



Report On The Feasibility Of A Business Improvement District (BID) For Brecon

Prepared By Revive & Thrive Ltd

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Funded by:



1.0 Executive Summary

In late 2018, Revive & Thrive was commissioned by Powys County Council to work on the production of a feasibility study for the implementation of a Business Improvement District (BID) for Brecon. The study has been overseen by a steering group consisting of representatives from the Brecon Chamber of Trade, Brecon Beacons Tourism Association, Brecon Beacons National Park Authority and Powys County Council.

The commission came following a successful funding bid by the Council to the Welsh Government and the project has been part-funded by the Brecon Beacons National Park Authority.

The consultant team conducted face-to-face surveys with businesses across Brecon, including retailers on the high streets, office-based businesses and those operating in the industrial areas. This was complemented by a series of email requests and a presentation to businesses from across the town, as well as social media coverage – both locally and via boosted posts that Revive & Thrive invested in and coverage in local print media.

In total, well over 100 businesses have been visited to date and more have been engaged with via the other consultative approaches listed above.

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In order to establish the feasibility or otherwise of a BID in Brecon, two fundamental principles have needed consideration:

- 1) That a BID for Brecon has the broad support of the business community. As BIDs are inherently business-led and -driven, any potential BID would need the buy-in of the majority of businesses.
- 2) That a BID for Brecon is financially viable. Whilst levy income for BIDs varies significantly from area to area, it is a commonly held principle that an area which cannot generate a minimum of £100,000 per annum is not suitable for a BID.

This document includes income modelling which demonstrates that a BID in Brecon would be financially feasible. The report also sets out the outcomes of the business survey, in which fewer than 12% of respondents did not think that a BID for Brecon should be tested at ballot.

These two considerations suggest that a BID for Brecon is sufficiently viable for the business community, in partnership with Powys County Council and Revive & Thrive to progress to a detailed consultation and development phase, with a ballot likely to take place in October 2019.

The consultation phase will result in a business plan, which businesses will be asked to vote to adopt and will set out in specific detail:

- The boundary for the proposed BID area
- The levy that businesses will be asked to pay (as well as any caps or exemptions)
- A baseline of services already being provided by the public sector
- The thematic areas and projects that a BID for Brecon will deliver
- How the BID will operate

2.0 Background

Brecon already benefits from being on the northern edge of the prestigious Brecon Beacons National Park and is only 6 miles away from Pen Y Fan the highest peak in South Wales which sees around 350,000 people climb to the peak each year. This is in addition to the visitors who come to enjoy the area and the world-wide renowned scenery.

The question is whether the town is benefiting fully from the opportunities in the area and whether, through a BID, the town can develop these further.

Hopefully during the BID development and certainly during the life-span of the potential BID, Brecon will benefit from the multi-million pound Y Gaer Cultural Centre. The BID will be able to embrace the benefit to the town from this investment and that ideas to convert visitors into local consumers feature in the business plan.

Businesses in Brecon, through BID feasibility discussions, have expressed a desire to increase business beyond tourism and the BID will be key to taking full advantage of any current non-seasonal opportunities and indeed develop some new ones.

Brecon is enjoying new investment in house building and this is key as Brecon also is at threat from the concerns that an aging population will bring. Revive & Thrive's local knowledge and existing relationships in the town, will be instrumental during ballot phase in ensuring that this and all of the town's strengths, weaknesses, opportunities and threats are built in to any decisions about what a BID can deliver and take the town forward.

It is fundamental to Revive & Thrive's approach that these opportunities identified as part of the feasibility study will be further developed through the second phase of the project, leading to tangible outcome opportunities should a BID in the town go ahead.

Revive & Thrive's experience of working with BIDs in other areas means that it will be able to help other stakeholders in the community to understand the benefits and opportunities available to them by working alongside a Brecon BID.

Revive & Thrive will ask businesses during BID consultation, how the town makes the most of the visitors who come to the area and how a BID can convert them, not only to added footfall for the town, but also to increase spend.

3.0 Business Improvement Districts

Since the introduction of Business Improvement District legislation in 2003, around 300 Business Improvement Districts have been created across the UK and the Republic of Ireland. There are a cluster of existing BIDs to the south of Brecon, in Merthyr Tydfil, Pontypridd and along the M4 corridor, and although Newtown is currently also investigating the feasibility of a BID, there are none in Powys and only around a dozen in Wales in total.

