



INITIATING CHANGE FOR BUSINESSES IN RUGBY

RUGBY BID: BUSINESS PLAN 2005-2010



Welcome,

At last it is here. After what seems an inordinate amount of time, but is in reality less than eighteen months, we are approaching decision time for the Rugby BID.

During that time we have attempted to consult with every business in the proposed BID Area. We have sent out monthly newsletters to every address on our database, many personal presentations have been made, events held and surveys conducted. As the result of this we are now able to present to you the business plan for the Rugby Business Improvement District, the Rugby BID.

The plan details our proposals to increase the attraction, appeal and ambience of Rugby. During the life of this BID we expect to improve business within the central area for all those that have invested time, money and, sometimes, tears in Rugby and its future.

It is very important that you understand how a Business Improvement District (BID) works. You have a key role by voting for the BID. In doing so, you contribute towards making a real difference to our town centre and the improvement of your own business; whether you are a charity, a retailer, an accountant, a school or an office.

Over the period of our consultation more than 85% of town centre businesses have pledged support for the Rugby BID. We would like to thank them for this show of support.

The politicians of the town and county have also voiced support. We would like to thank them too for they have given us the impetus to go forward. In particular, Rugby Borough Council has demonstrated its support by allocating over £0.5 million to us for the new CCTV system. In addition, they are making a substantial contribution to the BID on an annual basis. True visible backing that is greatly appreciated by the BID team. Along with the Rugby Town Centre Company, Warwickshire Police and the Rugby Branch of the Coventry and Warwickshire Chamber of Commerce they have been the catalyst for the Rugby BID (a national pilot). Without these organisations we would not have started let alone get to this state. A brave, forward thinking group who wanted more for our town.

On 2nd September 2005, we will issue ballot papers to almost every business that pays business rates in the BID Area. This is your invitation to give us the go ahead to make a difference and launch the Rugby BID.

The Rugby BID is unique in many ways. It is a very high quality product. We are aiming to give you a first class service that is customer and community focused. Working with you to achieve very high standards in safety, security and cleanliness. Creating a higher profile for the town locally, nationally and internationally.

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If you vote 'YES' for the Rugby BID then we can start immediately putting into place all of the actions detailed in this business plan.

We are aware that it is your money we seek. We are aware that your investment must make a significant return. We believe that we can deliver this for you.

We commend the BID to you.

John Armstrong
Project Director

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What Is A Business Improvement District (BID)?

‘A partnership between the local business community and the local authority, that develops and delivers added value services that benefit the trading environment and the public realm. Funded through a levy approved by a ballot BIDs enable stakeholders to invest this money to achieve common goals.’*

BIDs can cover all aspects of an area that impact on trading. Examples are:

- Safety
- Street Cleaning
- Marketing and Promotions
- Car Parking
- Inward Investment
- Training

Organisations within the BID Area, who pay business rates, have the opportunity to vote for the BID project proposals.

If the majority elect to support the BID then all will have to contribute through a BID levy. This levy is legally enforceable in the same way as Business Rates.

Therefore it is very important that you understand the concept of BIDs, what is being proposed and how much it will cost you. It is also vital that you have your say.

Existing services provided by Rugby Borough Council and Warwickshire Police will continue at the current level. The BID money will be used to provide **ADDITIONAL** services.

The Rugby BID Co will also use the BID process to assist in levering in money from other organisations. Such organisations include AWM, the Borough and County Councils, property and land owners.

* BIDs – A Good Practice Guide from the ATCM



Background On BIDs

Originating in Canada in the 1980's BIDs have developed in many countries throughout the world. Most notably in the USA where over 1500 BIDs are in existence. These contribute very powerfully to the regeneration and development of many 'downtown' areas.

The UK Government has been persuaded by major stakeholders, including the ATCM, and many Town Centre Partnerships to adopt the broad principles of BIDs to provide additional services to upgrade and regenerate centres of commercial activity. A pilot study over the last two years to test the feasibility and mechanics of BIDs has been conducted in twenty two cities and towns. Rugby was one of the chosen few. An opportunity to lead the way within the UK.

For a study on BIDs see Massachusetts Institute of Technology – Dept of Urban Studies and Planning ongoing study at:
<http://web.mit.edu/11.204/www/webportfolio/BID/index.html>

What Is The Rugby BID And Why Do We Need It?

The Rugby BID Co Ltd is a private independent not for profit company created to manage the delivery of the BID projects. It is led by a private sector board. This board will be subject to re-election by all members of the BID Company after the BID vote has been conducted.

The Rugby BID was created by four original partners:

- The Rugby branch of the Coventry and Warwickshire Chamber of Commerce
- Rugby Borough Council
- Rugby Town Centre Company (RTCC)
- Warwickshire County Council

Rugby Town Centre Company came up with the original concept and arranged the backing of the original partners. RTCC gained the grant from AWM for £320K to pay for the BID process and convinced RBC to gift the Capital of £530K for the CCTV system and the revenue of £190K for the operation of it.

RTCC has been in existence for two and half years. Prior to that it was a 'partnership' which was formed in 1999. Throughout that time the Company/partnership has been instrumental in initiating change within Rugby town centre. Working with partners RTCC now runs the town's markets and farmers' market. Additionally it is a leader in the strategic planning process for the town. RTCC is a private, not for profit organisation which currently has 18 funding business members plus Rugby Borough Council and Warwickshire County Council.

RTCC is also responsible for:

- inward investment in the Town Centre, e.g. new hotel and proposed new shopping centre.
- Restoration of Historic buildings e.g. Summersaults
- Shop front over shop schemes
- Creation of café society
- Lead regeneration on Church Street and Regent Street
- Introduction of shopnet & pubnet etc.

Town's the size of Rugby face significant challenges. These are increasing. They include increasing competition from neighbours (Leamington Spa, Nuneaton, Daventry) and from improved and new shopping centres (Fosse Park, Touchwood and the Bull Ring). They are providing the right ambience and retailer profile to attract key customers. RTCC currently raises finance from the operation of the markets and its members via an annual subscription (18 out of over 650 businesses in the town centre). RTCC has a finite capability. This method of funding does not allow for long term planning.

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The Rugby BID is seen as a vital and necessary step to safeguard the future competitiveness and prosperity of Rugby's central commercial area.

By collecting a modest BID levy from all businesses, the Rugby Bid will generate approximately £3.2m of dedicated funding to be spent on improving the central area over the next five years. This is in addition to the services being provided by the public sector in that period.

You, the businesses, will decide and control improvements.

The Rugby BID Co Board will be elected by you to represent you and direct what happens with your BID levy contribution.

Some facts:

- The smallest businesses i.e. with a rateable value of less than £2000 will be exempt.
- A business with a rateable value between £2001-£5000 will pay £140 per annum (less than £0.40p per day).
- A large business, with a rateable value of £100,000, will pay less than £65 per week.
- Around 350 smaller businesses (out of 650) will pay on average £5.70 per week.

These relatively small amounts will collectively generate a sound sustainable investment in the BID projects detailed later in this plan.

The proposed projects set out in this Business Plan are the result of an extensive consultation exercise. The main reports emanating from these exercises are appended to this report. They are also available to view on our website www.rugbybid.co.uk.

In addition to these exercises we have:

- Issued 9 newsletters
- Conducted over 300 face to face presentations
- Held 27 events, presentations and seminars
- Contacted all businesses in the BID Area via phone, newsletter or personal visits.

To be effective it was decided that the BID should:

- Be of high quality
- Offer a limited number of projects
- Have a high profile
- Be deliverable quickly

The consultations threw up three core projects. These are the ones that the BID will tackle.

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Be Seen, Be Safe

A safer, secure central area.

Championing Rugby

A sustained marketing programme to attract businesses, employees, shoppers and visitors alike. Build on the town's unique sporting heritage.

Experience Rugby

A cleaner, friendlier central area.

Over the next few pages we will detail each of the above projects and explain how we intend to measure our performance.

How Will Rugby BID Work?

Within the business plan we have highlighted the additional projects that the BID intends to deliver. It is our objective to see Rugby a more prosperous, vigorous and more appealing area that attracts customers who want to visit regularly for shopping, cultural, leisure and social activities. It is our intention that Rugby should be a centre of excellence rightly exalting and taking pride in its facilities and ambience.

