was extended accordingly.

4.3. The Vote

To succeed the ballot has to pass two tests: A simple majority vote of those who vote must register

a 'YES' and the aggregate rateable value of those who vote 'YES' must be greater than that of those that vote 'NO'. If these two criteria are met, the Business Plan is activated and all businesses in the area concerned will be required to pay the levy.

The persons entitled to vote, and be liable for the levy, are the ratepayers of non-domestic premises in the Business Improvement District. Properties with a rateable value of less than £12,001 will be excluded from the vote and levy.

The Newcastle-under-Lyme Borough Council's Democratic Services returning officer will be the ballot holder for the Business Improvement District vote. Details of voting procedures and how you can confirm persons entitled to vote can be found by contacting Newcastle-under-Lyme Borough Council's Democratic Services on 01782 742229 or by e-mail electreg@newcastle-staffs.gov.uk.

4.4. Alteration of arrangements

The Business Improvement District, its boundaries, business plan and the levy percentage cannot be altered without an alteration ballot, although its board can adjust projects and spend as they feel appropriate, provided the basic tenets and budgets are not compromised. This is explained in more detail in Section 15.

4.5. The Levy

A levy of 1.5% of rateable value (RV) is proposed for businesses inside the ring road with an RV of £12,001 or more and a levy of 1% of rateable value (RV) is proposed for businesses outside the ring road with an RV of £12,001 or more which fall within the levy criteria laid down in Section 16. Properties which fall under the management of a shopping mall operator and/or who pay a service charge to the shopping mall operator and organisations which are registered charities or have charitable status will receive discounted levy tariffs or be exempt, dependent upon the criteria identified in Section 16.

This levy arrangement will generate around £1.25 million of ring-fenced funding over the five-year life of the BID and will also be used to lever in additional funds where possible adding a further £100,000 over the life of the BID. This will be used to fund the projects identified in this Business Plan

4.6. Duration & Commencement date of the next BID Arrangement

Subject to the successful ballot in February 2021 our proposal is for the Arrangements for the Newcastle-under-Lyme Business Improvement District Proposal and Business Plan to operate for five years and to commence, on the 1st April 2021. After five years, in 2026, it can be extended or renewed – but only after being subject to a renewal ballot.

4.7. Timescales

Action	Day and Date
Notice by BID Proposer to Billing Authority & Secretary of State of intention to hold ballot (at least 84 days before Ballot Holder requested to hold ballot Action Point 4)	Fri 18 September 2020
Establish Register of Businesses as specified in BID proposal	Target Date: Thu 24 December 2020 Latest Date: Thu 14 January 2021
BID Proposer requests Billing Authority to instruct Ballot Holder to hold a Ballot (BID proposals need to be completed)	Target Date: Thu 24 December 2020 Latest Date: Thu 14 January 2021
BID Proposer mail out copies of the BID Prospectus to potential levy payers	Thu 31 December 2020
Billing Authority formally requests Ballot Holder to hold ballot	Target Date: Mon 04 January 2021 Latest Date: Thu 14 January 2021
Ballot Holder issues Letter to Business Ratepayers to give information about the ballot and identify named person to receive ballot paper (latest date is 42 days before Ballot Day)	Target Date: Thu 07 January 2021 Latest Date: Thu 14 January 2021
Ballot Holder publishes Notice of Ballot (latest date = 42 days before ballot day) also to send copy to Secretary of State , a copy of the published notice of ballot, as per Schedule 2 3(d) of the 2004 Business Improvement Districts (England) Regulations	Target Date: Thu 07 January 2021 Latest Date: Thu 14 January 2021
Ballot Holder Issues ballot papers (at least 28 days before Ballot Day)	Thu 28 January 2021
Last day to appoint a proxy (tenth day before Ballot Day)	Mon 15 February 2021
Lost ballot papers – earliest date for issuing a replacement for a lost ballot paper (where papers not received by the 4th working day before the ballot)	Fri 19 February 2021
Spoilt ballot papers – last day/deadline to apply for a replacement ballot paper for a spoilt ballot paper (not later than 3 working days before the ballot)	Mon 22 February 2021
Ballot Day (up to 5pm)	Thu 25 February 2021
Count and announcement of result	Fri 26 February 2021
Disposal of ballot papers	Sat 28 August 2021

5. The first five years

The first Newcastle under Lyme Business improvement district term began five years ago on 1st October 2015, established to support all businesses and organisations in Newcastle under Lyme town centre and the surrounding area.

At that time the traditional market was in long term decline, many of the national retail brands had left the high street and yet surrounded by nationally respected firms the town was struggling to try and find its way forward.

Since the successful ballot in July 2015 and the creation of the Business Improvement District, and maybe because of the challenges of COVID, over the last few months, businesses across Newcastle-under-Lyme have started to come together to find a new sense of direction, as a community.

2020 presented un-precedented challenges for all, however the BID stepped up to provide whatever support it could to all businesses across the BID area. Although there are still many challenges to face, working together as a BID we have seen a number of changes, activities and achievements:

5.1. National recognition

- In 2018 Newcastle under Lyme BID received the British BIDs National Award for Place Marketing.
- Achieved British BID's National Accreditation in 2018 – an industry recognised standard, externally assessed by independent auditors.
- Gained and maintained the prestigious Purple Flag accreditation for the evening and night-time economy over the last five years.
- Profiling of Newcastle under Lyme in the Great British High Streets competition 3 years running, giving us important coverage on the competition website and social media.
- Newcastle under Lyme had the great honour of being entered into the 'Champion of Champions' section of the Britain in Bloom competition and very proudly received a Gold award.

5.2. Securing Investment and funding

- As a member of the Board for both the Town Deal and Future High Streets Fund the BID has had a significant influence in securing investment to the area of over £1 million in advanced and the potential for a further £50m into the town in the near future.
- Secured £158,000 in Arts Council grants to deliver The Homecoming events between 2016 and 2019.
- Worked with partners to secure a £180,000 Heritage Lottery Funding producing a series of major events in 2018 to celebrate the father of the modern-day circus, Philip Astley.
- Working with partners who are on the BID Board to secure and deliver against £1.75 million of funding from the Arts Council for the Appetite programme which is due to be rolled out over the next four years.
- Secured more than £30,000 worth of voluntary contributions through in kind support and local advertising.

5.3. Crime and safety

- Invested £40,000 into a new and upgraded digital CCTV system for the town, enabling higher definition and more cameras.
- Our Ambassadors have played a hugely important role working with businesses, the Police and other partners to ensure the town is safe and welcoming.

- Sharing crime intelligence through regular meetings and coordinated communication between the BID Ambassadors, the Police, CCTV, Pubwatch, Storenet radio and Partnership for Business Crime in Staffordshire (PABCIS).
- Representation of the BID on the Board for PABCIS by the BID Manager to strive to improve the provision for business crime and information sharing.

5.4. Marketing and promotion

The BID has worked hard to promote all businesses across whole of the town through:

- A renewed BID website in 2019 aimed at visitors, residents and BID area businesses.
- The #LoveNuL Golden Ticket scheme resulting in thousands of pounds invested in BID area businesses through a series of weekly giveaways.
- A BID Health and Beauty booklet showcasing the large number of businesses in this sector
- A professional services directory putting the spotlight on the large number of businesses in this sector and the huge range of specialist services they offer.
- Monthly airtime with local radio station Hitmix with 12 adverts a day played supporting the Retail, Professional Services and Leisure sectors.
- The Keele University Welcome event and handing out over 3,000 bags of goodies and info about the town.
- PR and marketing campaigns using our social media channels which included our #LoveNUL campaign encouraging people to shop local and use their town for leisure.
- Adverts in the 'Welcome to Staffordshire Guide' in 2018 and 2019 distributed to over 750 hotels and leisure destinations across Staffordshire and Cheshire.
- Funding a monthly page in locally distributed free magazine – Junction 15 promoting events, competitions and local shopping

5.5. Business support

- Funded monthly networking sessions held in the town to encourage local businesses to promote themselves and network with other business people.
- Sponsorship of the annual Business Boost Awards, which encourages creativity and entrepreneurial spirit in the local business community, and the Newcastle College Awards.
- Organised a total of fully funded 15 training courses for BID businesses, including social media, first aid, human resources and HMRC's new Making Tax Digital changes.
- Supported a number of investment projects including: Castle House – the new civic hub – opened to the public, upgrade of the Queen's Gardens. Maxim's sit at The Belong Village, Blackburn House renovation now occupied by students, and the proposed development of the former Metropolis / Savoy into further student accommodation.
- Secured parking initiatives by working with the local authority at key trading times such as events and Christmas to encourage visits and footfall.

5.6. Events

The BID has funded, organised and delivered events to drive footfall to the town and increase the profile and sense of community for the town, including:

- An annual Jazz and Blues Festival every May over 4 years attracting people from the local community and further afield
- In partnership, an annual 4-day Lymelight Music Festival every May over 4 years – resulting in high footfall in the area
- Christmas Tree Festival
- Five hugely successful Christmas Lights events bringing characters such as Paddington Bear, Minions and Storm Troopers as well as Santa's Sleigh, performances from local groups,

fairground rides, Festive Markets and fireworks, attracting people to our town and increasing footfall year on year

- The BID is responsible for providing the Christmas Lights and has added additional lights to the scheme each year making the town look more appealing and welcoming for the community and visitors during the festive season
- Easter Eggstravangza
- Queen Victoria 200th Birthday Celebrations
- Staffordshire Cycling Festival
- Outdoor Cinema Event – showing Mary Poppins Returns and Wreck it Ralph
- Halloween Spooktacular

5.7. BID operation

- **A New Home for the BID** – in March 2019 the BID moved into the first floor of the Guildhall in Newcastle under Lyme. This move made the BID team more accessible to businesses as well as created a meeting room space which the BID offer free to the levy payers.
- The BID works hard to keep our BID levy payers and its businesses up to date with the work of the BID. We issue a fortnightly email bulletin and quarterly printed newsletters to reinforce key messages and campaigns.
- We hold bi-monthly retailers' meetings, attend monthly networking meetings and manage a Facebook group for BID businesses.
- We continue to monitor footfall in the town and to share this information with businesses, as well as monitoring retail index information across all sectors.

6. COVID 19 Support

Throughout this challenging time the BID remained open and operational supporting businesses throughout the pandemic wherever they could and ensuring latest guidelines and information were readily available

Since March 2020 the BID undertook the following activity to provide support:

- Newcastle under Lyme BID were part of an industry wide campaign to support BIDS throughout the crisis and were successful in securing funding for BIDS through the BIDS Resilience Fund
- Worked in partnership with the Local Authority for a safe re-opening of the High Street in June. This included identifying hot spots for queuing issues, free parking, signage installation around the area to encourage social distancing
- Worked with partners at the Borough Council and County Council to affect a road closure on Pepper Street to allow businesses to utilise the outdoor space for trading – this has meant they could apply for pavements licences through the newly announced legislation.