The majority of BIDs focus upon town and city centres, although they are not confined to these areas, with an increasing number being formed in out of town industrial or commercial areas (the twin industrial estates in Rassau and Tafarnaubach in Ebbw Vale are also currently considering a BID).

BIDs operate through the levy of a small percentage on national non-domestic rates (commonly referred to as business rates), with the actual levy percentage varying depending on the area in question.

In most towns and cities, the BID levy tends to lie between 1% and 1.5% of rateable value (RV), meaning that a business would pay an annual levy of between 1% and 1.5% of the rateable value of their business premises. There are locations where this figure is higher, although a higher levy risks receiving less support from businesses and so we would not generally recommend setting the level above 1.5%.

All BIDs have a clear and focused role, contained within a business plan which all eligible businesses are asked to vote upon in a ballot. The development of the plan will almost always have been led by the business community within the area in question and will have involved extensive consultation to ensure that it includes the priority improvement actions identified by local businesses.

Under current law, any BID needs to be established via a ballot of those eligible business listed on the rating database held by the local billing authority and the vote is conducted entirely by post. The votes are sent to either the tenant of the business or the landlord (in the case of vacant units), within a defined boundary and this report highlights several potential boundary options for the Brecon BID.

For any BID ballot to be successful, there needs to be a majority of positive votes within the total number of votes cast and these positive votes also need to form a majority of the total aggregate rateable value of all the votes cast.

It is important to note that the intention of a BID is to add projects and activities to a town or city over and above those which are already taking place. A BID is not, therefore, a mechanism for any public or private sector body to cease to provide established activities and this will be protected by a statement of baseline services.

The maximum term covered by a BID business plan is 5 years and the continuation of any BID beyond its initial term is reliant on the production of a renewed business plan and a renewal ballot of the businesses within the BID area. Over 80 BIDs have achieved a successful renewal ballot and several are within their third BID term, having achieved two subsequent renewal ballots.

The growth in the number of BIDs continues to rise and they are increasingly considered as the model of best-practice for high quality town and city centre management.

The number of hereditaments within each BID also varies vastly, from fewer than 100 to nearly 1,000. The majority, though, have around 300-400 levy paying businesses within them.

BIDs generally involve the creation of a company limited by guarantee, which limits the financial liability of any company director. A board of between 12-16 company directors is usually formed from BID levy paying organisations to create a representative and business-led group of directors to oversee the financial, managerial and operational arrangements for the BID.

In Brecon, a steering group would be formed to take the BID forward comprising for of for example the local Chamber of Trade, Brecon Beacons Tourism Association and other interested businesses. This group would have the responsibility of making final decisions on the content of the BID proposals, with support from other businesses, officials from Powys County Council and Brecon Beacons National Park, with the support and advice of Revive & Thrive.

If a BID is successful at ballot in Brecon, this body could become the shadow board until a full board could be ratified.

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4.0 Business Survey

The survey was designed to include the following:

- **Background information on BIDs and the benefits they can bring about**
- **The ability for key business information to be gathered**
- **The inclusion of suggested BID projects, with respondents able to rank their priority importance**
- **Extensive opportunities for businesses to provide further information and feedback – including their views of the town, their attitude towards a BID and their willingness to engage further in the BID process**
- **Bespoke questions relating to Brecon town centre, with respondents able to include their views on competitor towns and possible BID boundaries**

The key findings of the survey were:

- The overwhelming majority of respondents to the survey operated independent businesses or run a franchise, with these covering a wide range of business types, from traditional retail to accommodation provision, leisure services and manufacturing
- Business confidence in Brecon is generally good, with only 10% of respondents expecting to see a downturn in trade in the short-term
- Exactly one half of respondents thought that Brecon has got worse over the last five years, with the levels of trade, rent and rates and car parking being the major issues affecting their business' performance
- Over half of respondents had a pre-existing knowledge of BIDs
- The top 10 most important issues facing businesses in Brecon were:
 - 1) Rent/rates
 - 2) Level of trade
 - 3) High energy bills
 - 4) Availability of car parking
 - 5) Competition from elsewhere
 - 6) Other overheads
 - 7) Competition from other businesses in the area
 - 8) Transport links
 - 9) Quality of the local environment
 - 10) Business finance
- Issues such as accessibility and business support were deemed to be less of a barrier to operating a successful business in Brecon
- The only aspects of Brecon town centre that more respondents viewed as good rather than bad were safety during the day and during the evenings and at night, crime and security
- Issues around property and property costs, car-parking and the marketing and promotion of the town centre were heavily viewed as being either "bad" or "very bad"
- When asked what measures could be employed to improve the area, the answers were ranked as follows:
 - 1) Cheaper/more flexible parking
 - 2) Increased choice/range of shops
 - 3) More independent and specialist retailers
 - 4) Greater promotion and marketing of Brecon town centre
 - 5) Improved street cleaning

