

Brecon Business Improvement District
Business Plan 2020 – 2025

*Our vision for success through
business collaboration*



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Brecon BID Steering Group Chairman's Statement

“ Introducing Brecon Business Improvement District (BID)

The introduction of a BID for Brecon evolved from an idea initially developed by Brecon Chamber of Trade who wanted to make Brecon a better place to do business, visit, work and spend time in. As this initiative gathered pace, we discovered that a BID would help deliver the investment needed to bring forward improvements to our town, whilst at the same time bringing together all businesses, organisations, agencies and authorities to give a united voice of influence for the benefit of Brecon.

The Brecon BID Steering group made up of local businesses, members of Brecon Chamber of Trade, Brecon Beacons National Park Authority, Brecon Beacons Tourism, Brecon Town Council and Powys County Council have been working hard, with the support of the Welsh Government, to gather business feedback and put together a business plan to take the BID forward. Through Sustainable Development Funding assistance, Brecon Beacons National Park Authority have been generous in helping us conduct the feasibility study and formulate the business plan.

Brecon is competing with other local towns and tourist attractions in Wales, internet shopping and larger shopping destinations such as Cardiff and Swansea. As other towns and cities throughout the UK adopt BIDs to become more organised and attractive, now is the time for a BID in Brecon. We hope you read our business plan and offer further help and support by backing the BID when it comes to ballot in January and if successful, contribute towards the evolution of this project over the five-year term.

A Brecon BID will provide the opportunity for us to self-fund projects in our town. By working together, we can tackle local issues and thereby enhance the overall experience for shoppers, tourists, workers and residents. A Brecon BID will also help us attract new businesses to fill our empty shops and offer buying power as a town to save money on business costs. Through a united approach, a Brecon BID will also give all stakeholders strong lobbying power to ensure our town gets heard and receives the support we all need in the future.

As a fellow shop owner in Brecon for 25 years I urge all other businesses in our town to vote to approve the Business Improvement District when the ballot takes place in January and work with us to get the most from this project, not only for our own benefit, but also for future businesses, visitors and generations in our beloved town

”



Iain McIntosh

A handwritten signature in black ink that reads "Iain McIntosh".

*Young's of Brecon
Chair of Brecon BID Steering Group*

Why we need a BID for Brecon

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 globally renowned scenery.

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

During the life-span of the 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 of the investment and initiative of the Y Gaer project by converting visitors into local consumers.

Businesses in Brecon, through BID consultations, have expressed a desire to increase business activity beyond tourism. The BID will be key to taking full advantage of any non-seasonal opportunities, and to develop new ones. Businesses have also

expressed concerns over empty premises, marketing and promotion of the town and local area and a desire to look at greener alternatives, to highlight just a few of the wider opportunities that can be taken advantage of.

A BID for Brecon, bringing businesses together through collaboration, and a desire to bring together the many groups, organisations, agencies and authorities already working towards this across all sectors in and around Brecon, will start to address the concerns raised during the consultation as highlighted over the next few pages. It is vital that we are not duplicating efforts and the BID, as is the case in many other BID areas, will be the catalyst to ensuring this happens. Support for the BID will ensure that the business contribution does not duplicate the initiatives already happening in the town but increases their potential by adding additional weight to them and by providing new and innovative ideas events and activities.

A 'YES' vote for a BID in Brecon, puts you, the businesses, in control of the projects you want to see delivered.



What is a BID?

The first BID in the UK was formed in January 2005. Since then, over 300 BIDS have been established in the UK and the number is growing steadily. In her report to Government on the state of Britain's high streets, Mary Portas identified BIDs as key players in the transformation of those places where they operate.

The BID mechanism allows for a large degree of flexibility and, as a result, BIDs vary in shape and size. Legislation enabling the formation of BIDs was passed in 2003 with subsequent regulations published for Wales in 2005.

A BID is a business-led and business-funded body formed to improve a defined area. The benefits of BIDs cited by the businesses they represent are wide-ranging and can include:

- Businesses decide and direct what they want in their area
- Businesses are represented and have a voice in issues affecting their trading area
- BID levy money is ring-fenced for use only in the BID area
- Increased footfall and spend
- Improved staff retention
- Reduced business costs
- Enhanced marketing and promotion
- Looking at infrastructure, pollution and movement
- Guidance in place shaping vision activities
- Facilitated networking opportunities with neighbouring businesses
- Assistance in dealing with the Council, Police and other public bodies



After 20 years in business we are delighted to support the BID initiative that will allow all Brecon businesses, local agencies and authoritative bodies to work together for the prosperity and greater good of our community.