We have benchmarked existing services. We have entered into service level agreements to maintain, and where possible, improve existing services.

We have and are discussing ways to further improve public services.

However, we are aware that a new approach is required. New activities, new ways of high visibility working, visible demonstrations that someone cares about business, the people who own the businesses, work for them, shop with them or who are clients. An approach that demonstrates to all that things are changing for the better.

We have carefully estimated the cost of these services and how much it will cost to manage and promote them. How much it will cost to collect the levy, handle problems and, finally, seek re-election in five years time. We have then spread that cost across all businesses in proportion to their size (by rateable value). Uniquely we have created a banding structure which shows the levy payable within discrete ranges of rateable values. Our opinion is that a business wants to know what it will pay. Not that the levy is a derivative of some other figure.

In September 2005, businesses within the Rugby BID Area (see map showing street details) will be asked to vote on whether or not they want Rugby BID to become operational supported by the levy charge.

There are no legal requirements for the minimum number of businesses to be involved or consulted within the BID area. However, we have set out to contact every business and to visit them if allowed. We have attempted to

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achieve a clear understanding of the BID, its commitment and the underlying tenet of 'one pay, all pay'.

So, providing 51% or more of eligible businesses vote 'Yes' (by number and rateable value) the agreed levy will apply to all except those declared exempt (i.e. below £2000 rateable value).

To minimise administration costs and demonstrate fiscal propriety the levy will be collected via Rugby Borough Council utilising their business rates system. A unique bill will be issued for the levy. You will be able to pay in a similar way to business rates. All of the money collected will be passed directly to the Rugby BID Co Ltd on a monthly basis. This money will only be spent on the projects nominated.

A five year budget, including profit and loss, balance sheet and cash flow, are detailed later in Appendices 1-6.

Once voted in, the Rugby BID area and levy cannot be altered without another vote. The projects agreed can, within reason, be modified by the Rugby BID Board of Directors. However, these alterations must reflect the priorities and conditions prevailing.

Banding Schedule

RV Band	Levy Amount
1-2000	0
2001-5000	140
5001-10000	295
10001-15000	490
15001-20000	690
20001-30000	950
30001-40000	1325
40001-55000	1800
55001-70000	2410
70001-100000	3300
100001-150000	4600
150001-250000	7210
250001-400000	14600
400001-500000	17000

The Voting And Levy Arrangements

It is the responsibility of Rugby Borough Council (RBC) and the Returning Officer to carry out the ballot procedures. However, since RBC are not only a major player within the original formation and a major business within the BID Area, it has been decided in conjunction with the Returning Officer, to appoint Electoral Reform Services to conduct the postal ballot.

Ballot papers will be distributed to the appropriate person/organisation together with any relevant documentation on 2nd September 2005. The completed ballot papers must be returned to the address indicated by 17.00 hours on 30th September, 2005.

The result of the ballot will be announced on 3rd October, 2005.

Each business ratepayer, unless specifically excluded by virtue of being below a rateable value of £2000, will have one vote provided they are listed on the National Non Domestic Rates List for the defined area on the day the notice of ballot is given by Rugby Borough Council. Where a hereditament (rateable property) is vacant, undergoing refurbishment or being demolished, the property owner will be entitled to vote.

Each person entitled to vote shall have one vote in respect of each hereditament within the defined area where business rates are payable.

A proxy vote is available. Details will be sent out with ballot papers.

The vote will have to succeed against two tests for the Rugby BID to go ahead. Firstly a majority (51%) of those who vote must be in favour. Secondly, the aggregate rateable value of those who vote in favour must be greater than those who vote 'No'.

The BID levy will be charged on all hereditaments listed in the Local Non-Domestic Rating List within the defined geographical area. (Only those with a rateable value of £2000 or less will be exempt).

The annual BID levy will be as shown in the accompanying schedule as at 31st October of each year. The BID levy will be payable for the whole year by the liable party as at 1st November each year. There will be no changes during the year to reflect changes in the liable party.

Where a property is taken out of rating (e.g. due to demolition or split or a merged assessment) the BID levy will be due up to the day before the effective date or removal from the Rating List. The annual BID levy will be apportioned accordingly.



Where a new assessment is brought into the Rating List (e.g. a newly erected property or a property resulting from a split or a merger) the BID levy will be due on the new assessment from the effective date of the entry in the Rating List. The annual BID levy will be apportioned accordingly.

Where there was no liable body as at 1st November of each financial year, the liable body as at the effective date of the Rating List entry will be liable to pay the BID levy for that year.

The commencement date for the Rugby BID arrangements is 1st November 2005. The duration of the BID arrangements will be five years expiring on 31st October 2010.

Hereditaments shown in the Local Non-Domestic Rating List as at 1st November each year of the BID with a rateable value of less than £2000 will be exempt from the BID levy.

Tenants of any property, and in particular, the Clock Towers Shopping Centre, will receive a rebate in proportion to any voluntary contribution received from landlords on an annual basis.

With the exception of hereditaments with a rateable value below £2000 (and property where landlords have made a contribution) no individual hereditament within the BID Area will be disregarded or exempted from the BID levy.

There will be no reduction to the BID Levy. Exemptions, relief and discounts prescribed in the Non-Domestic Rating (Collection and Enforcement) (Local Lists) 1989 made under the Local Government Finance Act 1988, will not apply. Those responsible for unoccupied and part-occupied hereditaments, and BID levy payers who are charities or non-profit making organisations, will be liable for the fully BID levy.

The annual amount payable for a chargeable period will be due in full on 1st November or 14 days after the issue of a demand notice, whichever is the later. (Payments over 5 months may be allowed upon application with a minimum payment of £50 per month).

The Rugby BID Co will endeavour to supplement the BID levy payment by raising finance from land and property owners, local authorities, the Regional Development Agency and other relevant funding streams.

The Rugby BID Team

The Rugby BID organisation structure is detailed in the chart below. The General/Operations Manager will report to a Board of Directors who will be elected by you, in accordance with the Memorandum and Articles of Association, on an annual basis.

The composition of that Board at 8th August, 2005 is as follows:

Board Members

Directors from the Private Sector	9
Directors from Rugby Town Centre Company	1
Rugby Branch of Coventry and Warwickshire Chamber of Commerce	1
Warwickshire Police	1

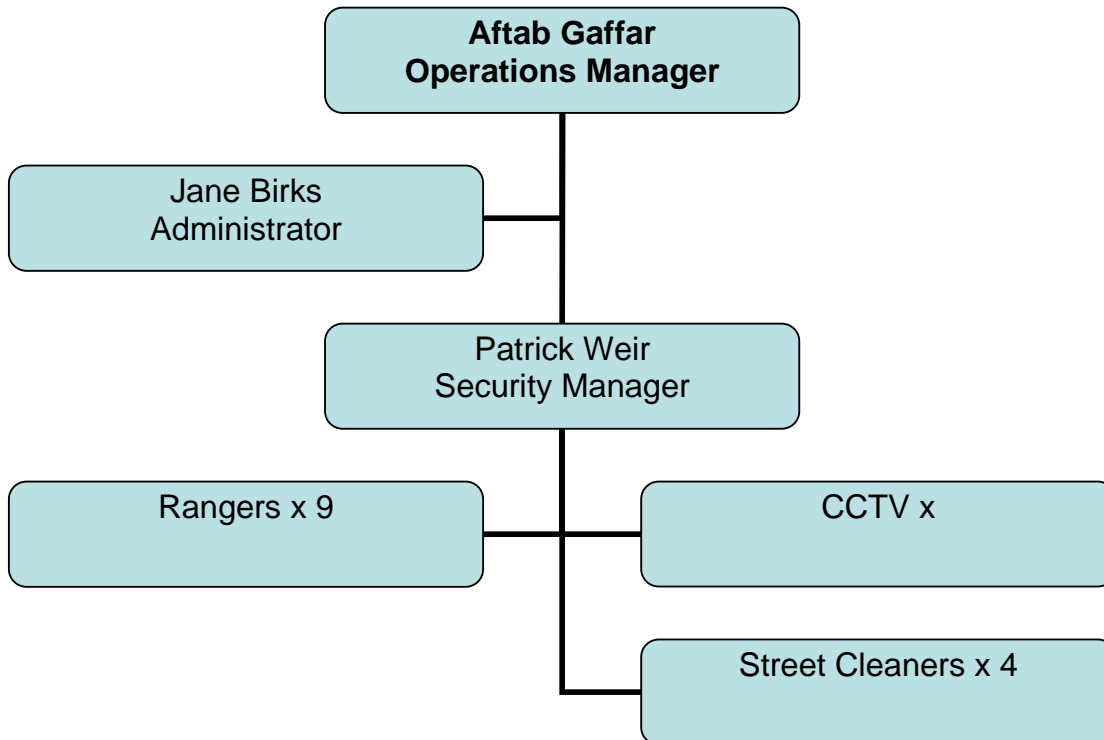
They will be assisted by independent legal and financial representatives.