- 6) Improved public spaces
- 7) Free public WiFi
- 8) More organised events
- 9) More national retailers
- 10) More quality restaurants or cafes
- 11) Improved public transport
- 12) More sports/leisure/entertainment facilities
- 13) More arts or cultural facilities
- 14) Better street lighting
- 15) Improved security

Other suggestions included:

- 1) More quality restaurants, but NO more cafe/coffee shops.
- 2) more cooperation between organisations
- 3) more pedestrian only areas so there can be more outside seating in summer and outside market stalls etc the streets in the centre dont need to be open to traffic
- 4) More trees, plants and hanging baskets in public spaces, to make them more appealing, to encourage visitors to linger. Along with seating and installations of interest. (Historical or artworks.)
- 5) Pedestrianisation of part of the town centre

In a free text question asking how income from a BID could be most effectively spent, over 60 ideas were put forward which, broadly speaking, fell into the following categories:

- Improving the quality of the environment in the town (18)
- Marketing (12)
- Car parking issues (12)
- Improving the business (primarily retail) mix (7)
- Events (5)
- Town management issues (3)
- Business overheads (2)
- Other transport issues (2)
- Business support initiatives (1)

5.0 Boundary Options

The starting point for establishing a boundary for the Brecon BID is the natural town centre, beginning at the police station and Morrison's petrol station to the east, with the river Usk as a natural southern border, Maendu Street and Pendre providing a north-western boundary, crossing the river Honddu to incorporate Brecon Leisure centre to the north-east and Cerrigcochion Road completing the circle (see map – black border).

However, this will have an impact on both those businesses either to be included or otherwise in the BID and on the potential levy income available. There are opportunities to extend the BID boundary to the north to encompass the town's boundary, to the south-west to incorporate Bridge Street, Newgate Street and the industrial area and retail park adjacent to the A40 as well as to the east to include the cluster of businesses at the A40/A470 intersection (see map – red borders).

All of these options will need to be further investigated and decisions on the final border, to be made by the BID Steering Group, will need to be taken following consultations with businesses in these extended boundary areas.

Further consultation is needed with businesses across all parts of the potential BID area to establish which of the options above is most likely to meet the needs of the local business community, is a logical and easy to define BID area, is likely to see its businesses benefit from BID projects, produces the most viable income opportunities for the BID and is likely to result in a positive result at ballot.

The precise BID area that businesses will be asked to vote on will be refined during the next phase of the BID development, with the final boundary being included (including a list of all streets falling within the area) in the BID business plan.

6.0 Levy Options

Industry guidelines and best practice state that levy rates should be both kept to a minimum and should assure value for money for levy payers.

Given the likely income levels for Brecon, a proposed levy of up to 1.25% would fall well within these guidelines, although a levy of up to 2% *could* be considered.

Within these parameters, there are a number of further nuances to be considered. Based on conversations had with businesses in the town and knowledge of the area, the levy could be impacted by:

- Including every rateable premises in Brecon within the BID (ie no minimum exemption level)
- Considering a minimum exemption level of either £3,000 or £5,000 rateable value
- The financial impact of excluding the industrial estate and retail park
- Imposing a minimum BID levy to make collection economically viable for smaller hereditaments

There are no properties within any of the proposed boundaries for which a maximum cap needs to be considered at a 1% or 1.25% levy, but this may need to be considered if the levy is set higher than this. Two hereditaments have rateable values of £630,000 so at 1% their annual payment would be £6,300 and at 2% it would be £12,600 (at this rate, an upper payment limit of £10,000 per annum may be appropriate).