6.1. Specific Projects

- **Hand Sanitising Stations** – were installed to encourage people to regularly clean their hands whilst using the town
- **Large Window Vinyls** – were put up to encourage social distancing and to thank key workers and the local community for continuing the support the town
- **Social Distancing Bollards** – were created with floral designs to make the area look attractive as well as safe
- **Supported Local NHS Charities** – by hosting a Monster Hero Safari trail to encourage footfall and raise much needed funds
- **Engagement with Local Community** – through social media competitions to win vouchers for the local High Street
- **Children's 'Lockdown' Colouring Competition** – to engage with the local community and encourage people to share their lockdown memories and win vouchers to spend in the local area
- **Worked in Partnership** – with the markets team from the Borough Council and the local policing team on successful delivery of **3 Sunday Record Fairs**. These events saw an increase of 30% in footfall compared to a normal Sunday.

6.2. Communication

Since the beginning of lockdown in March Government guidelines and rules have changed rapidly and frequently. We have ensured that businesses across all sectors have been kept up to date with the rapidly changing information, guidelines and regulations by:

- **E-Bulletins** – sent weekly during March, April and May advising of any change in guidelines and regulations
- **Re-Opening advice and Guidelines** – sent across sectors for Hairdressers, Retail, Hospitality, Health and Beauty, Gyms and Sport Venues in preparation for re-opening.
- **Dedicated COVID19 Page** – set up immediately on the website with a downloadable **Business Support Guide** that was updated each week with latest funding opportunities, grant schemes, information on the Job Retention Scheme and latest issued guidelines – this is ongoing.
- **NUL BID Business Social Media Group** – has been used to share latest e-bulletins, guidelines and business support guide. This group was open to all BID area businesses.

6.3. Business Support

- **Business Grants** – the BID stepped in to help businesses get their grants swiftly through the local authority - business that were in financial difficulty were given priority.
- **Job Retention Scheme** – the BID liaised with businesses about the furlough scheme and worked one to one with businesses to guide them through application process.
- **Re-Opening Kits** – were offered to businesses ahead of the wide re-opening of shops and businesses in June. These included: Floor Stickers, Social Distancing Posters, Face Coverings, Hand Sanitiser. Over 200 packs were given to businesses allowing them to have the correct measures in place and re-open safely.
- **Extra PPE** – was offered to ALL BID businesses in the form of face masks. 15 masks were offered to each business. To date we have given over 800 masks to businesses in the area.
- **Shop and Love Local** – social media campaigns have been run throughout June, July, August and September to encourage the local community to continue to support the town during the pandemic.
- **Shop Safe on Sunday** – Campaign has been launched to encourage people to make use of FREE parking on Sundays.
- **Supported – Raise the Bar Campaign** – through promotion to lobby the Government to increase support for businesses with a rateable value of over £51k.
- **Eat Out to Help Out** – all businesses within the BID that took part in this scheme were highlighted on a dedicated page on the BID website and posts were regularly shared through social media channels.
- **Access to FREE Training and Webinars** – was shared with businesses from institutions such as the Staffordshire University, Staffordshire Chamber of Commerce and HMRC to upskill staff and advice business owners.
- **BID Ambassadors** – one of the BID Ambassadors was returned to work in readiness for the wider re-opening of shops and businesses in June. They assisted with any queuing issues and reported on safety issues across the town, checked on closed businesses from a security aspect and reported any problems to the council or Police.
- **Networking** - our monthly networking sessions continued through lockdown and beyond via Zoom. This has allowed local business to share ideas and work together during these difficult times.

7. Working together will make a difference.

With the impact of the COVID-19 pandemic and the end of the Brexit transition period on 31st December 2020, the national economy is in uncertain times and what-ever happens, many challenges lie ahead and the commercial world continues to change at an ever-increasing pace. Besides the challenges of the economy, lifestyles are changing and influencing the way in which we use our time and spend our money. Technology continues to develop and change the way we live and work as individuals and operate as businesses.

Trends and changes which impact upon town and city centres such as the increase in on-line shopping had already started before COVID, but over the last nine months many of these trends have accelerated.

It is probable that many of these changes will have a permanent impact upon the way in which town and city centres operate and the opportunities and challenges which businesses are grappling with.

In this very uncertain world, it is difficult to make any predictions for the long term, however one thing is becoming clear in that people are starting to value their local town more and town and city centres of the future will become hubs for their local community for all aspects of people's lives. They will not simply be shopping destinations but places where people will want to live, work and spend their leisure time in a flexible way.

The scale of change facing larger cities and towns is even greater but for smaller towns such as Newcastle-under-Lyme, there are new opportunities emerging.

We need to think about ways in which we can work together to take advantage of these new opportunities and create a town which is welcoming, safe and forward-thinking that serves both the business and local community.

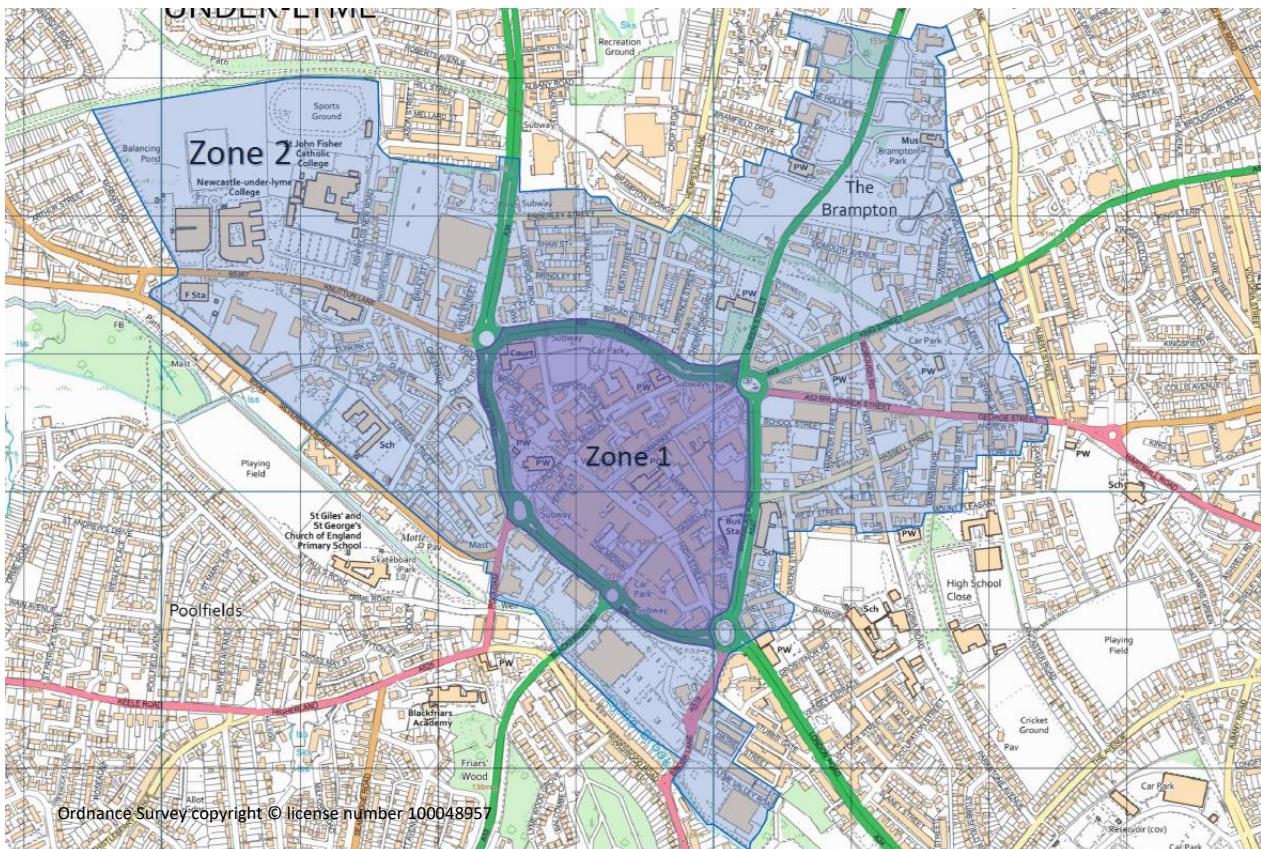
The extensive surveys, interviews and workshops undertaken to develop this BID Proposal identified a clear desire expressed by businesses and organisations from across Newcastle-under-Lyme to work even more closely together and with others to raise the town's profile and improve the appeal to visitors, skilled people and business investors. This collective and focused approach would serve to improve the trading and operating environment and allow existing businesses to flourish and grow and attract new business investment.

Newcastle-under-Lyme is within easy reach of large audiences and business markets but it does not currently fully tap into the great potential of its own assets by working as a cohesive business community and promoting its collective strength.

Taking onboard all of the above, this Business Plan has identified opportunities and taken account of the needs and challenges faced by all business sectors across the BID area. By working together and with strategic partners and key stakeholders through a renewal Business Improvement District there is huge potential to continue on the momentum to make Newcastle-under-Lyme a great place to visit, live, work and grow a business.

8. Where Newcastle BID will operate.

The shaded area represents the full extent of the Newcastle-under-Lyme Business Improvement District. A list of roads and streets within the BID area is shown in Appendix 2.



The Newcastle-under-Lyme Business Improvement District covers the town from the College and the Sainsburys supermarket in the west, to the edge of the business areas on King Street and George Street up to the borough boundary. The boundary in the north includes the larger professional service firms in the Brampton and in the south includes the Morrisons supermarket and the Aldi supermarket.

The aim of the BID Area is to bring the business community of Newcastle Under Lyme together to act as one voice with an open policy to encourage dialogue and involvement from other businesses and organisations which may not be in the area but have a direct stake in the town.

A full list of streets within the BID area is shown in Appendix 2. All non-domestic hereditaments within the BID area will, if the BID is approved, be liable for the BID levy (as defined in section 16). The BID covers those businesses, whose rateable value is £12,001 or greater. Thus banks, building societies, car parks, Council facilities, the college, restaurants, clubs and pubs, estate agents, leisure operators, recruitment agents, retail and health and beauty outlets, solicitors, hotels, museums, and transport and travel agents and all other non-domestic hereditaments are included within the BID and will, subject to the detailed levy criteria in Section 16, contribute to the BID's collective funding and activities flowing from the combined budget.

9. Services provided by the Councils

9.1. Council's Support for the Newcastle-under-Lyme BID

Newcastle-under-Lyme Borough Council fully supports the Newcastle-under-Lyme BID. In particular, it endorses the fundamental principle of additionality within the BID by agreeing to maintain the provision of existing services from the Council to businesses at their current level (subject to budgetary constraints) across the Newcastle-under-Lyme BID area. Thus, in line with BID legislation, BID services within the Newcastle-under-Lyme BID will be additional to (not in substitution for) those provided by the Council. If there is a need for any change in service levels provided by the Council these will not be disproportionate to other parts of Newcastle-under- Lyme borough outside the BID area.

The Council's commitment to the Newcastle-under-Lyme BID and the working relationships between the Council and Newcastle-under-Lyme BID Company are set out in complementary documents agreed between the two parties:

- A Memorandum of Understanding and Operating Agreement which defines the working relationship between the Council and Newcastle-under-Lyme BID Company and sets out the Council's Operational Support to the BID on a number of specific issues.
- A set of Baseline Agreements, each defining the benchmark for a specific service provided by the Council and other agencies to the businesses in the area.