The Rugby BID Co Ltd Board Directors as at 10th August, 2005 are as follows:

Peter Aengenheister – Rugby Advertiser
Cliff Cooper – Brethertons Solicitors
Nigel Dale – Chamber of Commerce/David Storer and Partners
Barry Hunt – Hinckley and Rugby Building Society
Paul Knapman – Prontaprint
Simon Leech – Perry Appleton Financial Services
Robin Richter – Rugby Town Centre Company
Andrew Salter – Salters Menswear
Tony Spencer – The Clock Towers Shopping Centre
Simon Towers – Clifford Towers Accountants

The Board is also assisted by observers from the night time economy, major retailers and the service sector.

Organisation Chart



The Memorandum and Articles of Association of the Rugby BID Co Ltd are available for viewing at our North Street, Rugby premises. They can also be viewed on or downloaded as a pdf file from our website www.rugbybid.co.uk.

We also have a 'memorandum of understanding/service level agreement' with Rugby Borough Council and Warwickshire County Council. These underpin our close working relationship with the public agencies through their elected representatives and senior officers. These can also be viewed on our website.

The Rugby BID Area

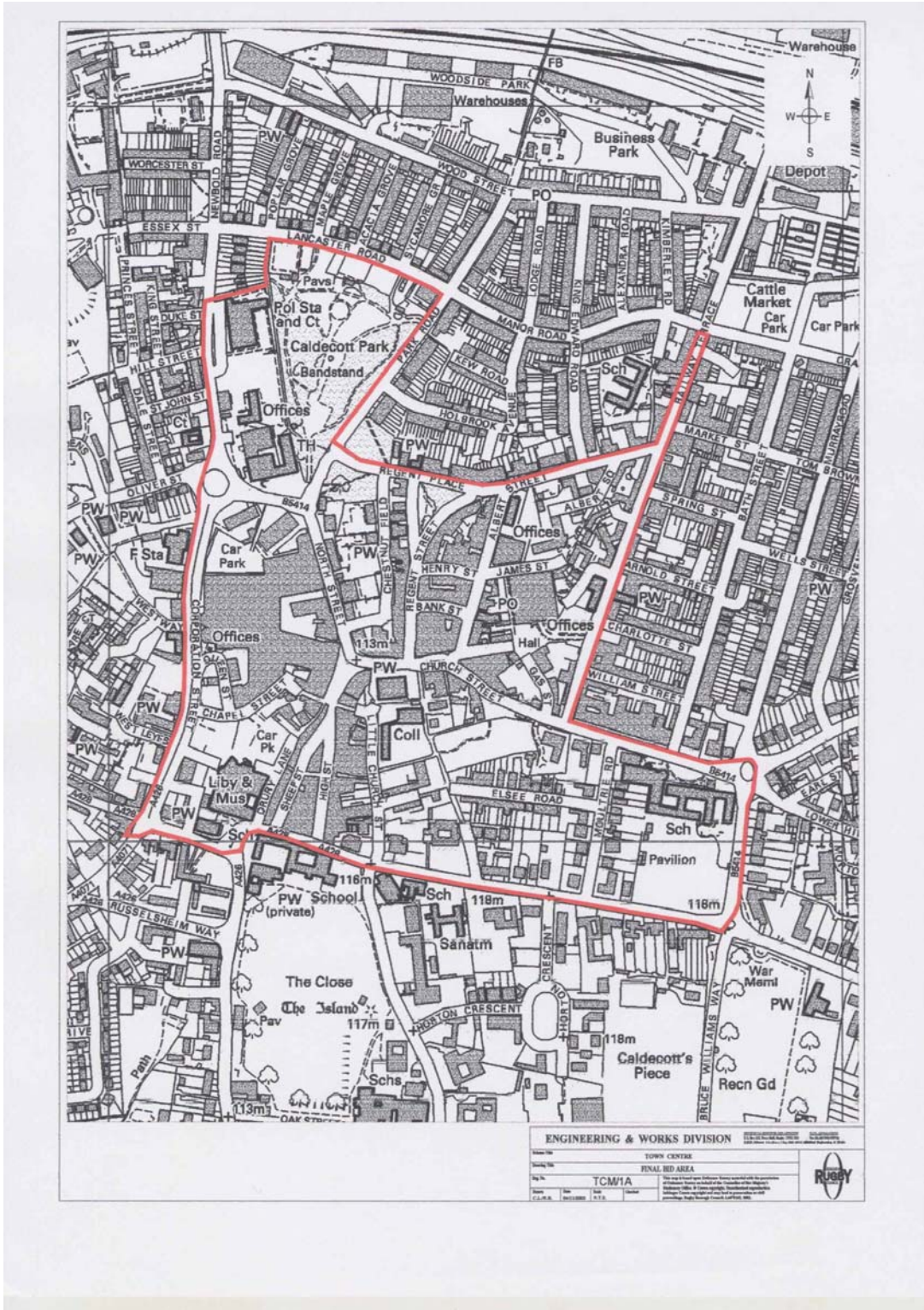
The Business Improvement District spans an area of approximately 108 acres in the heart of Rugby.

Streets within the BID Area

Albert Square	Manning Walk
Albert Street	Market Mall
Bank Street	Market Place
Bloxam Place	Moultrie Road
Castle Mews	Newbold Road (to no. 43 and Police Station)
Castle Street	North Street
Chapel Street	Northway
Chestnut Field	Queen Street
Churchside Arcade	Railway Terrace (to Benn Partnership Centre and Institution of Chemical Engineers at no.189)
Church Street	Regent Place
Church Walk	Regent Street
Clifton Road (to no. 55 and Lawrence Sheriff School)	Sheep Street
Corporation Street	St Matthews Street
Drury Lane	Warwick Street
Eastfield Place	Westway (to Netto)
Evreux Way	Whitehall Road
Gas Street	Windsor Court
Henry Street	
High Street	
Hillmorton Road (to no. 38 and Lawrence Sheriff School)	
James Street	
Lawrence Sheriff Street	
Little Church Street	
Little Elborow Street	

Map of BID Area

Any business premises on the red line shown are deemed to be within the BID Area.



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The Projects

As the result of extensive consultation, particularly our 15% survey of businesses in the area, three projects emerged to cover the problems identified:

Item	V. Important/Quite Important % Responses	Project
More Visible Policing	99.1	Be Seen, Be Safe
More Marketing & Promotion	90.9	Championing Rugby
Improved Street Cleaning	90.9	Experience Rugby
Street Repairs within Set Time	90.0	
More CCTV Cameras	87.3	Be Seen, Be Safe
More Town Centre Events	84.6	Championing Rugby
More Attractive Planting	79.0	
Better Car Parking	72.7	
Better Public Transport	65.4	
More Comprehensive Waste Removal	60.9	

The BID decided to concentrate on three key projects. Ones that could be undertaken in a meaningful, cost effective way. Other items that came up were not ignored. For example, 'Street Repairs within a Set Time' has been notified to the Highways Department of Warwickshire County Council. The BID will pursue this during its term.

Briefly, the other items have been or are being tackled by the relevant authority. In one case the existing provision of services is thought to be excellent as judged by results from the 'Britain in Bloom' contest. Another has been taken up via the area's Master Planning exercise.

The BID is tackling major areas of concern as highlighted above. For ease of reference and clarity these are set out in the ensuing pages. These explain the detail of the key projects, the advantages they will bring to the Rugby BID area and to your business.