James & Punch Maughan
Sanderson Maughan Ltd,
GroupAccommodation.com & Found Gallery



Group**Accommodation**.com

BIDs: Answering your Questions

How is the BID funded?

A BID is funded by businesses paying a small proportion of their business rateable value, before discounts, towards the BID. This money is ring-fenced for use only in the BID area. A BID can only be formed after extensive consultation and a ballot of businesses. The BID levy for businesses in Brecon will be 2.0%, raising a levy income of more than £150,000. BIDs can then attract additional funding from other sources.

How can a BID help my business?

There are more than 300 BIDs operating across the UK, mainly in town or city centres. There are some in industrial areas, and others which cover mixed business areas. Wales currently has eight BIDs operating successfully, benefits they bring include:

- BID levy money is ring-fenced for use only in the BID area. Businesses decide and direct what they want for the area
- A BID manager is appointed to engage and promote business needs, including event management
- Co-ordination to attract visitors to the area
- Business cost reduction, as well as reduced crime and joint procurement initiatives
- Help in dealing with Local authorities, the police and other Stakeholders
- Increased footfall and improvements in staff retention
- Promotion and branding of the area to attract new customers
- Facilitated networking opportunities within the area and with neighbouring businesses

Every penny raised is accounted for and spent on helping the BID to deliver the projects the businesses have voted to support. Clear commitments are made, and targets set to deliver businesses priorities for the district.

Find more frequently asked questions at www.breconbid.co.uk



Being born and bred in Brecon and having run my own business for over 30 years in and around the area, I have seen the steady decline in the town. I welcome the BID as it is a focussed body designed to draw together local community and authorities to work as a collective in generating projects to bring fresh life and prosperity back to Brecon.



Brian Williams
M&B Williams

www.wormpro.co.uk



A Vision for Brecon BID

Based on the results of the feasibility study and the extensive consultation undertaken over the course of 2019, we have developed a clear vision for this BID proposal: to create the conditions for businesses to invest and thrive in a safe, clean and welcoming environment for residents, visitors, employers and employees.



Brecon BID Projects

Project 1: Marketing & Events

Many of you said during the consultation that you felt the town needed more promotion and joined up marketing. You also said you wanted to see more events and communication.

The BID will work with established organisations to deliver a strategic marketing campaign that will run year-round and will be boosted by key events in and around the town. The BID will further develop the 'Brecon' brand to be used across all marketing and create a distinct identity for the town to be proud of and showcase all that is great about the town.

The BID will create or collaborate with the local media partners and stakeholders to develop a central online hub for the town by way of a mobile-responsive customer facing website with a BID members area to ensure both effective consumer communications as

well as ensuring that you, the businesses are kept informed of all the latest information. It will also contain a town wide events calendar and business directory with every levy paying business listed. This will be further enhanced by a monthly e-newsletter to ensure full transparency of the BID projects and activity.

Events are an integral part of experiences that bring customers to town centres. The BID will have a designated budget to enhance existing and deliver new and interactive events for the town to drive footfall and dwell time within the BID area. The Christmas period is a crucial time of year for many businesses and current activity around this time will be further enhanced by the BID working with local partners to ensure this key time of year is fully maximised.

Marketing & Events budget: £53,000 per year

Shrewsbury & Swansea BIDs both reference this as successes in their renewal Business plans → bit.ly/otherBIDs



Project 2: Business Support

Brecon BID will work to strengthen the business community through networking and training opportunities, sharing best practice and practical advice between businesses. BIDs across Wales and England have supported the business community; Swansea, Cardiff and Shrewsbury again, are great examples of this. → bit.ly/otherBIDs

The BID will engage with a local training solution provider to deliver business requirements.