9.2. Council's Vision for the BID

Beyond its clear commitments set out in the Memorandum of Understanding, the Council welcomes the opportunity offered by the BID disciplines to continue to develop a strong and dynamic partnership between the Council itself and Newcastle-under-Lyme's businesses. The Council intends that this forward looking relationship with businesses should take shape along the following lines during the five year BID period:

- Maintaining the serious dialogue with Newcastle-under-Lyme businesses on issues that can promote a stronger trading environment conducive to investment, business development and growth and a stronger community of businesses serving the businesses themselves and all those who live and work in the area.
- Exploring more effective means of delivering council services to businesses. This will include more cohesive ways of tailoring and delivering specific services to Newcastle-under- Lyme.

9.3. Council Services for Business

Businesses will continue to benefit from all the standard council services provided for the benefit of all stakeholders in the town (cleaning, access, safety, maintenance and public amenities). In addition, the Council delivers a wide range of services either directly or indirectly specifically for businesses, these include:

Land and premises
Grants
Planning
Business Information Service
Inward Investment
Licensing
Environmental Health and Safety

Commercial Waste and recycling
Business Rates
Tendering for Council business
Parking permits

Details of these services can be found on the Council's web site.

9.4. Individual Baseline Statements

In full support of the above commitments, Heads of Service within the Council will draw up Baseline Statements on the specific services they are responsible for. These documents define the benchmarks for the provision of these services and the fact that any change will not disproportionately impact upon the BID area more than any other area outside the BID within the Borough's administrative boundary. They also cover how the services will be measured. The Council attaches particular importance to the incorporation of value for money principles and measures within all the Baseline Statements.

The Baseline Services are defined below:

Newcastle-under-Lyme Borough Council

- Christmas Lights
- Environmental Health
- Grounds Maintenance and Arboricultural services
- Markets
- Newcastle Partnership
- Off Street Parking
- Public Area CCTV
- Street Cleansing and waste

Staffordshire County Council

- Highways Maintenance – Lighting Maintenance
- Highways Maintenance – Signage
- On Street Car Parking

Other Public bodies

- Police

The process of having creating the baseline agreements proves valuable to both the service providers and the BID company. The development of these partnerships and the additional focus on the services provided in the area, will give tangible benefits over and above those derived from the projects outlined below.

9.5. Council's Operational Support for the Newcastle-under-Lyme BID

The Council's support for the BID will take practical shape in the following specific ways:

- Conducting, through the council's Democratic Services, the formal BID vote in accordance with current BID legislation and procedures
- Assuming a positive outcome to the BID vote, collecting the BID levy defined in the BID Business Plan from Newcastle-under-Lyme businesses and transferring the levy sums direct

to the Newcastle-under-Lyme BID Company. The Council proposes to make a charge for the BID levy collection and will pay the gross levy sums to the Newcastle-under-Lyme BID Company within 30 days of collecting it.

- Provide a Councillor to sit as a Director on the BID Company Board
- Provide a senior council officer to act as adviser to the Newcastle-under-Lyme BID Company Board and to provide a business-focused dynamic link on all BID matters with senior Council staff
- Paying the appropriate BID levy set out in the Business Plan in respect of all its own hereditaments within the Newcastle-under-Lyme town BID area.

9.6. Monitoring and Review

The Council is committed to the regular monitoring of the operation of the BID Operating Agreement and reviewing its effectiveness in conjunction with Newcastle-under-Lyme BID Company. This will be carried out as follows:

- The Council monitors performance of key services through the Corporate Plan with monitoring reported to the Cabinet. Where there is a specific issue with service delivery within the BID area the respective Head of Service will discuss this with the Newcastle- under-Lyme BID Company.
- An annual review of the overall effectiveness of the Operating Agreement. This will be led by the Cabinet member with responsibility for the BID and will reflect the Executive's commitment to address any shortfalls and propose measures to evolve the partnership to the mutual benefit of the Council and Newcastle-under-Lyme BID. These reviews will be scheduled to best effect for the Council's and Newcastle-under-Lyme BID Company's yearly budgeting cycles.

10. The Research and Consultation Process

10.1. Background

The last few months has seen extensive research undertaken across a wide range of stakeholders to ensure that the plan which has emerged has an in depth understanding of the views and aspirations of the businesses in the area as well as an appreciation of the perceptions of those who visit and also work in the area.

As a result of the dramatic impact of the Coronavirus pandemic on the economy, the Coronavirus Act was passed in March 2020 (see Section 4.2). As a result of the original ballot date being deferred from the summer of 2020 it meant that the consultation could take the opportunity of reviewing the feedback taken before Coronavirus and undertake further studies to re-evaluate business priorities. This re-evaluation has proved to be essential in shaping a plan which is fit for the immediate term and the next five years.

The Board decided to extend the representation of businesses involved in developing the new BID Proposal and Business plan by creating a Steering Group which included all the Board Directors and additional business representatives. This representation was extended even further by setting up Working Groups made of some Steering group members and additional business representatives, with each group focussing on one aspect of the new Business Plan. All these groups considered all research and findings from the surveys, workshops, interviews and interactions of businesses across the Newcastle-under-Lyme BID area in shaping the ultimate Vision, Objectives and their associated activities.

The research encouraged participation from all businesses across the town:

- Two surveys have been produced over the last year to get the views of businesses and (pre COVID survey produced in May 2019, during COVID survey produced in June 2020).
- In May 2019 all potential levy paying businesses in the BID area were mailed survey forms and asked to complete them seeking their opinions on a variety of issues.
- In June 2020, potential levy paying businesses in the BID area were sent during COVID surveys via email, ebulletins, visits from the BID Ambassadors and were given the option to complete the survey either via telephone or video call with a member of the BID team.
- All potential levy paying businesses were included in mail shots and publicity including BID newsletters and frequently asked questions and e-bulletins where e-mail addresses were available.
- 69% of all businesses which meet the levy criteria had a personal visit to discuss the BID. 247 businesses were visited in total, with 218 of these being unique visits.
- A total of 178 businesses which met the levy criteria completed detailed four-page surveys. 125 of these were unique surveys whilst 51 businesses completed both pre and during COVID surveys.
- All businesses were invited to a launch and information event at the start of the renewal work.
- A series of four Vision and Objective Setting workshops where all businesses were invited and discussed their challenges, opportunities and vision for the future of the town.

- A Budget Setting workshop, where businesses were invited to identify specific projects and tactics emerging from the research process.
- Businesses were invited to submit their views via e-bulletins and the BID website
- BID website used to promote all the events and invite feedback and opportunities for businesses to contact the BID team to discuss renewal.
- Active participation and decision making by the business representatives from the Newcastle under Lyme BID Board, Steering Group and the associated Working Groups in the development of this plan.

10.2. What were the aims of the research?

The objective of the research was to:

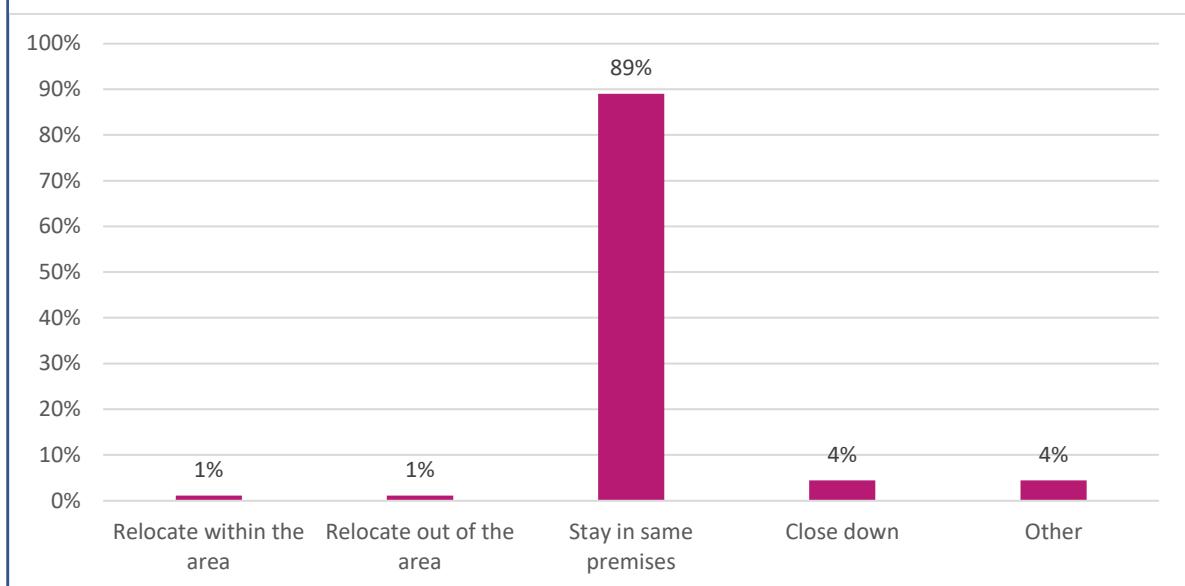
- Identify the key issues which impact upon all businesses in the area across all business sectors and to develop solutions to address them which will help businesses achieve their own internal objectives
- Identify and assess the impact and the relative importance of different potential initiatives on businesses
- Ensure that the Vision, Objectives and their associated activities reflect the business challenges and opportunities for the immediate term and the next five years.

11. Research results

Surveys, interviews and workshops were carried out across a range of businesses from all sectors and sizes across Newcastle-under-Lyme town centre and the surrounding area.

Despite the economic uncertainty and challenges for all businesses since the COVID pandemic started, the majority of businesses considered that they would survive. In May and June 2020, 24% of businesses from across a range of sectors believed that they would see growth in business over the next year but just over half of the businesses anticipated that their business levels would see a downturn in the next twelve months. Within the 'during COVID' survey 89% of businesses anticipated they would stay trading in the same premises within Newcastle Under Lyme over the next 1 -2 years.