Project One - Be Seen, Be Safe

The major concern surrounding business in the area was one of safety and security. Our survey highlighted this with a 99.1 response to more visible policing. This was supported by 87.3% response to more CCTV cameras. Our other surveys, one specifically on security and the other involving the general public, confirmed this issue.

Be Seen, Be Safe comprises the following elements.

1. CCTV

The Rugby CCTV system was installed around nine years ago. It has served a very useful purpose but it is now reaching the end of its useful life. Times have changed; technology has moved on.

The BID team, working with a senior security adviser, has constructed a scheme whereby the existing system would be replaced with:

- A fibre optic circuit within the BID Area for cost effective data transmission, capability of expansion and longevity.
- A new state of the art control room.
- Expanded coverage throughout the BID Area.
- The introduction of six help/information points within the BID Area.
- The introduction of ANPR (Automatic Number Plate Recognition) cameras on all major access points to the BID Area.

In a ground breaking initiative Rugby Borough Council will gift the existing system to the BID. Additionally it will also gift £530,000 of capital funding to assist with the above project. RBC also recognizes that the new system will require ongoing revenue funding to replace the existing service. Accordingly RBC will gift on an annual basis revenue funding equivalent to the cost of the service currently provided. In the first year of the BIDs operation this will amount to £110,250 covering the period April 2006 to October 2006.

Similarly Warwickshire Police are making a capital contribution to cover the cost of the ANPR cameras. This will be approximately £100,000.

The new system will take approximately 12 months to install. Operators will be trained to the highest standard. (A new Home Office Standard is being formulated and the BID will work to this when it is introduced).

The focus of the CCTV system will be to prevent crime, provide a feeling of safety for businesses and the community, and, finally to provide first class evidence where it is needed. The BID team intends that this system should be community focused providing first class customer service to all BID businesses.

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2. Shopnet and Pubnet Radio Systems

The existing radio systems will be placed in the control of the BID team. Efforts will be made to improve the co-ordination of the radio systems and to bring into the network a wider range of businesses. (Provided they purchase their own radios all Rugby BID levy payers will be able to join the schemes without paying any administration charge subject to certain formalities and approvals).

3. BID Rangers

These will be introduced into the area as soon as possible. Working seven days a week the BID Rangers will be briefed by the local Police force on a regular basis. They will interact with members of the public (shoppers, commuters, workers, tourists and residents) and will be the friendly face of security. They will also work with businesses, police, council officials, event promoters etc to achieve a safe and secure area. We intend to patrol the whole area. This includes businesses that could be regarded as being on the 'fringe' of the area. (For example, Rugby School is a significant business within our area. It is the BID's intention to cover their premises in a meaningful way by extending our patrol cycle to include Horton Crescent and part of Barby Road). The Rangers will act as the 'eyes and ears' on Rugby's streets; identifying and responding to everything that affects the Rugby BID Area environment. Monitoring, recording and reporting relevant information for remedial action wherever necessary.

As an additional 'dark night' service the BID Rangers will provide an escort service for BID business employees. If you are working late and you would be more comfortable with someone to accompany you to your car, bus etc we will endeavour to provide a BID Ranger to assist you. We will also try to follow you on camera. This service will only be available November to February.

A friendly face that means business – for business and for those known to commit crimes or behave in an anti-social manner.

This project aims to bring an integrated security system to the BID Area. Where CCTV, radio links, Rangers, Police and others work together in a single focused community to reduce crime and the fear of crime for the benefit of all.

Who Is Going to Do It?

The entire project will be under the control of the BID Operations Manager. Dedicated staff, who will be trained to high standards, will be recruited to fill the necessary posts. Close co-operation between all agencies will be the order of the day.

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When Will It Happen?

CCTV project will take approximately 12 months to be operational. Expansion of the radio schemes will begin within three months. BID Rangers will be recruited and trained in time for February 2006.

The Cost?

The entire project, net of grants from RBC and Warwickshire Police, will cost approximately £338,000 in the first year.

Key Performance Indicators?

- Reported crime statistics
- Bid Ranger incident logs

The Benefits?

Crime and fear of crime costs us all money. By creating a safe, secure and welcoming environment everybody will benefit:

- Shop theft should be reduced thereby increasing margins
- You and your staff will feel safer.
- Shoppers, visitors, etc will feel the welcoming environment and spend longer in the BID Area, spending more money with you as they do so.
- Clients will be happier to visit you. Leaving cars and possessions with a degree of comfort.
- Theft, break-ins, general harassment and anti-social behaviour will be reduced increasing the feeling of well-being.

All of the above should positively impact your bottom line whether you are an accountant, a school or a retailer.

Project Two - Championing Rugby

Second, in our list of 'wants/needs' was marketing and promotion for the area. Rugby is unique in having a game named after it.

To clarify the need for marketing and promotion within the BID Area the team commissioned two studies:

- An assessment of the town's current market position and the impact of potential new retail development.
- 'Championing Rugby' – a market overview.

Both are available to view online at www.rugbybid.co.uk.

The first report utilises CACI's retail footprint model to evaluate lifestyle and demographic information on the area. Key findings are:

- Rugby's population will grow at a faster rate than the national average over the next ten years.
- Rugby's ACORN average is higher than the national average: almost 7 in 10 Rugby households fall in the three most affluent ACORN categories. The National average is 1 in 6.
- Gross household income is higher than the national average.
- Rugby is classified as a major retail centre.
- Rugby's 'attractiveness' ranking is less than the average and it is ranked 104 (of 131).
- Shopper catchment is limited by its geographical position within the Leicester, Leamington, Northampton triangle.
- The current trade balance in Rugby is a deficit of nearly 17,000 shoppers and £47 million per annum.
- Leamington accounts for 30% of this leakage: Leicester 20%.

The second report was commissioned from Destination Marketing UK Ltd to investigate Rugby's potential within the tourism market. Some of its conclusions/findings were:

- Rugby is almost invisible as a visitor destination and is not on the tourism media's radar screen.
- There is a clear and unfulfilled demand for the Rugby 'experience' but tour operators are frustrated by the lack of information and poor local co-ordination.
- Rugby is an attractive and interesting country town, with a substantial yet under-rated retail, cultural and hospitality visitor offer, as well as its world class rugby heritage. There is a serious mismatch between Rugby's identity (what it really is) and its image (the way it is perceived).

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- Rugby's sporting heritage is unique and of world significance and its potential to be designated as a World Heritage Site could be explored.
- Rugby's unique sporting heritage makes it an unusually, if not uniquely powerful international short break destination.

From these reports the BID team decided that there was a clear and defined need to provide extra marketing 'punch' to the BID Area. The project will deliver the following:

1. A local marketing programme

To include street events, special promotional offers, specialist markets and promotional activities in and around the BID Area. The team will produce a BID Area guide which will be distributed throughout the Borough and surrounding areas. This will be an awareness raising and reinforcement publication. It will be a recognition and customer care tool.

This programme will be aimed at attracting local people into Rugby to spend their time and money. It will be aimed at reducing the £47m trade deficit by informing people of Rugby's retail and leisure offer and enticing them into the BID Area.

Who is going to do it?

The BID team will commence work on this programme immediately. Working with partners it will seek to influence footfall by Easter 2006.

How much will it cost?

Promotional/Events programme will cost approximately £25k per annum.

The BID Area Guide - £15k per annum.

Key Performance Indicators?

- Visibility – see it happen
- Radio coverage
- Consumer opinion surveys
- Footfall counts

Benefits?

Increased footfall brings increased opportunity. By bringing more people into the area, and giving them the reason to stay longer we are providing you with the opportunity to increase your trade.

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2. A National/International Programme

The BID team will work with existing providers to bolster and co-ordinate programmes. This could include contacting all 92 rugby playing national authorities, all leading rugby clubs in the UK and tour operators to raise awareness, determine detailed need and create 'packages'.

With the next Rugby World Cup being held in France in 2007 there is an urgency to this programme.

Rugby School is integral to this process both as a business and a holder of significant historical sites. The Bid team proposes to work with Rugby School to discuss a mutually compatible and beneficial way of working for the benefit of the BID community. This is key to the success of the project.

How much will it cost?

Awareness programme – national	£10k p.a.
Awareness programme – international	£25k p.a.
Media support to partners	£25k p.a.

Key Performance Indicators?