The table below sets out various levy income scenarios based on the information above (however with no maximum caps at this stage):

	1%	1.25%	1.50%	1.75%	2%
Whole Town					
all businesses included in BID	£88,322	£110,403	£132,483	£154,564	£179,644
all businesses included, £100 min.	£112,283	£131,759	£151,991	£172,919	£194,212
only businesses with min. RV £5k	£85,906	£107,383	£128,859	£150,336	£171,812
only businesses with min. RV £3k	£89,302	£111,627	£133,952	£156,279	£178,603
Retail Park & Industrial Estate					
all businesses included in BID	£23,419	£29,274	£35,129	£40,983	£46,838
all businesses included, £100 min.	£25,090	£30,570	£36,207	£39,154	£47,813
only businesses with min. RV £5k	£23,094	£28,868	£34,641	£40,415	£46,188
only businesses with min. RV £3k	£23,220	£29,025	£34,830	£40,635	£46,440
Town Centre Only					
all businesses included in BID	£64,903	£81,129	£97,354	£113,580	£132,806
all businesses included, £100 min.	£87,193	£101,189	£115,784	£133,765	£146,399
only businesses with min. RV £5k	£62,812	£78,515	£94,218	£109,921	£125,624
only businesses with min. RV £3k	£66,082	£82,602	£99,122	£115,644	£132,163

Therefore, depending on the final boundary and levy percentage, BID levy income for a BID for Brecon could realistically sit anywhere between £62,812 and £194,212 per annum.

Given that the minimum financial feasibility for a BID is around £100,000 per annum (although many BIDs do have a lower income than this), you can see from the table that there is a significant impact to the BID's potential if either the industrial estate and retail park are drawn outside of the boundary or if a minimum annual payment is not imposed.

However, the reality of even a 2% levy is that 247 businesses with a rateable value of £5,000 or more would be paying £1/day or less (with up to a further 224 if there is no minimum exemption) and only 90 businesses would pay more than that, with only the 30 biggest businesses in the town paying over £1,000 per year.

There are a few further factors which will need to be considered:

- Exempted listings. BIDs are designed to support and improve businesses trading within the BID area. As such, "rated" items such as telecommunications masts, advertising hoardings and other inappropriate items are generally removed from BID listings
- Schools, especially primary schools are often removed from BID listings as they, generally, provide no commercial activity
- Businesses that already pay some form of management fee, such as those in shopping centres often benefit from a discount on the standard levy imposed
- Early BIDs often offered concessions or exemptions to businesses with charitable status. Over time though, and given the vital role that charity retail in particular plays on the UK's high streets, these concessions are becoming less frequent, with generally only smaller local and regional charities that do not have a retail operation being exempted from the BID levy

All of the considerations set out above, including various percentage options will be fully refined and consulted upon with the business community in Brecon in the next phase of the BID's development and final BID levy rules will be included within the BID business plan.

It is important to note that the BID levy and BID boundary are the only two rules within BID proposals that cannot be altered without asking businesses to vote in an alteration ballot.

It is anticipated that the majority of the BID's income will be derived from the BID levy over the five-year term of the BID. Generally, collection rates for BID levies are good and Brecon should expect to receive 95-98% of the total levy available.

It is considered best practice for BIDs to supplement their levy income to provide additional value for money for their levy payers. Whether through grants, sponsorship, voluntary business contributions or trading activity, the likelihood is that the Brecon BID should generate an additional 10-20% income by the end of its first five-year term.

7.0 BID Projects

In terms of the results of the business survey, several themes were consistently highlighted as being major issues or problems that were affecting businesses or that they would like to see addressed. Primarily, these were issues around property and property costs, marketing, car-parking and the quality of the public environment.

These are thematic areas that are highlighted in BID areas up and down the country and whilst they tend to be issues that are harder to address or resolve easily, or even within a five-year time period, they are areas where BID have successfully delivered projects elsewhere.

Promotion of the town centre, events and improvements to public spaces are areas that BIDs focus on which are designed to generate footfall and additional traffic and to increase resident and visitor affinity with an area.

We would suggest that a focus should be made on developing projects under the following five themes:

- 1). Representation
- 2). Accessibility
- 3). Environment
- 4). Business support
- 5). Marketing Brecon

Specific projects will need to be developed within each thematic area and will need to be done in conjunction with businesses in Brecon.

In other BID developments carried out by Revive & Thrive, we have carried out a successful “post-it note” exercise, whereby businesses are invited to attend a workshop and simply write down ideas on different coloured post-it notes for each category of potential projects.