Fig 1: Anticipated business location in the next 1 – 2 years;

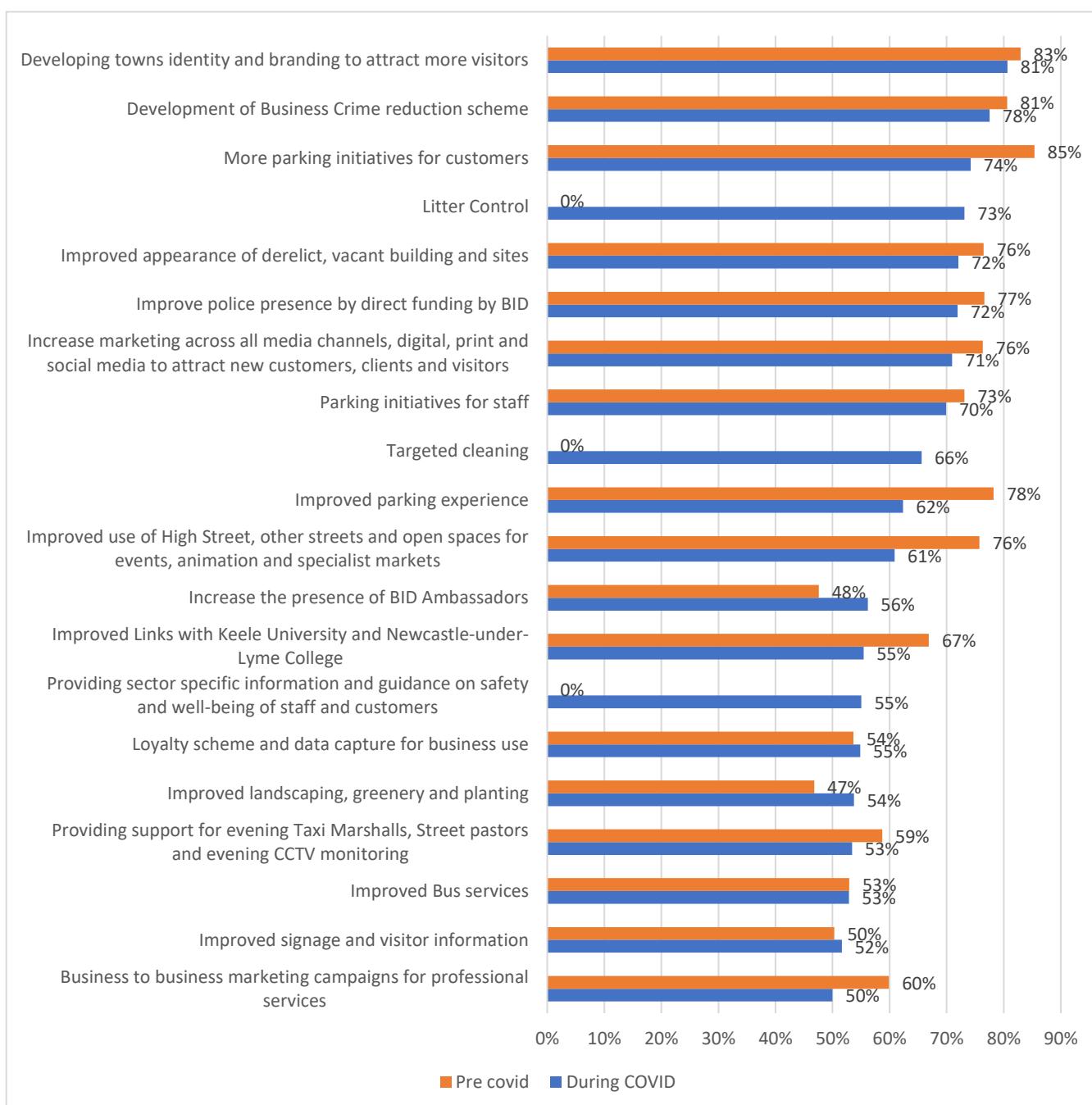


11.1. Support business growth and investment

The overall consensus in workshops was that the commercial attractiveness needs to be improved in Newcastle-under-Lyme, to attract new businesses into the area and people into the town. The need to improve the market was expressed on many occasions in the workshops, as well as improving the range of shops in the town. This is also echoed in the survey analysis, in the 'during COVID' survey, 73% of businesses said 'Things to do for the family, visitors and local people' is important to them.

Businesses in the workshops talked about the need to support the growth of independent businesses in Newcastle under Lyme. There were also comments that the BID should support opportunities for new business development and growth and setting up of new businesses, as well as needing a 'business support unit' to help new businesses with property related issues.

Fig 2: Top twenty projects ranked by businesses as being beneficial; (showing quite and very beneficial responses and comparing responses before COVID and 'during COVID'



11.2. Creating a safe and welcoming town

Although there had been improvements in addressing crime and safety during the BID, businesses felt that this was still one of the top issues to be addressed. This was the third most discussed topic of concern in the workshops.

In the 'pre COVID' surveys, the top two issues ranked as very poor or quite poor were both crime and safety related issues. Street begging and rough sleepers ranked as the worst issue with 86% followed by drug and drink issues on the streets with 78% of the businesses saying this was either very poor or quite poor. This was also one of the key factors which affected the way in which people feel about Newcastle under Lyme and there were noticeable negative perceptions about the amount of homelessness, people begging and drink and drug issues on the streets. Within the 'during COVID' survey businesses were asked how important certain aspects are to businesses and interestingly 'Crime and Safety generally' was ranked as quite or very important by 90% of those businesses surveyed, closely followed by 'Personal safety during the day' (88%).

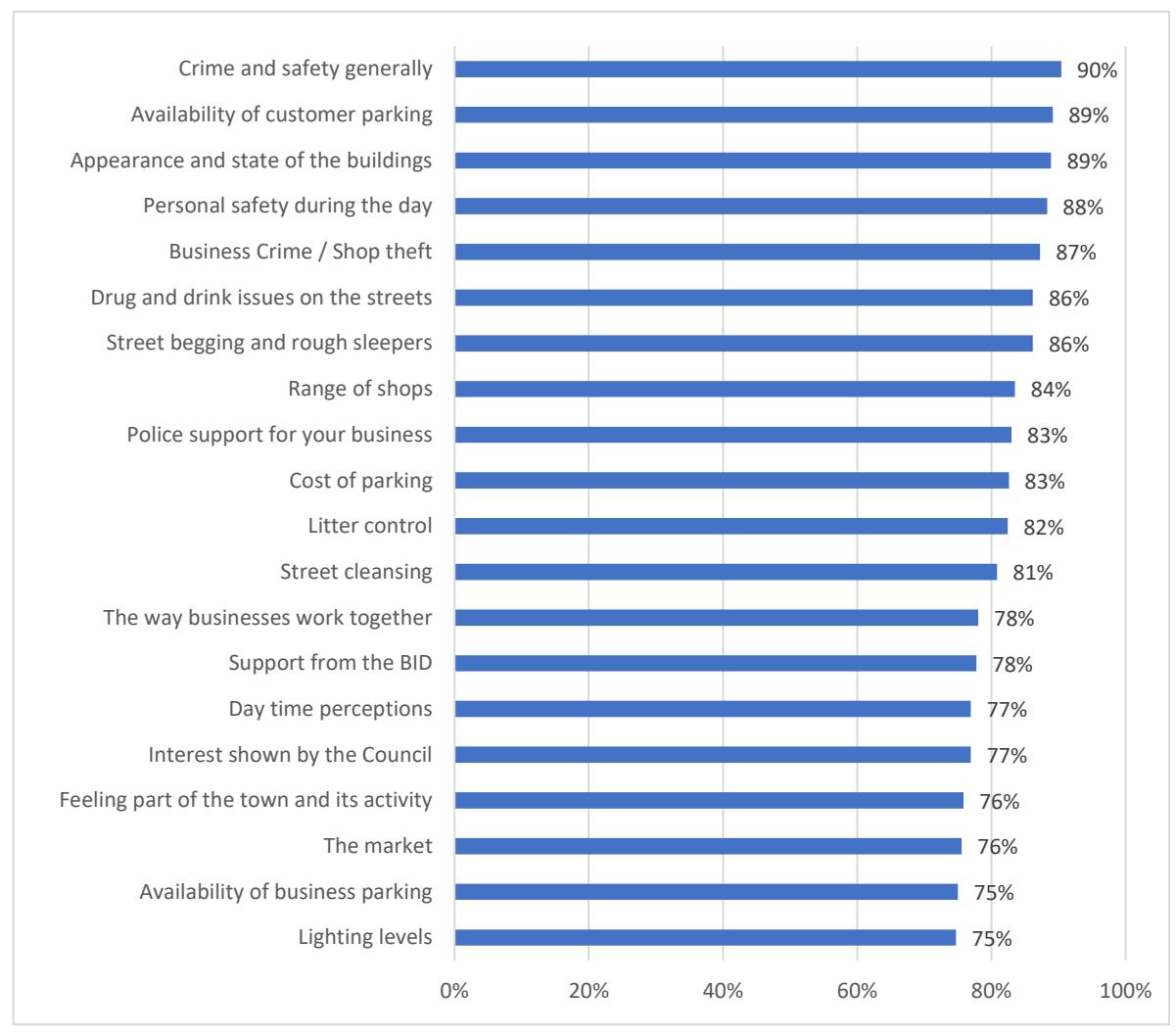
When considering the most beneficial initiatives for business, within the 'pre COVID' survey 'Development of Business Crime reduction scheme' was ranked the third most beneficial to businesses, however within the 'during COVID' survey this was deemed more beneficial ranking as the second most beneficial. Not far behind this and also related to creating a safer town, 'Improve police presence by direct funding by BID' was ranked as beneficial by 77% of businesses ('pre COVID'), in the 'during COVID' survey this was raked as beneficial by 72% of businesses.

Along with crime and safety issues, accessibility into the town was also a key concern that arose from the surveys and workshops. At the top of all the initiatives that would be most beneficial to businesses was 'More parking initiatives for customers', with 85% saying that it would be important for their business 'pre COVID' and was ranked as the third most beneficial in the 'during COVID' surveys. Also related to access into the town, within the 'pre COVID' surveys 78% said that an improved parking experience would be a beneficial project for their business. Access into the town was also the second top suggestion (both pre and 'during COVID') that businesses made when asked what other projects they would like the BID to deliver.

11.3. Creating an accessible town

Within the 'pre COVID' surveys two out of the top five issues that were ranked as either very poor or quite poor were in relation to access into the town. 66% of businesses said that the cost of parking was one of these two rankings, whilst 61% also said that availability of business parking was very poor or quite poor. Within the 'during COVID' survey businesses ranked 'Availability of customer parking' (89%) and 'Cost of parking' (83%) as either quite or very important to their business. Within the comments made in relation to access in the workshops, by far the biggest topic brought up was the lack of parking availability, with the need for more short-stay and drop-off parking being a clear issue for businesses.

Fig 3: Top twenty important aspects ranked by businesses as quite or very important ('during COVID');



11.4. Creating an attractive town

A key factor in making a place attractive for living, working and visiting, is animation. The results from the 'pre COVID' surveys were generally positive in relation to events in the town, with all the top five initiatives being event related when businesses were asked if they were aware of the current BID activities. 'Events and animation on the streets' was also ranked as the second most improved aspect since the BID started in 2015. However, some comments in the workshops eluded to the issue that events do bring footfall into the town but do not necessarily translate into sales. Comments in the workshops relating to markets were also largely negative, with critiques such as the market is in decline and needs to radically change.

Interestingly, results from the 'during COVID' show that events and markets are still key priorities. When asked to rank the importance of certain aspects to their business 'The Market' and 'Feeling part of the town and its activity' were both ranked quite or very important by 76% of businesses.