- Programme development with partners
- Footfall counts – Museums, Art Gallery, Rugby Museum, Rugby School Museum plus the installation of new automatic counters
- Footfall counts – within the BID Area
- Market surveys conducted by Rangers

Project Three - Experience Rugby

Significant amongst the concerns of business was the cleanliness of the BID Area with improved street cleaning at over 90%.

The BID team has devised this programme not only to address those concerns but to add to the general ambience of the BID Area. Cleanliness is one significant factor. Security and safety, already addressed, is another. In addition, there are other, less definable, things that can make an area attractive. Rugby has, for example, an outstanding planting and floral display programme. It is now encouraging café culture with pavement cafés. All of these combine to give that unique quality to an area.

The BID team is aware of concerns with daytime litter, graffiti, chewing gum etc. The programme to attack these issues is:

1. Deep Cleansing of Pavements

The BID Co intends to lease a cleansing machine which will deep clean the streets within the BID Area. Gum will be removed as will graffiti. This machine will be operated by RBC on behalf of the BID. Streets in the core area of the town will be cleaned up to six times per annum. Those on the edge or non-core area four times per annum. At the outset a programme of work will be conducted to bring the streets up to the level required.

2. Hit Squad

A team of four people (2 from the BID and 2 from RBC) will continually service the BID Area removing litter, gum and graffiti. It is the BID teams intention to raise the level of street cleanliness significantly so that residents, employees, visitors etc remember the BID Area for its flowers, shops and attractions rather than litter and graffiti. (RBC's own cleaning effort has improved during the last year. They have achieved an improvement on BVA199 of 23 points).

3. Meet and Greet

BID Rangers will, as a primary function, welcome, guide and assist visitors to the Rugby BID Area. Providing help and advice to enable people to get the 'maximum' out of their visit to Rugby's BID Area. The Rangers will be trained in customer care, knowledge of the Area and its facilities, first aid and conflict resolution. Their aim will be to make the Rugby BID Area a place to visit, to shop, to stay and to enjoy.

When will it happen?

Rangers

Recruitment of BID Rangers will begin in November. They will be given around 120 hours of training before becoming fully fledged Rangers.

Street Cleaning	-	April 2006
Rangers	-	February 2006

Cost?

Cleaning machine	-	£25k p.a.
'Hit' Squad	-	£64k p.a. plus RBC manpower

Key Performance Indicators?

- Market research
- ENCAMs to provide a permanent monitoring scheme

How will it benefit my business?

A clean workplace is conducive to good business. The streets of Rugby are the workplace of BID businesses, their employees and clients.

By creating a cleaner environment employees, residents and tourists will feel more comfortable. Combined with the ambience of a safe, friendly, town cleanliness will encourage people to stay and to spend more.

Rugby BID – The Benefits To You and Your Town

Rugby is unique amongst the pilot BID operations. Outside of natural tourist/shopping/entertainment venues Rugby is the only BID with a significant worldwide name and game associated with it. It is that alone which gives Rugby, the birthplace of the game, such a tremendous opportunity.

The whole focus and raison d'être of the Rugby BID is to deliver improved performance and profitability for the businesses in the BID Area.

Business will benefit from:

- Increased and sustained footfall figures.
- Longer 'dwell' times for spenders.
- Targeting of the surrounding affluent population.
- Targeting of the national and international interest in the game of Rugby.
- Greater co-ordination of partners towards focused objectives.

All of these will increase sales. Sales should generate profit and:

- Improved security will reduce theft as well as providing a safer environment to for you, your staff and your property.
- The BID Area and its businesses will have a higher and positive media exposure.
- There will be better opportunities for your opinions to be represented to other partners in the BID Area.
- Property values will increase because of the BID. Good news if you own property.
- Some service costs should be reduced, such as insurance, because of the BID.

Rugby BID Business Insurance Package

The BID team has been working with a local financial services company to investigate the possibility of providing a comprehensive Business Insurance package. At the time of writing, the Rugby BID branded package is near to fruition. We have tested the product on some businesses in the area with favourable results. In one case the reduction would pay for their BID levy.

Over the first few months of the BID the team hope to circulate every business in the BID Area with details of the package. (It will be underwritten by Lloyds).

This, we hope, will be a practical demonstration of the BID working for you. The BID itself will benefit by sharing in the profitability of the scheme and, if successful, selling the concept on to the other BID towns.

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The BID team also hopes to investigate other areas of potential savings for the BID Area businesses, e.g. collection of trade waste.

And, of course, it is not just businesses who will see the benefits of the BID:

- Visitors, and there will be more of them, will enjoy a greater sense of safety, security and friendliness.
- Residents will share the feeling as well as pride of place and engagement.
- Property owners will have their assets protected and enhanced giving stronger tenant demand, increased income and added value.

The process has begun. Existing services have been benchmarked. Partners are looking at ways to provide something better. Ongoing dialogue with these partners is revealing hidden opportunities which can lead to a better Rugby.

Rugby, with its central location, is positioned to build on its virtues. The BID team will be involved in this process on your behalf. The BID itself is part of a jigsaw of development. One crucial part that can help to change the area substantially. Already, apart from the infamous Chapel Street development, there are discussions regarding the building of a four star hotel and a 100,000 sq ft up market shopping centre within the BID Area.

The Rugby Mast site on the A5 is another potential area for development. Plans are being made to ensure that any development in that area creates a larger Rugby and not a satellite town. Rugby must be prepared for that development

The BID team has already been involved in these Master Planning exercises. With your mandate it can become a significant representative voice for the Bid Area businesses.

By having BID Area Rangers on the ground we will be able to monitor physical improvements around the town, within the public realm and also within businesses via refits etc.

The BID team are aware that it is very easy to become introspective. Setting targets that seem satisfactory within the Area but when judged against competitors are lacking. Accordingly the BID team intends to benchmark towns of similar size and profile so that we can establish an outward benchmark. Always being aware of progress elsewhere that we may need to adopt within the BID Area. Keeping up with, if not ahead of, competitors as a minimum goal.

We will provide you with a regular online bulletin and a quarterly newsletter to keep you up to date with what's happening, how we are doing and what we see happening elsewhere.

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Key Performance Indicators

The BID team are experienced commercial people and understand the need to monitor the progress of the Rugby BID. By monitoring our activities we will be able to control it against this plan and also react to current circumstances. Redirecting resources if necessary but always working to provide you with a value for money investment.

We will provide you with hard performance data on a regular basis. Our staff will be given targets. The progress we make will be available for all to see.

As well as evaluating our three key projects we will also monitor a basket of KPIs to verify our progress:

- Recorded footfall patterns; we will seek to add to existing monitor points so that we can analyse movements around the BID Area.
- Customer/visitor opinions of the BID Area via market research.
- Car parking data
- Reported crime incident figures including shop theft, car related crime, anti-social behaviour and violent crime.
- Sales performance data from a basket of traders within the BID Area.

Baseline Services

You already pay via Uniform Business Rates for existing services. We have no intention to ask you to pay more for that which you already receive. We are asking you to pay for **ADDITIONAL SERVICES** that are clearly defined and monitored. (It should be recognised that although RBC collect your Business Rates they do so as an agent for Central Government. In the year 2004/2005 only 8.6p in £1 came back to RBC). Payment is already made for cleaning, lighting, highways, policing etc.

Although the various services provided by the Local Authorities and other public agencies (including some that there is no legal obligation to provide e.g. CCTV, car parks and toilets) could possibly be improved, albeit marginally, through more effective management and working practices, commercial businesses tend to see them falling short of their expectations. The BID team will be working to achieve standards that can be judged at the highest level; be it public or private enterprise.

In baselining the existing services, against which we have drawn up the projects within the Rugby BID, we have attempted to create a constant and consistent basis for comparison.

The Baseline Agreements cover:

- Street cleaning
- Street lighting
- Highway maintenance
- CCTV
- Tourism
- Markets
- Grounds, maintenance and floral decorations
- Festivals and events
- Street furniture
- Car parking
- Town centre marketing
- Town centre management
- Police

The existence of these agreements allows the Rugby BID to monitor service effectiveness on your behalf to ensure consistency and compliance.

The Risk

The Rugby BID is a significant business undertaking with attendant risks. It affects the central commercial area of our town; many jobs and customers lives will be affected by what we do. So it may be worthwhile thinking about the challenge ahead to the town, to you and the Rugby BID.