These can then be written up and form the basis of projects, to be further refined, via consultation with the Steering Group and other businesses, prior to completing the business plan.

Most BIDs employ some form of project manager to ensure that projects set out within the business plan are delivered, and this person acts as a vital conduit for the business community in the “representative” role. While this salary can be a significant cost to BIDs, there are scarce examples of BIDs providing successes and value for money for their levy-paying businesses without such an investment.

Increasingly, BID manager (and all other staff) costs are apportioned against project lines as the majority of the work that they do is project-based and this removes a disproportionate burden against BID budget overheads.

As the BID develops in Brecon, Revive & Thrive will work with and advise the steering group on the best way to ensure that projects within the BID are delivered successfully and, if the ballot is successful and the business plan sets out the need to recruit an BID manager, the project team will assist with that process also.

8.0 Regulatory Milestones

For a BID development to proceed to ballot, there are a number of statutory milestones that must be met¹:

- Notification to the Welsh Government of the intention to hold a BID ballot and request to the local billing authority to hold the ballot. This needs to take place a minimum of 84 days before the Notice of Ballot is issued
- The request to the local billing authority should include details of the BID proposals, including details of consultations undertaken, financial proposals and proposed financial management arrangements
- A Notice of Ballot must be issued and sent to both the Welsh Government and voters a minimum of 42 days before the date of ballot (this being the last date on which votes can be received and counted)
- Ballot papers must be issued to all eligible voters a minimum of 28 days prior to the date of ballot
- The results of the ballot must be issued publicly once they are known

¹ See Appendix 2: BID Development Regulatory Milestones

9.0 Impacts on Powys County Council

The BID development will need to be approved by Powys County Council either at executive level or with delegated authority, but it is important to note that a local billing authority does hold the right to veto BID proposals should they be deemed to be in conflict with existing Council policies.

The Council itself will become liable to pay BID levy on any properties it owns that fall within the BID eligibility criteria and will equally be afforded one vote per property owned.

During the development of the BID, it is likely that many service areas within Powys County Council will come into contact with the BID. Service areas such as Elections, Revenues, Legal and Finance will have a direct role to play and will continue to do so should the BID be approved at ballot.

As stated in section 3.0 above, though, BIDs are designed to provide additionality and should not be viewed as mechanisms for replacing public sector services. In order to protect this aspiration, as well as to provide transparency to voters, it is a requirement in BID developments for public sector agencies who provide services into BID areas to submit baseline information. Usually, this information is collated post-ballot into a Baseline Services Agreement which protects both the BID and the local authority for the lifetime of the BID.

The underlying principles of BIDs are that they are designed to improve and support the sustainability, viability and economy of the places that they represent. In this sense, the long-term benefit for Brecon, and therefore the County Council, should only be viewed as one which brings a positive impact to the town.

9.1 Levy Collection Costs

It is a requirement under the BIDs legislation, that BID revenue accounts are kept separate from business rates accounts. As such, most local authorities procure the required software from their existing providers. This inevitably comes at a cost and it is not uncommon for this cost to be returned to the BID as a legitimate expense of running the BID.

In December 2018, Powys County Council received a quotation from its provider as follows:

- Software licence: £10,000
- Annual support and maintenance: £2,500
- First implementation: £5,950
- Second implementation: £5,950
- Total Year 1 charge: £24,400

The “second implementation” would be for Newtown, so assuming both towns are successful at ballot, there would be a first year charge of £12,200 and charges of £1,250 for years 2-5. Additionally, Powys County Council anticipates the administrative cost of collecting the BID levy at approximately £5,000 per annum.

These costs will be affected if only one BID is successful at ballot and equally will be set out in precise detail in an “operating agreement” which will be available for voting businesses to see prior to the ballot.

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10.0 Next Steps

To progress the Brecon BID from an initial level of interest by businesses in the area to test the concept at ballot to a fully worked up set of proposals that businesses can be asked to vote on, the following, important next steps will need to be taken, as also laid out in Revive & Thrive's successful tender:

- Develop and strengthen a BID Steering Group, equipping its members with the skills to make important decisions as to how the final BID will look and encouraging them to champion the BID to the wider business community
- Carry out sustained, in-depth consultations with all business types across all areas of the potential BID area to establish business needs and the BID boundary
- Implement a further business survey to refine BID themes, project areas and priority projects for the BID
- Implement an agreed plan of one-to-one business visits
- Finalise the BID database
- Establish a communications plan for the coming months up to and including the ballot
- Agree key dates and meet statutory deadlines
- Develop the BID's digital marketing – creating a website and growing social media channels
- Refine project plans to incorporate into a comprehensive final business plan which businesses will be asked to vote on

The Revive & Thrive BID development timeline for phases 2 and 3 of the project are set out in appendix 2.