Another key factor in making a place attractive is improving the appearance through initiatives such as floral displays and festive and creative lighting. Within the 'pre COVID' survey landscaping and

greenery/floral ranked bottom in terms of the number of businesses that ranked it either very poor or quite poor, other aspects of appearance did not fare as well. Appearance and state of the buildings ranked much higher on the very poor and quite poor scale, and indeed 76% of businesses said that improving the appearance of derelict, vacant building and sites would be beneficial to their business. 66% of businesses also stated that targeted cleaning and litter control would be important for their business. Within the 'during COVID' survey analysis the aspects ranked as most important relating to appearance were; Appearance and state of the buildings – 89%, Litter control – 82% and Street Cleansing 81%.

11.5. Celebrating and promoting Newcastle-under-Lyme

'Pre COVID', 'Developing the town's identity and branding to attract more visitors' was ranked as the second most beneficial initiative for businesses, with 83% saying that it would be important for their business, 'during COVID' this was the highest ranked beneficial project. Also related to the promotion of Newcastle under Lyme, 76% of businesses said that increasing marketing across all media channels, digital, print and social media to attract new customers, clients and visitors would be beneficial to their business similarly, 'during COVID' 71% of businesses said this would be beneficial.

'Pre COVID', businesses have valued the promotional activity undertaken by the current BID with 90% of businesses saying that they want the BID social media channels to continue for the next BID term. The main suggestions for improving marketing and promotion were focussed around helping to promote individual businesses and support with social media. There were also comments about town-wide promotion and showcasing what Newcastle-under-Lyme has to offer (this appeared in pre and 'during COVID' comments).

12. The BID's response

Following our extensive research and review of priorities during the turbulent times of the Coronavirus, three key project areas of the Newcastle-under-Lyme BID have emerged reflecting the key issues and opportunities identified by the businesses. The activities within each of the project areas have been specifically designed to address and take advantage of these.

It is evident that Newcastle-under-Lyme was exposed, even before COVID to the same changing dynamics effecting the way in which people use all towns and city centres. Over the last nine months during the challenges of COVID, these changes have simply accelerated and now is an ideal time to completely review the needs of businesses and the way in which the BID will deliver the objectives of the BID Proposal and Business Plan in the future.

In many respects Newcastle-under-Lyme is ideally placed to take advantage of these changes and start to develop into a safe, welcoming and forward-thinking town for the whole community. It should take advantage of its heritage, its distinctiveness and its relatively attractive environment both within the town centre and its surrounding area to create a greater sense of community, both of businesses and organisations and the local residents it serves.

12.1. The role of the BID

Given the nature of this new BID Proposal and Business Plan the BID recognises that its role needs to change from simply acting as a delivery mechanism to one which works with, supports, facilitates and coordinates others to make the most of all the skills, experience and knowledge which exists locally. By working as part of a wider team representing the business interests it's collective voice will not only have more impact but will have more relevance and foster the feeling of businesses and organisations of Newcastle-under-Lyme coming together as one community, serving the residents which live within and around the town.

The BID will act as a catalyst for businesses and organisations to come together and play a key role in this new and exciting era in the life of this town. This plan has been designed to ensure that the activities benefit as wide a range of businesses and organisations as possible.

All businesses and organisations stand to benefit from these additional projects and activities which have been identified by businesses across Newcastle-under-Lyme as crucial to their future:

- To continue on working in partnership with key stakeholders to build on Newcastle-under-Lyme becoming a forward-thinking town.
- To promote Newcastle-under-Lyme as a welcoming and attractive town, ensuring a safe experience for all.
- To build on the identity Newcastle-under-Lyme through collaboration, with a community focus.

12.2. How will the delivery be monitored?

Monitoring and measuring the performance and effectiveness of the BID activities is an integral and essential part of the plan. Businesses need to be confident that their levy money is being invested as productively as possible to maximise results.

The effectiveness of the measures undertaken will be gauged by key performance indicators monitored and relevant for each project area, including footfall, customer surveys, business surveys, photographic evidence, vacant properties and footfall trends.

13. Vision and objectives

Assuming a positive BID vote by a majority of businesses by both rateable value and number of hereditaments, BID operations will start on 1st April 2021 and will continue for a total of 5 years.

13.1. The Vision

Through a business-led programme our vision is for:

To build on Newcastle-under-Lyme's traditions by creating a safe, welcoming, forward thinking town for the whole community.

Strategic objectives and activities

The BID investment programme will be delivered through the three key strategic objectives and their related activities:

Objective 1 – Support business growth and investment with a great business offer.

To support the growth, development, and investment of businesses by working in partnership with key stakeholders to enhance Newcastle-under-Lyme as an attractive and forward-thinking town.

Objective 2 – Create a welcoming and attractive town, ensuring a safe experience.

To create a safe and appealing town that can be enjoyed by the local community, visitors and people who work in Newcastle-under-Lyme.

Objective 3 – Celebrate and promote Newcastle-under-Lyme as a town for all, preserving the heritage and cultural aspect of the area.

To develop, build awareness and promote, locally and regionally the identity of Newcastle-under-Lyme through collaboration, with a community focus.

13.2. Objectives, activities and outcomes

Objective 1 – Support business growth and investment with a great business offer.

To support the growth, development, and investment of businesses by working in partnership with key stakeholders to enhance Newcastle-under-Lyme as an attractive and forward-thinking town.

Expenditure

An initial budget of £45,982 p.a, increasing to £52,056 by year 5 – a total of £255,567 over five years.

Activities

1.1 Creative and flexible use of space.

- a) Coordinate communication between landlords and potential investors to encourage flexibility on the use of space for new and existing businesses.
- b) Work with partners to support businesses and potential investors to establish, develop and grow in Newcastle under Lyme.

1.2 Access to services

- a) Identify and encourage links to services which are important to businesses and the local community.
- b) Continue to seek match funding and grant opportunities to increase value for Newcastle-under-Lyme businesses and to enhance the BID budget, broadening the potential scope of projects and activities to maximise impact and benefits.
- c) Work with key partners to improve urban mobility, using different modes of sustainable transport and encourage an ongoing range of options for access to the town.

- d) Work closely with partners to provide support for business continuity at times of a national or local incident or emergency situations.

1.3 Business growth

- a) Work with key stakeholders and influence the marketability of vacant sites and properties across the town to encourage growth and investment.
- b) Encourage and support relationships between businesses and organisations to develop skills and sharing of best practise which have a positive impact upon business performance and future business needs
- c) Monitor visitor behaviour and commercial performance to identify opportunities for businesses and effective delivery of the BID Business Plan.

Measures and Results:

- Numbers of businesses actively engaged in award schemes for customer care and businesses performance.
- Increased level of investment in existing and new businesses.
- Increased range of retail, tourism, leisure and evening economy offerings.
- Reduced levels of vacant and derelict properties across the BID Area.
- Increased number of new businesses established in the BID Area
- Increased number of business enquiries through commercial property agents.

Objective 2 – Create a welcoming and attractive town, ensuring a safe experience.

To create a safe and appealing town that can be enjoyed by the local community, visitors and people who work in Newcastle-under-Lyme.

Expenditure

An initial budget of £66,000 p.a, increasing to £74,033 by year 5 – a total of £362,585 over five years.

Activities

2.1 Creating a safe secure and clean environment

- a) Work collaboratively with the Police, Local Authority, CCTV, voluntary organisations and other agencies to influence reduction in business crime, antisocial behaviour, street drinking and begging on the streets which impacts upon businesses and the visitor experience.
- b) Being a strategic coordinator to improve business crime intelligence sharing opportunities between businesses for both the evening and day time economies, working in partnership with the Police, the Local Authority and other agencies.
- c) Employ uniformed Ambassadors to:
 - I. Communicate with the Police and other agencies on issues related to crime and anti-social behavior.
 - II. Act as a welcome presence for visitors to the town
 - III. To support delivery of projects and events.
 - IV. Support businesses by communicating issues which affect their business and benefits and opportunities which exist through BID projects and activities.
- d) Where appropriate and in addition to services provided by the Borough Council, improve the cleanliness of the area and physical environment, through additional cleaning services and/or targeted ‘hotspot’ cleaning.
- e) Support businesses in situations where there is a need to respond to any national or local incident or situation which requires special operating measures for businesses and use of the town centre and its surrounding environment.

2.2 Being creative and imaginative

- a) Work closely with the Local Authority to regenerate and develop the market.
- b) Promote and encourage new businesses that are creative and imaginative.
- c) Collaborate with creative groups to deliver projects and events that encourage regular footfall and return visits by making the town look and feel more appealing.

2.3 Attractive and Accessible

- a) Represent the interests of the business community on parking initiatives and tariff structures. Work with the Local Authorities to encourage targeted parking offers and schemes.
- b) Explore ways to improve the parking provision and experience for residents and visitors to the town
- c) Influence projects which create a relaxed and enjoyable pedestrian experience, such as Digital Wayfinding, street cafes and green spaces.
- d) Represent businesses on initiatives that remodel and improve public realm spaces through strategic initiatives such as Town Deal and Future High Street Fund which improves the attractiveness of the town as a whole
- e) Work with the business community and others to improve attractiveness of the streets and open spaces with creative displays of lighting, floral and other means

Measures and Results:

- Improved perceptions of visitor, worker, business and resident safety and feeling of welcome.
- Reduction of incidents of crime and anti-social behaviour
- Increased interaction with and support from stakeholders including local authorities.
- Measured assessment of the degree of litter and cleanliness of the Newcastle-under-Lyme BID area
- Improved perceptions of ease with which visitors, workers, and residents they can navigate and traverse the BID Area.
- Numbers of parking spaces available in or near the BID area both on and off-street
- Regular flow of information and sharing of intelligence to support business crime prevention

Objective 3 – Celebrate and promote Newcastle-under-Lyme as a town for all, preserving the heritage and cultural aspect of the area.

To develop, build awareness and promote, locally and regionally the identity of Newcastle-under-Lyme through collaboration, with a community focus.

Expenditure

An initial budget of £70,000 p.a, increasing to £77,443 by year 5 – a total of £380,252 over five years.

Activities

3.1 Community Focused

- a) Support the business community to provide excellent customer service and improve the visitor experience in Newcastle-under-Lyme.
- b) Encourage established community groups to work collaboratively on projects to help promote the town
- c) Work with others to develop initiatives that attract loyalty and a sense of pride in Newcastle-under-Lyme.
- d) Develop ways of celebrating the culture and heritage of the area that benefits both the business and local community.

- e) To regularly communicate BID news and activity to businesses and the local community to increase awareness of business opportunities and encourage the local community to visit the town.

3.2 Promotion

- a) Work with all stakeholders to define, develop and promote the identity of Newcastle-under-Lyme which reflects its strengths, culture and heritage and creates a sense of pride in its businesses and local residents
- b) Coordinate information sharing between key partners to market and promote the area and its activities. Recognise and highlight any business activity through the BID's media channels e.g. business events, offers or promotions.
- c) Help businesses to achieve more by supporting them to increase their presence on digital platforms such as social media and/or online.