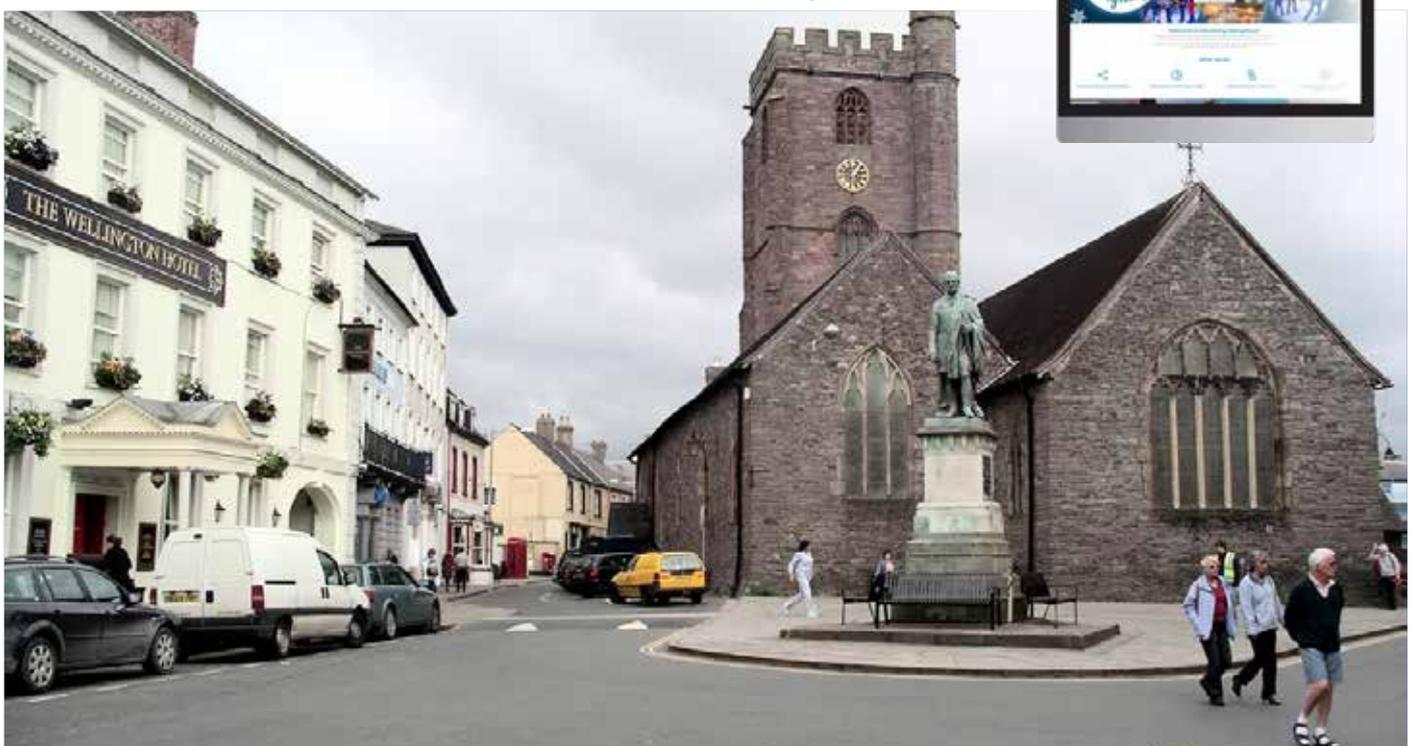
The BID will help businesses reduce their running costs. Working with a procurement scheme to trial cost reduction across a

number of sectors including telecoms, utilities, testing, as per the examples presented by Meercat at our last public meeting..

You told us that you wanted to trial a town loyalty scheme, looking at ways of boosting sales both physical and via your websites so the BID will work with solution providers to produce a town wide scheme that promotes all business sectors. The BID will work with Brecon Town Council and Powys County Council to look at ways of collecting data to aid planning, promotion and performance monitoring.

Business Support Budget:
£23,500 per year

Aberystwyth, Merthyr Tydfil & Newport BIDs are great examples of where cost reduction is working well across Wales → bit.ly/otherBIDs



Project 3: Environment

Ensuring there is a clean, safe and welcoming environment will help encourage visitors and residents to the town centre. Once here it is vital that the town is easy to navigate for pedestrian and vehicular traffic.

The BID will work with current contractors to identify solutions that offer a greener and more coordinated waste collection. The BID will also work towards a town wide recycling programme for the benefit of the businesses in the BID area.

Signage is a key part of any townscape, allowing both vehicles and pedestrians to move freely and navigate the town to car parks and the town in general. The BID will work with local authorities to enhance the wayfinding in Brecon and on the entries to the town.

The BID will work with landlords to address the vacant units. This will be twofold; firstly looking to attract inward investment to fill empty units; secondly, through utilising the empty units for pop-up shops, displays or via vinyls to enhance the appearance of the units.