If Rugby BID does not happen then how will Rugby move forward? Current business trends indicate a gradual, but substantial, decline of commercial profitability in traditional town centres. We have demonstrated that the area loses £47 million per annum to competitors. Our competitors are not resting on their laurels content with £47 million. They are after more and, more frighteningly, taking action to get more. The extended Shires Centre in Leicester, the new initiative in both Daventry and Nuneaton and, of course, the new Regent Court centre in Leamington Spa.

Out of town shopping continues to appeal to both customers and retailers alike. The huge warehouse like premises of carpet showrooms and DIY outlets are being bought up by high street names e.g. Next plc to name but one, to expand their offer in an environment that welcomes car borne customers.

Internet shopping continues to expand at a pace with the further development of Broadband technology. Last Christmas, the experience of internet sales far outstripped the High Street with goods being bought not just online but from new markets, e.g. the USA, for personal import.

The draw of car friendly or comfortable environments looks appealing when compared with the negative effects that most towns have to contend with – congestion, pollution, parking charges etc.

A vote for the Rugby BID provides a focused, cost effective and sustainable mechanism to counter these negative images. By working with the private sector and managing the interface with the public sector we can deliver a quality service that underlines the uniqueness of Rugby.

Rugby BID enjoys strong support from our public sector partners. This support is endorsed by an emphatic political will to see Rugby BID succeed. This commitment is strikingly illustrated by the capital gift of over £0.5 million and the associated annual revenue support from Rugby Borough Council. With such outstanding commitment we believe that the Rugby Bid will be successful.

Finally, if, for some reason we fail to impress you, then you, the businesses, within the Rugby BID Area, have the last word. In five years time when the BID is up for re-election you can simply vote 'No'. By so doing you will switch off Rugby BID and your payment.

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Rugby BID Finances

In the ensuing pages you can examine our detailed financial plans. By normal commercial standards these plans appear to leave very little room for manoeuvre. However, this is not a 'normal' commercial venture. Income for Rugby BID is guaranteed to a large extent. There is not the usual task of trying to sell for four and a half years once the BID is voted in.

Therefore, the emphasis is on product delivery and cost control. As we have outlined earlier we intend to provide a first class product. However, this will not be with an 'at all cost' approach. We have been prudent in our cost estimates; some would say over cautious. Detailed below are our budget assumptions. Where money can be saved, without detriment to product delivery, it will be.

Budget Assumptions 2005/6 to 2009/10

Income

1. Rugby BID levy income increases by 3% per annum. Income spread across the year November 5%, December to August 10%, September 5%, October 0%. Bills will be sent out with payment due in full. (Payment may be allowed over a maximum of five months with a £50 per month minimum).
2. New property income of £10k in 07/08 and £20k in the two succeeding years is built in. This arises from the anticipated development during the period of a 4 star hotel and Chapel Street.
3. Revenue contribution from Rugby Borough Council commences April 2006. (It is assumed that the existing CCTV system will remain in RBC's control until that time).
4. VAT assumed on levy and RBC contribution

Expenditure

Be Seen, Be Safe

1. CCTV – outstanding amount after applying capital contributions from RBC and Warwickshire Police will be leased over seven years.
2. CCTV 'gold service' maintenance costs estimated at £30k p.a.
3. Security equipment including bicycles and radios. A first year set up cost included of £15k.

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4. Security Staff

CCTV assumes 24/7 coverage.

Rangers, 12 hours per day, 7 days per week.

Assumes 2 supervisors or 1 security manager in addition.

Championing Rugby

1. No increase in base funding throughout five year period i.e. remains constant at £100,000 p.a.
2. Market Research of £3k (inflated at 3%) built in.

Experience Rugby

1. Five year, fully maintained, equipment lease fixed at £490 p.w. (this is the machine for deep cleaning the streets).
2. Other equipment costs included
3. Staff – 2 people at 40 hours per week costed in.

General Expenditure

1. Management and Administration – Operations Manager plus one full time admin member.
2. Training includes first year start up provision
3. Legal and professional – includes legal, audit and accountancy charges.
4. Levy collection fees – budgeted at 2% of the levy. RBC are charging £11k in the first year and waving costs of computer software development.
5. Levy non-collection – 1% of levy budgeted for. RBC's collection record above 99% for Business Rates but thought prudent to provide.
6. Returning Officer, campaign costs and close down costs built in to year 5.
7. Bank charges include overdraft facility fees.

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8. Service provision from Rugby Town Centre Company budgeted years 1 and 2.
9. Consultancy to provide for continuity of operation whilst an Operations Manager is recruited provided for in months 1 through 3 of year 1.
10. Cost of inflation at 3% per annum.

Deferred Grant Income

Grants/contributions from RBC and Warwickshire Police written to P&L on a straight line basis in line with policy on depreciation of fixed assets.

Capital Equipment/Funding

CCTV equipment costs of £897K plus £20k for Project Engineering.
 Depreciation policy over 10 years on a straight line basis (£91.7k p.a.).
 Funding from grants/contributions

RBC	£530k (received April 2006)
Warwickshire Police	£117k

Balance	-	7 year lease on £250k.
	-	£20k by bank facility

Lease interest charged evenly over the period of the lease. Full fixed asset cost shown on Balance Sheet.

Bank facility of approximately £120k in years 1 and 2 and £100k in year 3 to fund year 1 loss.

Peak overdraft facility of £220k is required in month 1 until VAT paid on fixed account purchase is recovered from C&E in month 2.

For Financial information see Appendices 1-6.