3.3 Loyalty

- a) Develop and coordinate loyalty schemes and promotional campaigns which:
 - I. Increase trade between and for businesses in Newcastle-under-Lyme.
 - II. Maximise benefits for those who work in, live in and visit, the town.
 - III. Develop a sense of community and belonging which encourages repeat visits and local spend

3.4 Collaboration

- a) Support businesses at times of a national or local incident or situation, through the sharing of relevant and timely information and encouraging collaborative working to provide practical support wherever appropriate and possible

Measures and Results:

- Improve visitor and business perception of the sense of community in the BID area
- Increased levels of sales activity & footfall across Newcastle-under-Lyme.
- Positive media exposure locally and regionally measured through numbers of articles, publications, click-throughs on digital media and value through using advertising value equivalent. (a.v.e)
- Numbers of businesses actively engaged in BID activities and the use of and their association with Newcastle-under-Lyme BID in their own marketing and promotion.
- Numbers of businesses and public regularly engaged and involved in a loyalty scheme.

14. Organisation, Resources and Delivery

The preparation of this BID Proposal has been managed by the Newcastle-under-Lyme BID Ltd which is a not for profit company, limited by guarantee. It is legally and operationally responsible to the businesses in the BID area for all BID activities and acts on their behalf.

The Board is elected by the members of the Newcastle-under-Lyme BID Company, drawn predominantly from those paying a levy in the area and made up of a representative cross-section of the businesses and stakeholders of the area and key agencies associated with the successful delivery of the BID projects. It will continue to be driven by the private sector and includes one Councillor from Newcastle-under-Lyme Borough Council as a Director and one Council Officer who acts as an advisor, but not as a Director.

The main role of the Board is to safeguard the interests of levy payers by ensuring that the business operates in line with the BID plan, is professional and offers consistent value for money in line with its targets. The Board ensures that the implementation of the BID is externally monitored and delivered cost-effectively, through keeping overheads to a minimum and using methods which will optimise the use of the revenue budget and add real value to the delivery of the plan.

All businesses will be encouraged to be actively involved in the Board and associated working groups to represent the levy payers. Through specific working groups, the Board will be instrumental in prioritising the requirements of the levy payers into deliverable projects which address their needs, within the framework of the business plan.

The Board will continue to provide a consistent, collective and effective voice for the businesses and organisations in Newcastle-under-Lyme. All roles on the Board, and any working groups are voluntary and are undertaken with a commitment to represent the interests of all businesses in the area.

Collaborative working is actively encouraged to build upon the sense of the business community in the area and ensure that the skills and resources available for delivery of the BID are enhanced and deliver best value.

There also continues to be a hands-on project management and delivery team to support the initiatives from the Board and any working groups. This support provides administrative support to the BID Company, coordinates activity with partner organisations and ensures cost-effective delivery of projects through tendering and careful project and contract management.

The effectiveness of the measures undertaken will be gauged by key performance indicators for each project area, including footfall, customer surveys, business surveys, photographic evidence and retail turnover movement. Full measures are identified in this plan with each objective.

Besides regular newsletters and other forms of bulletins, there will be an annual report providing details on activities and performance of the company against the objectives of the delivery plan for the previous year.

All levy payers shall be entitled to be members of the BID Company. There will be an annual general meeting at which all members are invited to attend and vote and at which Directors will be retired by rotation and new Directors elected in accordance with the articles of the company.

15. Newcastle-under-Lyme BID Budget and Finances

15.1. Balancing the Budget

2020 presented the businesses and organisations of Newcastle-under-Lyme with unprecedented and significant challenges and the Board have tried to balance the costs to businesses with the requirement to generate sufficient funds to provide support, make a tangible difference on the ground and help drive the changes needed in Newcastle-under-Lyme forward.

In structuring this budget the Board have taken three decisive steps:

- The minimum threshold for paying the levy has been raised from £3,000, to provide 100% relief to all businesses with a rateable value of £12,000 or less.
- The percentage for the levy calculation for year one has been brought back to what it was five years ago at 1.5% for inside the ring road and 1% for outside the ring road.
- Any business ratepayer who is legally required to cease use of their premises will be given 100% relief for that time period.

The investment being sought from businesses in the BID area is still modest in relation to what can be achieved. For the smallest business in the business improvement district, the cost is less than the cost of a coffee from a coffee shop once a week and even for a larger business the cost is less than a cost of a coffee per day.

The BID has been very successful in leveraging in additional funding as outlined above in Section 5.2, and will continue to look to leverage in additional cash funding, grants and value in kind, to support the delivery of this plan and add to the investment made by Newcastle-under-Lyme businesses through the BID.

With a 1.5% of rateable value contribution, the indicative costs to a business would be:

Rateable Value	Annual	This equates to: weekly	This equates to: daily
£12,000 and below	none	none	none
£12,001	£180	£3.46	£0.49
£20,000	£300	£5.77	£0.82
£50,000	£750	£14.42	£2.05
£100,000	£1,500	£28.85	£4.11
£250,000	£3,750	£72.12	£10.27
£500,000	£7,500	£144.23	£20.55

15.2. The Newcastle-under-Lyme Budget five years 2021 - 2026

	Year 1	Year 2	Year 3	Year 4	Year 5	Total	% to total
Income							
BID levy revenue (Note 1)	£ 224,718	£ 251,558	£ 254,074	£ 256,614	£ 259,180	£ 1,246,144	92%
Other Income (Note 2)	£ 20,000	£ 20,000	£ 20,200	£ 20,402	£ 20,606	£ 101,208	8%
Total Income	£ 244,718	£ 271,558	£ 274,274	£ 277,016	£ 279,786	£ 1,347,352	100%
Expenditure							
Objective 1 -Support business growth and investment	£ 45,982	£ 52,530	£ 52,343	£ 52,656	£ 52,056	£ 255,567	19%
Objective 2 –Create a welcoming, safe and attractive town.	£ 66,000	£ 74,365	£ 74,187	£ 74,000	£ 74,033	£ 362,585	27%
Objective 3 - Celebrate and promote Newcastle-under-Lyme	£ 70,000	£ 77,880	£ 77,701	£ 77,228	£ 77,443	£ 380,252	29%
Central Management Costs, Administration, Office (Note 3)	£ 46,000	£ 46,460	£ 46,925	£ 47,394	£ 47,868	£ 234,646	18%
Levy Collection costs (NULBC)	£ 5,500	£ 5,555	£ 5,611	£ 5,667	£ 5,723	£ 28,056	2%
Contingency (Note 4)	£ 11,236	£ 12,378	£ 12,704	£ 12,831	£ 12,959	£ 62,108	5%
Total Expenditure	£ 244,718	£ 269,168	£ 269,470	£ 269,775	£ 270,082	£ 1,323,213	100%
Accrual for Renewal (Note 5)	£ -	£ 2,390	£ 4,804	£ 7,241	£ 9,704	£ 24,139	

Notes

1. Based on 1.5% (Zone 1) and 1% (Zone 2) for Year 1, 1.65% and 1.15% for Year 2 and then 1% inflation thereafter.
2. Including income from landlords, associate members of the BID and other sources (including in-kind)
3. Central admin, office and fixed overheads
4. Assumes a non-collection rate of 5% of total levy billed
5. Accrual retained from levy revenue to provide for costs of renewal of the BID for any additional term, otherwise they will be spent on additional projects in the final year

15.3. Cost of the BID Development

The costs incurred in undertaking the research and developing the new BID proposals have been built into the budget of the current BID. The costs for holding the renewal ballot, are being met by Newcastle-under-Lyme Borough Council, for which we give sincere thanks.

15.4. Sources of Additional Funding

The BID Company is committed to seeking additional funding where possible to increase the benefits that can be delivered by the BID to businesses. Other possible income sources will include grants where the criteria matches the aims of the business plan, voluntary contributions from property owners, companies and organisations outside the BID area and those not liable for the levy. It is estimated that this could be around £100,000 over the five year period.

Through discussion, developers, property owners and other stakeholders in the area will be invited to participate in the Business Improvement District and improve delivery against the business plan objectives even further.

15.5. Application of BID Funds

The BID funds will be ring-fenced and will be controlled by participating businesses. Details of the BID Company's accountability to businesses are given in Section 12 The BID's Response.

As part of the Alteration of BID Arrangements (see Section 4.1), the budget headings and the project costs can be altered within the constraints of the revenue received through the levy. The Newcastle-under-Lyme BID Company will be empowered to move funds between budget headings and between financial years to provide the services which best meet the requirements of the BID area within the framework of the BID Proposal and Business Plan's objectives. Such adjustments will be fully accountable to the businesses through the performance monitoring arrangements set out in Sections 12 and 13.

15.6. Governance and management of the BID Budget

In order to ensure that the projects remain relevant and continue to address needs and priorities of the businesses in Newcastle-under-Lyme during its five-year life, the Board may from time to time make modifications to the budget allocations for each of the main projects and the management and administration of the BID.

It will be the responsibility of the Board to make adjustments to the allocations of expenditure budget as and when they deem appropriate and to ensure that all the main aims of the BID, stated in Section 13, continue to be addressed and that all BID activity contributes towards the achievement of the vision. The Board will also monitor and gauge the effectiveness of the BID operations and activities.

16. Levy Criteria for the Newcastle-under-Lyme BID

Every BID has to establish its own levy rules. Reference has been made to the use of the 'Industry Criteria and Guidance' prepared for Revo in association with; ATCM, ACS, BRC, Intu and BPF in developing the rules which will apply to the Newcastle under Lyme BID.

Business Improvement Districts use rateable values of businesses as a means of calculating levy and determining the associated criteria. This provides the basis for an equitable approach to charging to reflect the value which businesses will receive in services and support from the activities of the BID.

The Newcastle under Lyme BID Company has tried to balance the ambitions of businesses in the BID plan against the affordability of the levy and the requirement to ensure that the BID is able to deliver best value.

A hereditament is defined in Section 115 (1) of the General Rate Act 1967 (the 1967 Act) as: 'property which is or may become liable to a rate, being a unit of such property which is, or would fall to be, shown as a separate item in the valuation list'. For the purposes of this levy criteria the words, 'land', 'properties' and 'premises' will also be interpreted as a hereditament.

1. Assuming a positive BID vote by a majority of businesses by number and rateable value of those who vote, the BID levy will be charged on all hereditaments listed in the local Non-Domestic Rating List located within the BID area. This applies irrespective of whether or how a business has voted in the formal BID ballot. Legislation within the Local Government Finance Act (2003) enables the local authority to issue a bill for the levy. The levy is collected by the billing authority, Newcastle-under-Lyme Borough Council. The Newcastle- under-Lyme BID Company will invoice the billing authority, Newcastle-under-Lyme Borough Council, for the levy collected for exclusive use of the BID.
2. All businesses which will be subject to the BID who are shown on the Newcastle-under-Lyme Borough Council Rating Database on the day before the postal ballots are printed and who should be shown as the liable party for the 4th January 2021, subject to final check and audit, will be entitled to vote for the BID proposal in a 28 day postal ballot which will commence on 28th January 2021, with the close of ballot at 5pm on 25th February 2021. The result will be announced as soon as possible thereafter.
3. If successful at the ballot, the BID will be fixed for a term of 5 years. The BID will commence operation on 1st April 2021 and will run until 31st March 2026. Levy bills will be issued for the first payment due 1st April 2021 and thereafter on the 1st April each year. (see paragraph 9 for more detail)
4. The levy amounts for ratepayers who have business premises which fall inside the ring road of Newcastle under Lyme will be applied as follows:
 - a. The BID levy will be 1.5% of the 2017 rateable value shown on Newcastle-under- Lyme Borough Council's (the billing authority's) Capita's NNDR billing system as at 4th January 2021 for the first billing cycle April 2021 and will be 1.65% for the second billing cycle in April 2022 and then only subject to the changes as stated in the clauses below for each defined business within the scope of the BID for each year thereafter, with the exception of those hereditaments with a rateable value of less than £12,001 showing on the billing authority's Capita system as at 4th January 2021.
 - b. Ratepayers with an RV of less than £12,001 value shown on Newcastle-under- Lyme Borough Council's (the billing authority's) Capita's NNDR billing system as at 4th

January 2021 will not pay a levy for these properties and will not have a vote for these properties although they will enjoy the benefits that come with trading in the BID area.