Environment Budget
£32,500 per year

Swansea recently referenced improved footfall partly due to environmental improvements in their renewal Business Plan → bit.ly/otherBIDs



Project 4: Representation

The BID, via the BID manager and board, will provide an active and vocal voice for the business community of Brecon, lobbying on important matters that affect you, the business community.

The BID will build close working relationships with all stakeholders for Brecon including Powys County Council, Brecon Town Council, Dyfed Powys Police Force, Brecon Tourism, Brecon Beacons National Park and the Chamber of Trade. The BID will seek to be represented on decisions regarding the town centre, providing the voice of the business community on the future of the town centre. A number of Welsh BIDs have been successful in lobbying for, and achieving car parking concessions and promotions working with the local authority; Swansea BID alone has seen a 30% increase in car park use, leading

to increased dwell time and savings for the workforce of over £1,000 per day, while Swansea has a far greater catchment area than Brecon we can see the benefit from this activity and how it could benefit Brecon.. Crime reduction is becoming a priority for many Towns and Cities, working with the local police the BID will ensure that reporting and monitoring are a key part of the data collection, and if the need arises, the BID will work with local partners and Dyfed Powys Police to develop a Business Crime Reduction scheme.

With a team motivated and engaged with the local business community and a real voice to affect change, the BID will be instrumental in Brecon's growth and prosperity.

**Representation budget
£5,500 per year**

Shrewsbury BID is a great example of the lobbying power of a BID



bit.ly/otherBIDs



Administration

Brecon BID will employ one full-time BID Manager attracting a salary of circa £25-28,000 per annum dependant on experience, as well as other employees as appropriate to fulfil roles necessary to deliver this business plan and accommodate the changing needs of the BID. Such roles could include marketing, crime reduction or general administration. Most staff costs will be allocated to project work, rather than overheads as the majority of the BID manager's time will be spent delivering the projects.

The BID will rent or look for in kind office space in the town centre, and will purchase all equipment needed for the effective management of the organisation, such as computers, printer, etc.

The BID will introduce a local procurement policy, ensuring that, wherever possible, and via open tenders, local businesses will be given direct opportunities to work with or become suppliers to the BID.

Powys County Council will charge the BID £25 per hereditament or property as a collection fee, totalling £49,345 over the five-year term. Powys County council will also charge the BID £12,200 for the initial cost of the software necessary, payable in the first year of the BID, to build the software necessary to collect the BID levy.

We have set aside £20,500 to cover overheads (such as office space and staff costs) and levy collection costs.



Measuring Success

The BID will be a transparent, accountable body with robust governance and key performance indicators (KPIs.)

As well as the delivery of the projects in this business plan, the BID will carry out an annual satisfaction survey among levy payers, not only asking about what you feel the BID is achieving, but also to gather data about businesses performance and confidence where it may reflect the achievements of the BID. The BID will use

other publicly available information around footfall, retail performance, average spends and demographics to track trends in the performance of the town as a whole, to build a picture of how Brecon is doing, where it's going, and the BID's place in the journey.

The BID will call an annual levy payer meeting to report on finances and project delivery. All levy payers will be invited to attend and to put themselves forward to join the BID board of directors.



BID Boundary Map

A full list of streets wholly or partly covered by the Brecon BID Boundary can be found on the BID's website: www.breconbid.co.uk



A40(T)

B4520

B4602

A470(T)

B4601

A40(T)

River Usk / Afon Wsyg

The Ballot

Powys County Council will be the ballot holder and may sub-contract the administration of the ballot out to CES. Those responsible for eligible properties, or hereditaments, within the BID area will be sent a ballot paper prior to the start of the ballot.

Each eligible property, or hereditament, will be entitled to one vote in respect of this BID proposal in a postal ballot, which will commence on 23rd January 2020 and close at 5pm on 20th February 2020. A proxy vote is available and will be sent out with ballot papers.

Ballot papers received after 5pm on 20th February 2020 will not be counted.

In order for the ballot to deliver a successful result for the BID proposal, the result will need to meet two independent criteria:

- (a) Of those ballots returned by the close, those voting in favour of the BID proposal must exceed those voting against it, and
- (b) Of those ballot papers returned by the close, the total rateable value of those properties or hereditaments that vote in favour must also exceed the total of those voting against.