11.0 Risks

Notwithstanding the next steps required to progress the BID to ballot, there remain a number of key factors which will need to be considered throughout the development phase:

1). Timescale – Working to the proscribed timetable will be challenging but achievable. The key pressure will be to ensure that business engagement and consultation is robust and thorough and the final BID business plan will need to be developed in conjunction with businesses across the whole BID area and ratified by the BID Steering Group.

2). Engagement & Consultation – It will be vital that the majority of businesses in Brecon support the BID proposals and play a central role in developing them. There will be much work to be done to strengthen support from the business community for the BID to ensure a strong turn out and positive outcome at ballot. This will need to come from Powys County Council, Revive & Thrive, the BID Steering Group, Brecon Chamber of Trade, BID Champions and others.

3). Council Processes – support for the BID will need to be secured at the highest level within Powys County Council and experience of working with other local authorities has shown that this can be a time-consuming process. Additionally, the BID will need the support of the Council's Revenues, Legal and Elections departments for specific elements of the BID development along with information from several other departments to ensure that baseline agreements are in place by the time the ballot begins

4). Boundary – the boundary options for the Brecon BID remain open to refinement as the BID may ultimately incorporate just the town centre core or one or more of the suggested extensions set out in section five. For the BID to succeed at ballot, it will be imperative to understand the support that the BID has from businesses in all parts of the proposed BID area.

5). Failed ballot – the outcome of a BID ballot can never be assured or assumed. There is always the chance that businesses will vote against implementing a BID. In the unlikely scenario that this becomes the case in Brecon, the Council and BID proposers will need to consider alternative arrangements for future support to the business community in Brecon as well as the reputational impacts on both the Council and BID proposers. A failure at ballot is the most inherent risk in any BID development.

6). Budget –subsequent to a successful outcome at ballot, the Council should consider a bridging loan to the BID to enable it to start operations prior to coming into effect. This will include company start-up costs, such as office accommodation, equipment and recruitment costs and can be recouped via the first tranche of levy payments.

12.0 Recommendations

Having analysed the responses to the business survey, and based on our knowledge and experience of BID developments in other towns, Revive & Thrive offers the following recommendations:

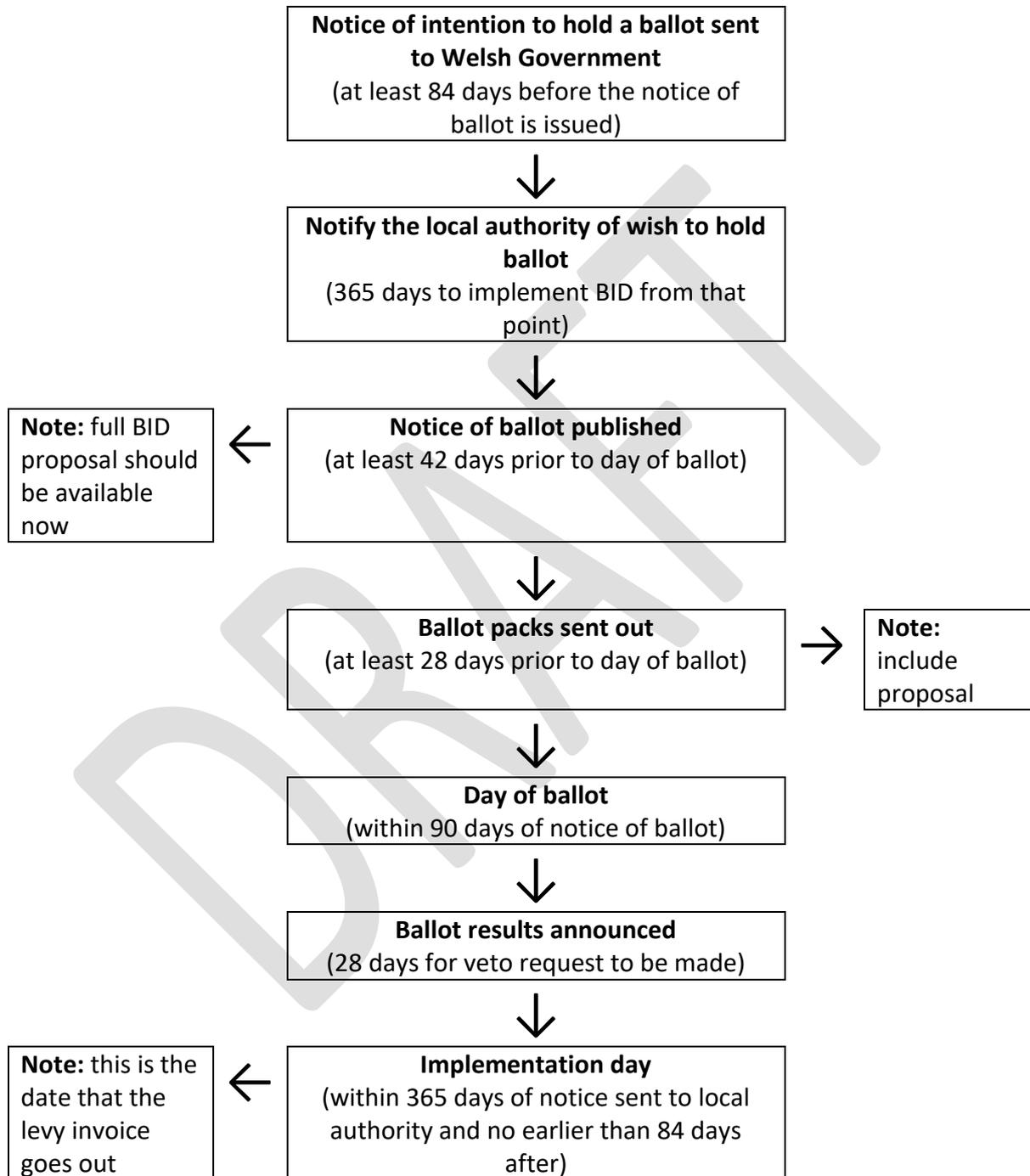
- Develop plans for the BID to cover the widest BID area and narrow the BID boundary if it becomes apparent that certain geographic areas of Brecon are likely to be against forming part of a BID
- Develop the BID on the assumption of either a 1.5% or 2% levy to be imposed on all hereditaments with a rateable value in excess of £3,000 (the final decision to be made by the BID Steering Group with the advice and support of Powys County Council and Revive & Thrive)
- Speak to the owners of Bethel Square to understand what service charges, if any, they currently impose on their tenants and from there consider whether or not a discount for tenants of serviced properties should be implemented to compensate them for products and services they are already benefitting from that are likely to be enhanced or complemented by a BID
- Impose a maximum cap of £10,000 so that no hereditament will be required to pay a levy that is disproportionate to the services received, if needed at a higher levy rate
- Agree and adhere to an extensive consultation plan to ensure that all businesses are engaged throughout the BID development process
- Develop a business plan for a full five-year BID term and ensure that it contains projects and themes that will offer opportunities for a return on investment for all businesses in the BID area
- Investigate opportunities for additional income for the BID, to include commercial activity, sponsorships and voluntary membership contributions

These recommendations would therefore result in:

- Approximately 420 business premises being part of the BID
- An annual BID levy income of at least £133,000
- A total BID levy income over five years of at least £665,000

Appendix 1

BID Development: Regulatory Milestones



Appendix 2

Brecon BID Development Timeline

Action Item	April	May	June	July	August	September	October	November	December	January	February	March	April
Planning and Development													
BID development group meetings													
Identify and support BID Champions													
Business networking meetings													
Review of BID modelling													
Public sector consultations													
Survey													
Business consultations and communication													
Newsletter													
Develop BID themes & projects													
BID Proposal													
Working with the Council													
LA Liaison meetings													
Meeting Legal and LA milestones													
draw up baseline agreements													
agree balloting procedures													
agree billing arrangements													
Operating agreements													
BID Ballot & Campaign													
BID development timeline													
pre-ballot events													
Branding													
Marketing strategy													
Canvassing action plan													
canvassing													
contingency planning													
BID Establishment													
Communicate BID ballot result													
Company set-up													
Supporting the Board													
Recruitment													
Finance													
HR													
Communications													
BID Commences operations													