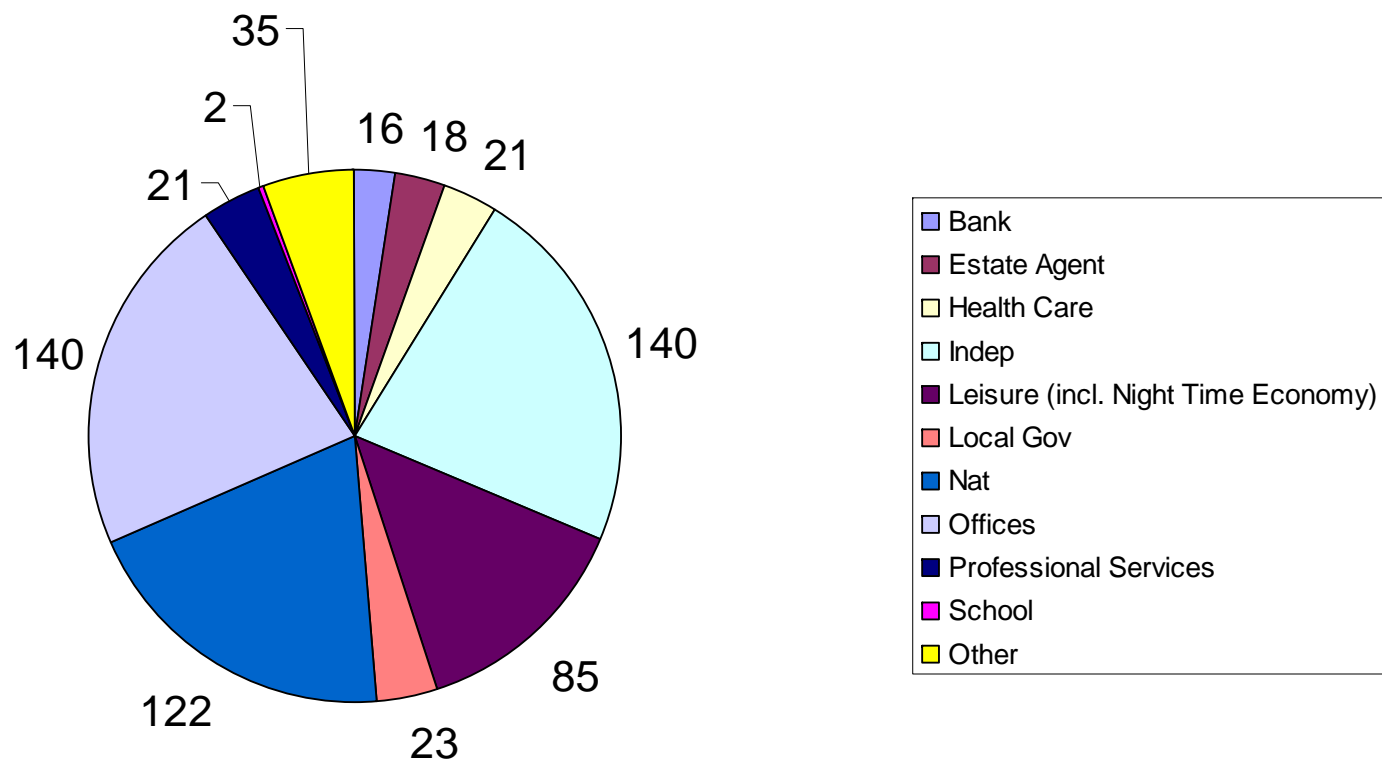


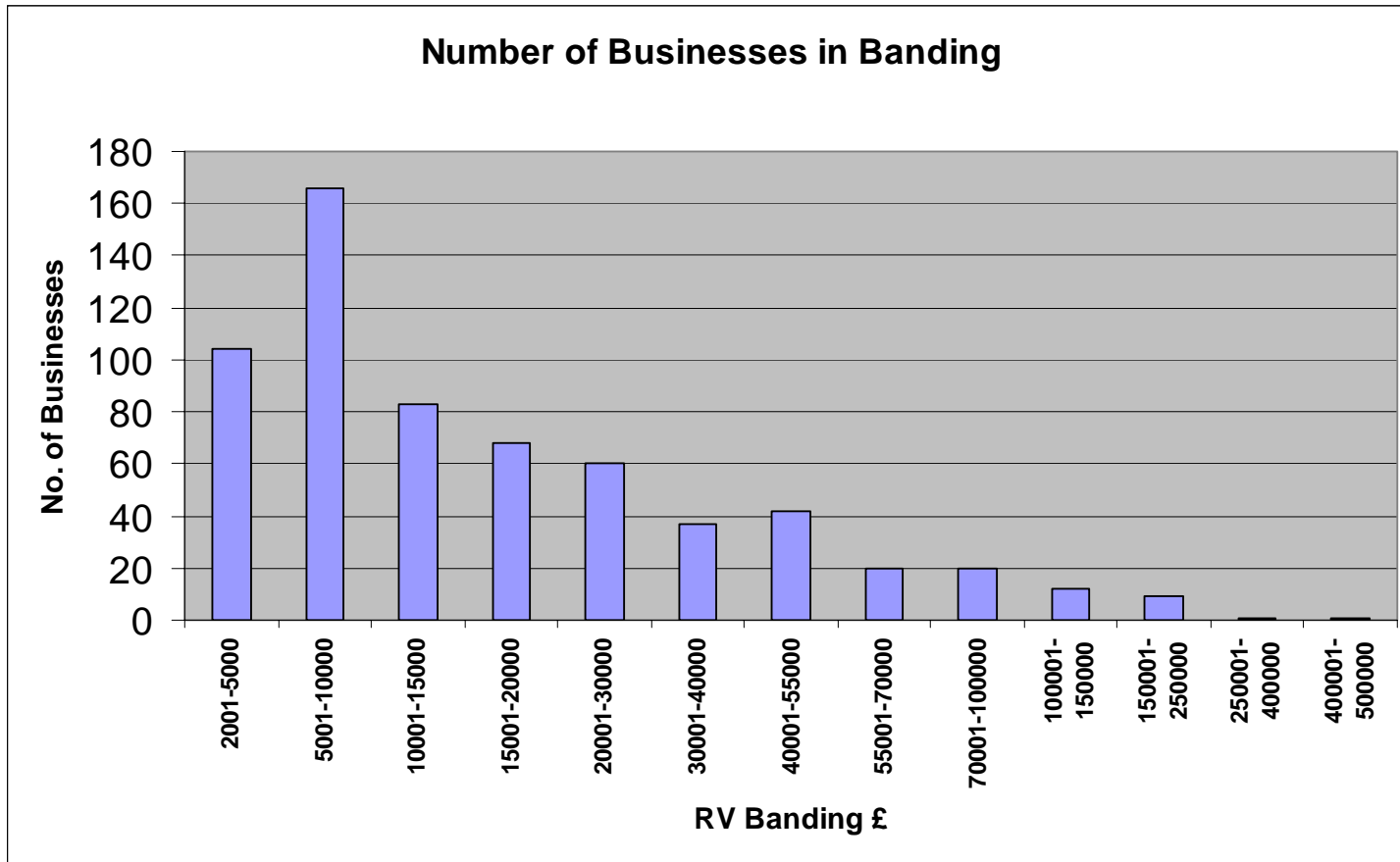
Marketing Information

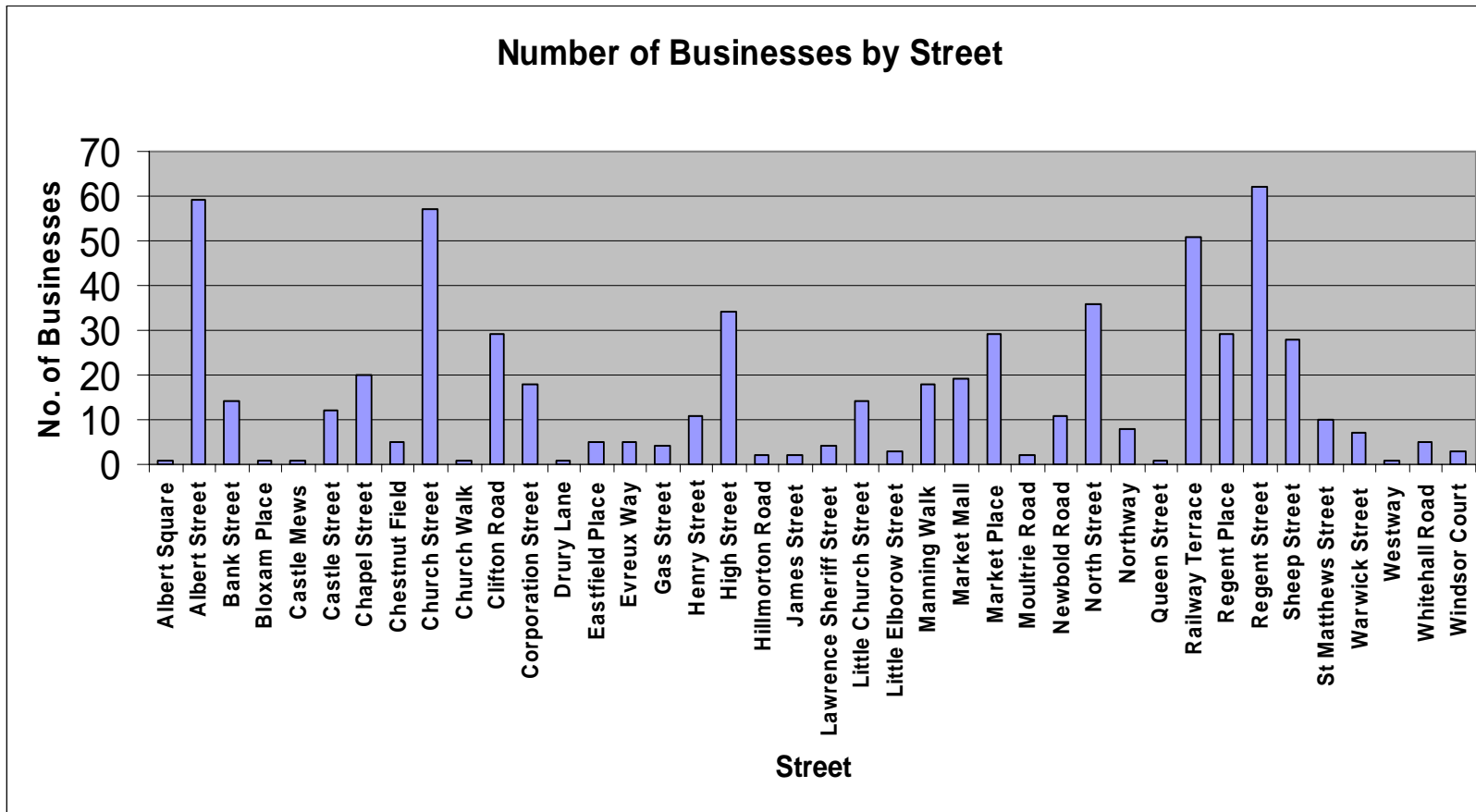
Basic information on the BID Area's composition is shown in the ensuing pages. This is by no means exhaustive but illustrates the nature of the area.