The result of the ballot will be announced as soon as practically possible after the close of ballot. If successful at ballot, the new BID will commence delivery of services on 1st April 2020 and continue for a period of 5 years, to end on 31st March 2025. It is likely that the BID will draw up a new set of proposals for a renewal of its mandate as it approaches the end of its first term.

Levy Rules

The levy rate to be paid by each property or hereditament is to be calculated as 2.0% of its rateable value as at the selected 'chargeable day' (1st April annually).

All non-domestic properties or hereditaments with a rateable value of £3,000 or more will be required to pay the levy.

All new properties or hereditaments entering the ratings list after 1st April 2020 will be charged the BID levy at the prevailing rate. Tenants of shopping centres or who otherwise pay a management fee for service charges will receive a 25% discount off their levy. Charitable organisations occupying office space that don't have a commercial presence in the BID area will pay a discounted levy of 50% of the rateable value.

The following organisations that occupy a hereditament with a rateable value will be exempt from the BID levy: primary and secondary schools, fire & police services. Properties or hereditaments with a rateable value below the threshold can opt to pay voluntarily the minimum amount of £60 per year (plus VAT) to become an associate member of the BID and receive the same benefits as ordinary levy payers, with the exception of being able to vote in the BID ballot, or becoming BID board directors. The BID levy will be used to fund the improvement programmes, promotion of Brecon and projects detailed in this delivery plan and the management and administration of the BID.

The recovery procedures for the standard Business Rates bill will be utilised for any non-payment of the BID levy.



Notice of the intention to hold a ballot has been given to Welsh Government and Powys County Council.

The BID arrangements may be altered without an Alteration Ballot in the following instances:

- Alterations do not alter the geographical area of the BID
- Alterations do not alter the BID levy payable.

The number of properties or hereditaments liable for the levy is approximately 393. This figure may change during the BID term with change of use, building or demolition.

The total levy expected to be invoiced will be £158,000 per year. BIDs can expect to collect 95% of the invoiced amount, so we will budget on levy income of £150,000 per year.

Based on the Rating List for the BID area, over 200 businesses will pay no more than £1 per day and many will pay much less. The chart indicates how much this will cost you at 2.0% levy.

Rateable Value	Pounds per year	Pounds per week	Pounds per day
£3,000	60	1.15	0.17
£5,000	100	1.92	0.27
£10,000	200	3.84	0.54
£20,000	400	7.96	1.09
£50,000	1,000	19.25	2.74
£100,000	2,000	38.46	5.47
£500,000	10,000	192.30	27.39
£1 million	20,000	384.61	54.79

Levy Collection

The levy will be charged annually in advance for each chargeable period. Charging periods will align with the rules used by Powys Council for business rates.

In the event of a change of occupation, refunds will be given based on the number of days remaining in the year and the new occupier will be charged from the day of occupation for the remainder of that chargeable year. No other refunds will be provided.

Exemptions, relief or discounts prescribed in the Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989 made under the Local Government Finance Act 1988, will not apply.

Those responsible for unoccupied and part-occupied rateable properties, and BID levy payers who are charities or non-profit making organisations will be liable for the full BID levy. Charities in receipt of 100% relief can apply to

the Brecon BID Board for an exemption. We will not charge a levy on ATM (cash) machines, advertising billboards or mobile telephone masts, as these don't represent trading entities.

The BID levy will also not be affected by the small business rate relief scheme.

Collection of the BID levy carries the same enforcement weight as collection of non-domestic rates. The levy will be collected on behalf of the BID by Powys Council, who can charge the BID the lesser of £25 per hereditament of the levy for collection, and to manage legal proceedings in the event of non-payment.

VAT will not be charged on the BID levy.

Businesses which meet the criteria outlined above and which are located on the streets listed on the BID website will be included in the BID and will therefore be legally required to pay the BID levy.

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Brecon has got to embrace the opportunity to be part of an initiative to promote and determine the future of small market towns. Many small towns have not had the opportunity for a BID which they dearly would of loved to have. And I fully endorse the chance to be part of this wonderful scheme.