5. The levy amount for ratepayers who have business premises which are situated within the boundary of the BID but outside the ring road of Newcastle under Lyme, will be applied as follows:
 - a. The BID levy will be 1% of the 2017 rateable value shown on Newcastle-under-Lyme Borough Council's (the billing authority's) Capita's NNDR billing system as at 4th January 2021 for the first billing cycle April 2021 and will be 1.15% for the second billing cycle in April 2022 and then only subject to the changes as stated in the clauses below for each defined business within the scope of the BID for each year thereafter, with the exception of those hereditaments with a rateable value of less than £12,001 showing on the billing authority's Capita system as at 4th January 2021.
 - b. Ratepayers with an RV of less than £12,001 value shown on Newcastle-under- Lyme Borough Council's (the billing authority's) Capita's NNDR billing system as at 4th January 2021, will not pay a levy for these properties and will not have a vote for these properties although they will enjoy the benefits that come with trading in the BID area.
6. The levy will be due from businesses who are liable to pay business rates, including empty properties other than those that are exempt within the criteria laid out in this section 12 of this business plan 'BID Levy Criteria for the Newcastle-under-Lyme BID'.
7. The liable person is the ratepayer liable for occupied or unoccupied premises. In accordance with the Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989 (S.I. 1989/1058) and the Non-Domestic Rating (Collection and Enforcement) (Miscellaneous Provisions) Regulations 1989 (S.I. 1989/1060). The Billing Authority, Newcastle- under-Lyme Borough Council will be responsible for the imposition, administration, collection, recovery and application of the BID levy. The Council will also be responsible for any enforcement action that may be appropriate in case of non-payment of the levy.
8. With effect from the billing cycle starting 1st April 2023, there will be an annual inflationary increase of all levy charges year on year for the duration of the Business Improvement District. This will be a minimum of 1% increase year on year or the inflation percentage as determined by the Consumer Price Index as at the 1st December of the year before the next billing process, whichever is the greater, rounded to the nearest tenth of a penny. (e.g if a levy bill is £200 the inflation applied to this at a level of 1% would be £2 per annum). Negative inflation will not apply.
9. The BID financial year will last for 365 days (366 in a leap year) between 1st April and 31st March. The BID's chargeable period is a year or pro-rata, broken down into daily charges based on rateable value. It is to be paid in full in advance, the payment due date being the 1st April in the first year and for each year thereafter. The first billing period will run from 1st April 2021 to 31st March 2022 and the last billing period will run from 1st April 2025 to 31st March 2026. The only exception to the due date is where a proportional liability exists under paragraph 10, in which case, the levy charge will fall due one month after the demand is issued. The daily BID levy charge for each individual ratepayer is to be calculated by multiplying its rateable value by the BID percentage levy and dividing the result by the number of days in the financial year.
10. The levy will be charged annually in advance upon service of a Demand Notice. Any business which ceases to become the liable party during the year must apply to the Newcastle under Lyme Borough Council for a refund for the remainder of the period if an apportionment is required between the outgoing and incoming liable parties, and the new liable party will be charged on a pro-rata basis.

11. If a property is deleted from the Rating List revised bills will be issued provided that the amount due on charge or refund is £10 or more. The charge or refund amount will be calculated pro rata between the date of the change in occupation and the date of the financial year end.
12. The BID levy is payable in one installment. This installment date will be specified on the Demand Notice. The notice will be served as soon as practicable after the Billing Authority becomes aware of a BID levy liability and the liability will be calculated from the effective date of any of the following changes being recorded on the Rating List:
 - a. New premises, or properties which were not on the rate valuation list at the start of the BID but become subject to rates within the BID boundary or on new streets within the BID boundary after the BID is in force, will be expected to pay a BID Levy based on the % or fixed levy charge appropriate in relation to its new/current rateable value
 - b. Where property is split, two or more BID levies should be made on the revised premises from the date of split on the basis of the revised new/current rateable values.
 - c. Where premises are merged the BID Levy should be based on the % or fixed levy charge appropriate in relation to the revised property's new/current rateable value.
 - d. Any change of use which affects the rateable value of the property.
 - e. Any change of ownership or occupancy of a property where the business rate payer as the liable party for the levy, changes.
 - f. The creation of a new business rated hereditament within the BID boundary will be liable to the levy rate based on the rateable value at the time of change of use or creation of the new business hereditament.
 - g. If a property which had been deleted from the rating list or been assigned a zero rateable value is added back on or assigned a rateable value of more than zero.

Adjustments will be made and revised bills issued provided that the amount due on charge or refund is £10 or more. The charge or refund amount will be calculated pro rata between the date of the change covered by this paragraph 12 and the date of the financial year end.

13. No amendments will be made to the rateable value of any property in the BID area as a result of any general or property specific re-valuation other than for the criteria listed above whether or not it is applied retrospectively to a point in time prior to the 4th January 2021.
14. No other relief will be given to any class of non-domestic ratepayer and there is no distinction made between occupied or unoccupied hereditaments, both occupancy status attracting the full BID levy, unless it is a hereditament:-
 - a. whose owner or occupier is prohibited by law from occupying it or allowing it to be occupied, for clarity and for the purposes of this levy criteria it will only cover a property where the prohibition by law results in no 'value or benefit to the possessor.'
 - b. which is kept vacant by reason of action taken by or on behalf of the Crown or any local or public authority with a view to prohibiting the occupation of the hereditament or to acquiring it;
 - c. which is vacant and is included in the Schedule of monuments compiled under section 1 of the Ancient Monuments and Archaeological Areas Act 1979(b);
 - d. where, in respect of the owner's estate, there subsists a bankruptcy order within the meaning of section 381(2) of the Insolvency Act 1986(c);
 - e. whose owner is entitled to possession of the hereditament in his capacity as trustee under a deed of arrangement to which the Deeds of Arrangement Act 1914(d) applies;
 - f. whose owner is a company which is subject to a winding-up order made under the Insolvency Act 1986 and as amended in the Corporate Insolvency and Governance Act 2020 or which is being wound up voluntarily under that Act;
 - g. whose owner is a company in administration within the meaning of paragraph 1 of

- Schedule B1 to the Insolvency Act 1986 and as amended in the Corporate Insolvency and Governance Act 2020 or is subject to an administration order made under the former administration provisions within the meaning of article 3 of the Enterprise Act 2002 (Commencement No. 4 and Transitional Provisions and Savings) Order 2003(e);
- h. whose owner is entitled to possession of the hereditament in his capacity as liquidator by virtue of an order made under section 112 or section 145 of the Insolvency Act 1986 and as amended in the Corporate Insolvency and Governance Act 2020.

In which case the hereditament will be exempt for the period of time where any one of these criteria apply.

15. Hereditaments used as hostels, places of refuge or rehabilitation, places of religious worship and any creches, nursery schools, primary schools, secondary schools, or academies will be exempt from the levy for that hereditament only and will not be permitted to vote for this hereditament in the ballot. Places of Further Education and other training will not be exempt. No other discounts or reductions shall apply. Any of the premises exempted will be permitted to enter into a voluntary arrangement with the BID Company.
16. For clarity a hereditament which is the subject of a building preservation notice within the meaning of the Planning (Listed Buildings and Conservation Areas) Act 1990(a) or is included in a list compiled under section 1 of that Act will be subject to levy unless its use is covered by any of the other exemptions listed in this section 16 of this business plan 'Levy Criteria for the Newcastle-under-Lyme BID'
17. The levy will be due from businesses or individuals who are liable to pay business rates, from any hereditaments on any roads which have not yet been constructed or named at the time of the ballot and any new hereditaments built or created within the shaded area of the map shown in Section 8 in this Proposal and Business Plan which fall within the levy criteria of Section 16, from the 4th January 2021 at any time during the life of the BID but which are not specifically identified on the map in Section 8, with effect from the date at which their rateable value takes effect.
18. The BID levy contribution will not be reassessed if the rateable value is amended after the end of the BID.
19. Businesses with a rateable value of less than £12,001 will be exempt from the levy and will not be permitted to vote in the ballot. Any business with an R.V which falls below or above these thresholds will be encouraged to enter into a voluntary arrangement direct with the BID Company so that they can benefit from the full range of services provided by the BID.
20. Subject to this criteria stated above and within the BID boundary as defined in this document, the BID levy is a statutorily compulsory payment regardless of whether the business exercised its vote or voted against the BID.

17. Risk analysis

17.1. The responsibilities of BID Company

The BID Company is a legal entity, a company limited by guarantee, and a significant business in its own right. It not only has all the attendant risks and responsibilities that go with this but also, subject to the vote in favour of the BID, will have a mandate from the businesses in the area to deliver the BID Business Plan. This is a significant responsibility which has an influence over the commercial prosperity of Newcastle-under-Lyme, the businesses in the area and everyone who relies upon it for their living.

It is important therefore, to articulate some of the external and internal issues that have a direct bearing on the ability of the Company to trade successfully, as well as highlight the consequences of not adopting the principles of the BID and the benefits that accrue from the delivery of the plan.

17.2. BIDs in other places

BIDs have been proving their worth and commercial value across the UK over the last fifteen years as effective mechanisms to improve trading environments for all sorts and types of businesses. Over the last few months, during the challenges faced by businesses during the pandemic BIDs have stepped up to provide whatever support they can to their businesses.

Where BIDs have reached the end of their first term the majority have seen even greater votes in favor and larger turn-outs than the first time of voting. They are seen as providing businesses with very effective returns on investment. A few ballots have already taken place during the last few months despite the challenges of COVID generating high turnouts and significant votes in favour. These include Nottingham and Altrincham, both renewals into their second term, reflecting the value businesses place upon them.

There are many towns and cities in the midlands which now have Business Improvement Districts and many of these are already in their second and third terms. These include Derby's Cathedral Quarter which is now in its third term, Derby's St Peters Quarter in its second term and Birmingham which has thirteen BIDs within its administrative boundary.

17.3. The Importance of Voting 'YES'

If you want the BID and its collective influence and all its associated benefits to continue and support your business you will need to vote for it. If the vote does not get sufficient votes in favour both by number and rateable value the BID and all its associated activities will stop as of 31st March 2021. There will be no collective voice or mechanism through which you can shape or control the support you receive and businesses will be left to face the challenges and uncertainties of the future alone.