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Steve Morgans
Morgans Butchers

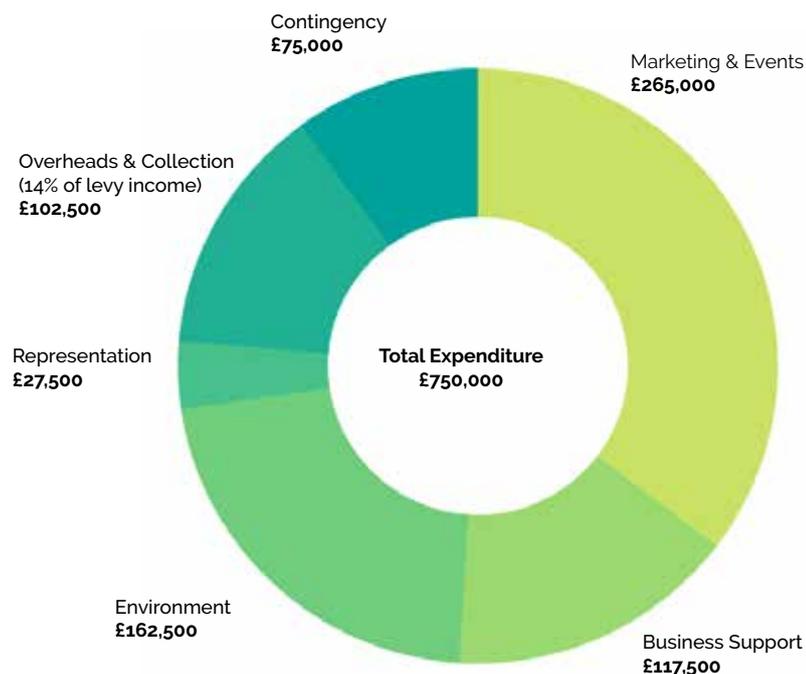
MORGANS
FAMILY BUTCHERS



Budgets

We are budgeting for an expected levy income of £150,000 per year. In addition, we expect to leverage additional expenditure of £15,000 (about 10% of the levy) per year, giving a total of £165,000 per year, £825,000 over the five-year term of the BID. We plan to carry a contingency fund of 10% of the levy (£15,000) through the five-year term.

We will allocate spending as follows:



(Additional income not included in the figures above as not guaranteed income at this stage)

Project	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Marketing & Events	53,000	53,000	53,000	53,000	53,000	265,000
Business Support	23,500	23,500	23,500	23,500	23,500	117,500
Environment	32,500	32,500	32,500	32,500	32,500	162,500
Representation	5,500	5,500	5,500	5,500	5,500	27,500
Overheads & Collection	20,500	20,500	20,500	20,500	20,500	102,500
Contingency	15,000	15,000	15,000	15,000	15,000	75,000
Total Expenditure	150,000	150,000	150,000	150,000	150,000	750,000

Accountability and Transparency (Governance)

If the ballot is successful, the BID will be managed and delivered by an independent, not-for-profit Company, which will operate as a Company Limited by Guarantee.

The Board will comprise a maximum of 13 directors. Levy payers will vote for up to eight Directors. These eight directors will have the option to co-opt three more directors where specific competencies are required. A further two directors will be co-opted to the board, one each from Powys County Council and Brecon Town Council (normally the Economy portfolio holder).

The levy payer elected Directors will be subject to annual re-election at the Annual Levy Payers' Meeting. Co-opted Directors will be reviewed at the first Board meeting after the Annual Levy Payers' Meeting. The represented stakeholders will nominate their own representatives for the Board to agree. The BID Board will meet monthly, or as otherwise agreed by Directors.

The Board will appoint a Chair from the Directors, who will be a representative of a levy-paying business.

Board meeting minute and Board reports will be made available on request to all levy paying businesses. In addition, they will be published on the BID website.

Provided that the BID is meeting its overall objectives and subject to approval at the Annual Levy Payers' Meeting, it shall have the ability to vary service delivery and expenditure allocation according to the changing demands of levy payers. However, any change to the BID boundary or to the headline levy rate would require an alteration ballot.

The BID will file annual accounts, compiled by independent accountants, with Companies House. The accounts will be available to all levy payers on request. An annual report on activities, including finances, will be presented at the annual Levy Payers' Meeting. Both will be available to view on the BID website

The BID will only provide services over and above the provisions made by statutory bodies such as Dyfed Powys Police and Powys County Council. A draft Operating Agreement along with statements of existing baseline services are available at www.breconbid.co.uk



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I have run a retail business in Brecon since 2009 and have experienced first hand the problems currently being experienced by many retailers here. I can see that BID would only be a positive move for the town as it is designed specifically to address local problems and needs and to act upon them.

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Johanna Woolford
Camden Stores Farm Shop







For information about Brecon BID, please contact:

Email: info@breconbid.co.uk

Website: www.breconbid.co.uk