17.4. Working with key partners

In order to deliver exceptional value for money within the framework of the aims and objectives of the plan, the BID will work closely with other key stakeholders such as property owners, developers, the Borough Council and the Police. It will seek, wherever possible to influence and shape larger projects to the benefit of its own aims while supporting others to achieve their own objectives.

In working with others, the over-riding principle of the BID should not be compromised i.e that the BID is providing services and benefits additional to those which would have happened if the BID had not been in existence.

17.5. Sustainable mechanism for the development of Newcastle-under-Lyme

The BID is a unique mechanism which combines solid business support with a compulsory payment scheme which creates benefit for all on an equitable basis. It also guarantees constant cash flow to deliver the projects and priorities identified by the businesses. It provides a solid platform for the BID Company to control costs, plan over the longer term and rise to the expectations of its stakeholders.

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

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

There is no plan to rely upon bank or other financial support other than the levy and so there is no prospect of financial insecurity. In any event, the Company will produce monthly management accounts and financial forecasts for information for the Board, nominated by the levy payers. Appointed auditors will produce end-of-year accounts, made available to all contributors and the local authority and these will be filed at Companies House in the normal way.

Newcastle-under-Lyme BID Ltd is VAT registered to ensure that the tax can be reclaimed on expenditure. It is also benefits from mutual trading status meaning that it is exempt from any Corporation Tax liability on the levy and grants revenue received.

18. Final thoughts

The last five years as the chair I have worked closely with a group of business people who have continued in creating new opportunities for the business community of Newcastle -under-Lyme and for those who live and work here. I believe Newcastle -under-Lyme is a place which has the potential of bettering the sense of community that already exists but is in need of realigning direction, revitalizing a sense of purpose and clearer objectives in a rapidly changing world.

The BID has helped Newcastle-under-Lyme become a safer town by supporting the deployment of extensive CCTV & maintaining the converted Purple Flag status, creating a more welcoming town through the great work of the BID Ambassadors, staging numerous events that have positively driven visitor footfall, facilitating business growth and generally supporting the needs of the businesses within the BID area.

Investing in these qualities and building upon them for the mutual benefit of everyone in the area is an exciting and interesting opportunity.

A renewal of the Business Improvement District provides us with an opportunity to forge even stronger links between ourselves and work on projects which we initiate and are important to us as committed and hardworking business people. Towns and cities across the UK are changing rapidly and we need to ensure that Newcastle -under-Lyme does not get left behind but takes advantage of its unique position in terms of its attractive environment, cultural heritage and the strength of its people through their passion for the town.

This plan provides a renewed energy for Newcastle -under-Lyme, also ensuring a clear direction post COVID recovery phase.

The first step in your involvement and the forthcoming journey is to vote YES in the ballot in February.

Eddie Lelidowicz
Chair of Newcastle-under-Lyme BID

Appendices

Appendix 1 – Definitions

The following terms, used throughout this Proposal document, shall have the same meaning as provided in the Local Government Act 2003 and the Business Improvement Districts (England) Regulations 2004.

- “BID” means Business Improvement District.
- This document is a BID proposal for the purposes of the Act. If approved it will become the BID arrangements which govern the way in which the BID levy can be used.
- “the 2003 Act” means the Local Government Act 2003.
- “the 1988 Act” means the Local Government Finance Act 1988.
- “the COVID Act” means the 2020 Coronavirus Act, Chapter 7, Part 1, Section 79.
- “BID ballot” means a ballot under Section 49(1) of the Local Government Act, 2003.
- “BID body” means, the body (whether corporate or not corporate) responsible for the implementation of the arrangements in this case defined in the plan as the ‘Newcastle-under-Lyme BID Ltd’.
- “BID Company” is the ‘Newcastle-under-Lyme BID Ltd’ and is accountable for the budget and delivery of the BID Arrangements in accordance with this BID Proposal and Business Plan.
- “BID proposer” means the person or body who draws up BID proposals as defined by the BID Regulations, in this plan it is the ‘Newcastle-under-Lyme Company’s BID Steering Group’
- “commencement date” subject to regulation 9(12) of the Business Improvement Districts (England) Regulations 2004, means the day, pursuant to Section 53 of the 2003 Act, the BID arrangements are to come into force.
- “hereditament” means anything which is or is treated as being a hereditament by virtue of the provisions of or any provisions made under Section 64 of the 1988 Act including any hereditament to which regulation 6 of the Non-Domestic Rating (Miscellaneous Provisions) Regulations 1989 applies but otherwise excluding any hereditament to which regulations made under Section 64(3)(b) of the 1988 Act apply.
- “renewal ballot” means a ballot under Section 54(2) of the 2003 Act.
- “BID Levy” means a charge imposed on the non-domestic ratepayers, or a class of such ratepayers in the district

Appendix 2 – Streets included in the BID Area listed alphabetically

Zone 1 Street Name	Limitations
Bridge Street	
Castle Walk	
Corporation Street	
Fellgate Court	
Fogg Street	
Friars Street	
Froghall	
Hassell Street	2a - 10
Hick Street	
Hickman Street	
High Street	
Ironmarket	
Lad Lane	
Liverpool Road	1 – 11a
Lower Street	
Merrial Street	
Paradise Street	
Pepper Street	
Queens Parade	
Ryecroft	
Stubbs Street	
The Midway	
York Place	

Zone 2 Street Name	Limitations
Andrew Place	
Ashfields New Road	
Barracks Road	
Borough Road	
Brompton Road	Between the roundabout at the beginning of Brompton road, leading north east to RBS Operations.
Brindley Street	
Broad Street	
Brook Lane	
Brunswick Street	
Castle Hill Road	
Cherry Orchard	
Dunkirk	
Enderley Street	
Garden Street	
George Street	
Goose Street	
Gower Street	
Hanover Street	
Hassell Street	
Hatrell Street	
Lyme Valley Road	1 - 9
Heath Street	
John Street	

King Street	Including all businesses between the round about where King Street starts, to number 88 Kind Street
Knutton Lane	Between the start of Knutton lane stopping at 85 Knutton Lane (Newcastle Community Fire Station)
Liverpool Road	All businesses between 54A Liverpool Road, and where Liverpool Road meets Ashfield New Road.
London Road	1 – 21 inclusive
Lyme Valley Road	
Marsh Parade	
Mayfield - Brampton	
Miller Street	
Mount Pleasant	Including 1 Mount Pleasant only
North Street	
Pool Dam	Excluding businesses past where Pool Dam joins Orme Road
Princess Street	
Queen Street	
Scott Street	
Seagrave Street	
Sidmouth Avenue	
Silverdale Road	Between Pool Dam and the B5367, only properties on the northern side.
Stanier Street	
Stubbs Gate	Between Brook Lane and 22A.
Water Street	
Well Street	
West Brampton	
West Street	
Wharf Street	
Windsor Street	
York Street	

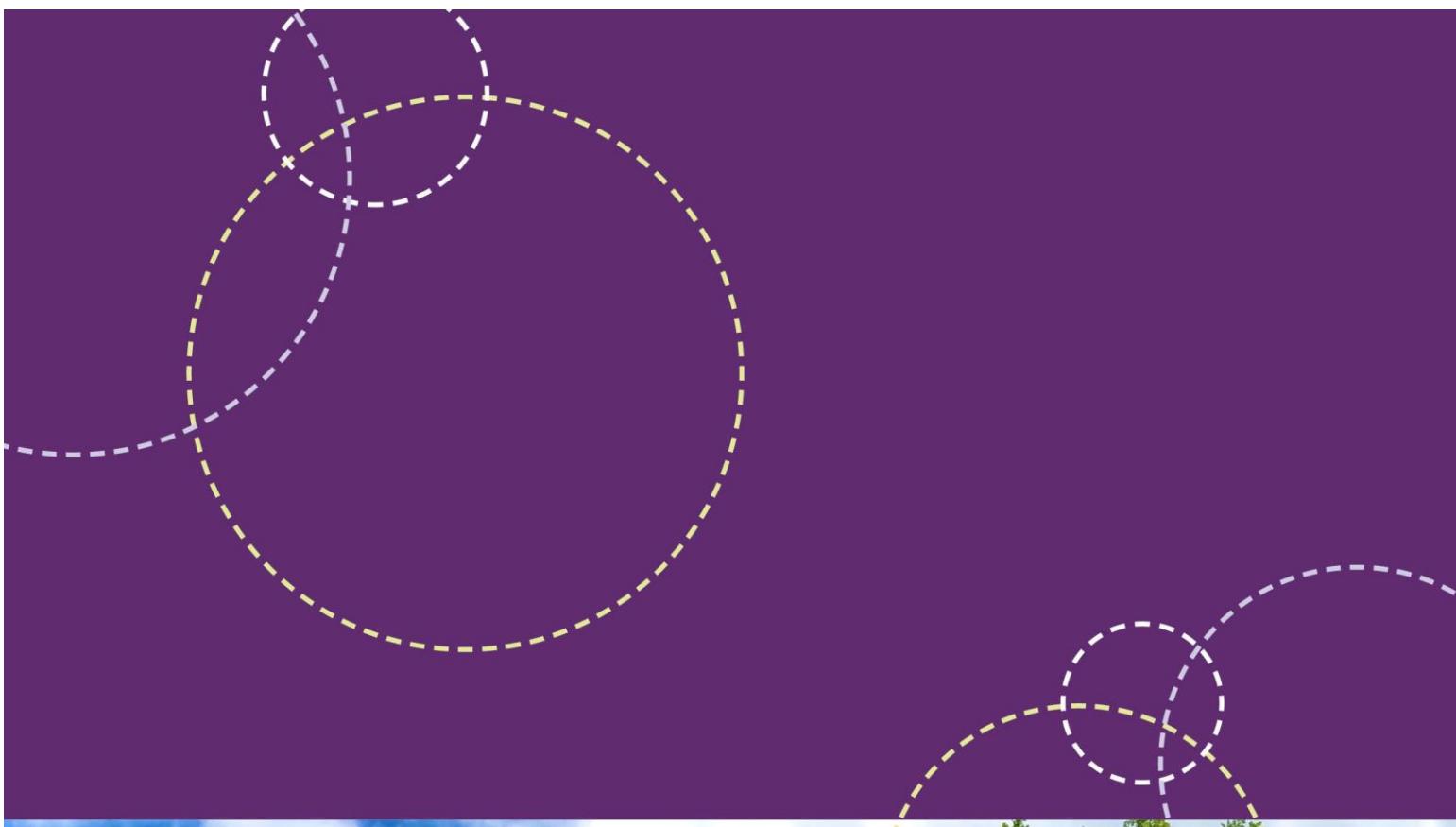
Acknowledgements

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Newcastle-under-Lyme Borough Council
Partnerships for Better Business Ltd

Further information

For more information about the BID or to discuss any aspect of this business plan please contact the BID on email manager@nulbid.co.uk or telephone 01782 922712 or visit the web site at www.newcastleunderlyme.org



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