Market research, as mentioned earlier, has been conducted. The results of all studies are shown at www.rugbybid.co.uk

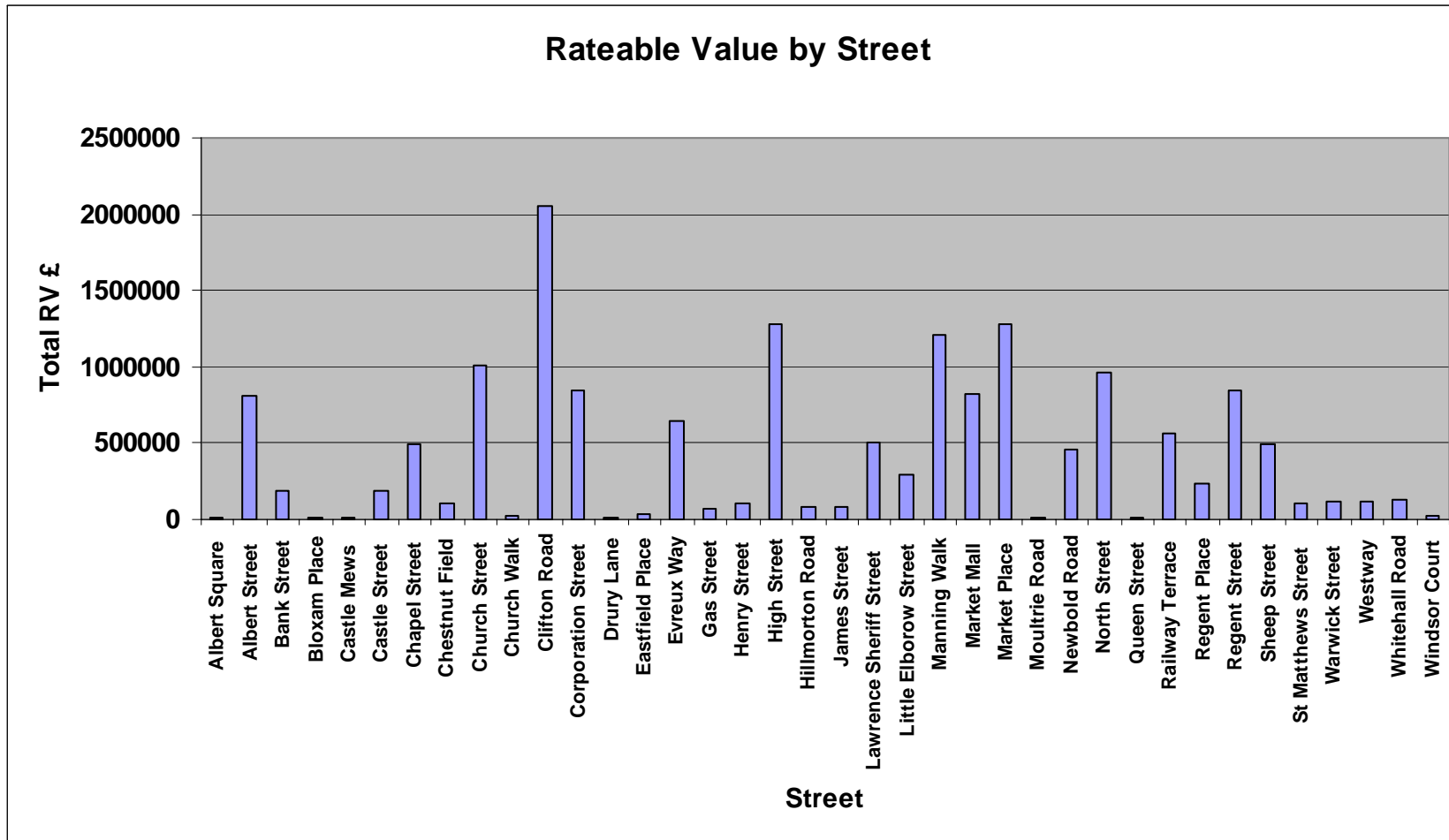
Number of Businesses by Type



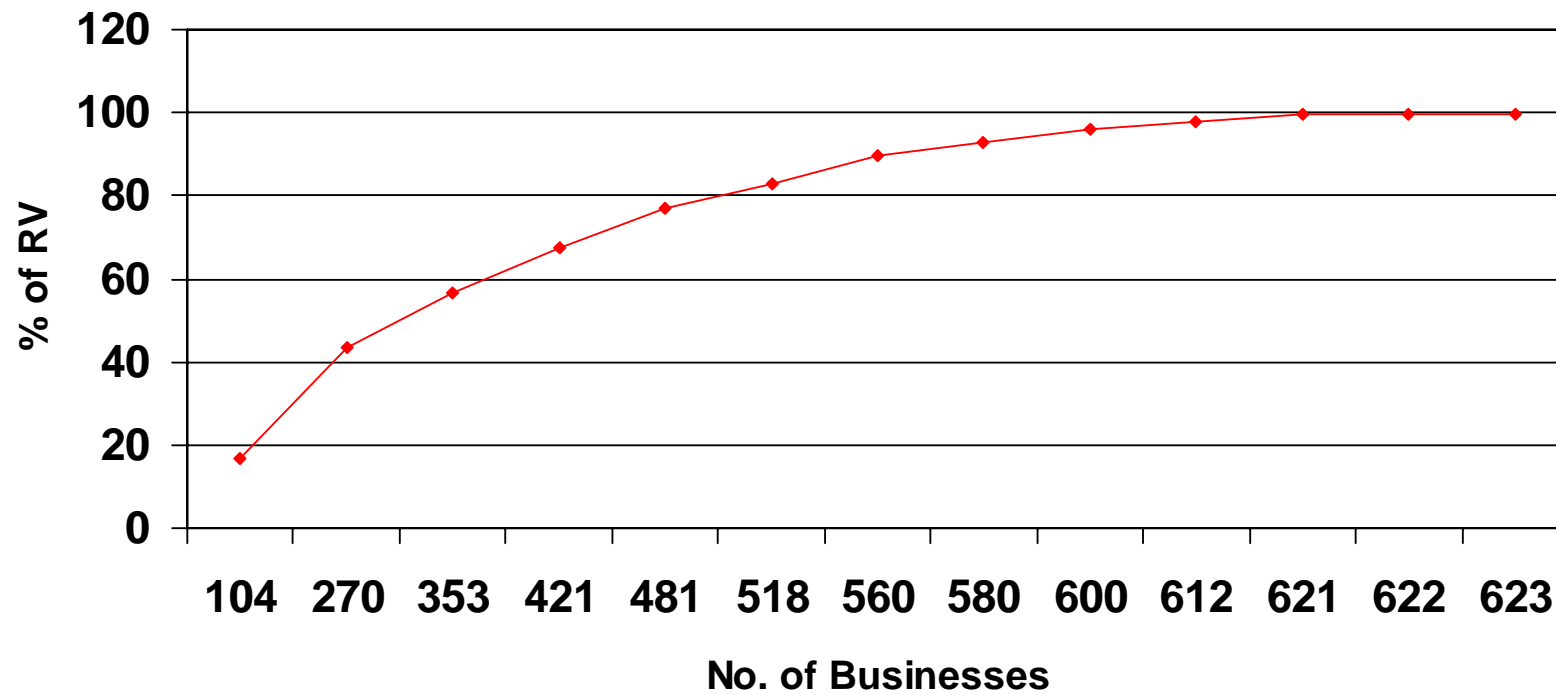




Rateable Value by Street



Rateable Value %/Number of Businesses



The Rugby BID Timetable

Draft Business Plan	August 2004
Notice of Ballot	August 2005
Prospectus	August 2005
Ballot Papers sent out	2 nd September 2005
Ballot closes at 5 00 p.m.	30 th September 2005
Announcement of result at 4 00 p.m.	3rd October 2005
Launch of Rugby BID:	
- Issue of levy invoices	Mid October 2005
- BID launch	1 st November 2005
First election for Rugby BID Board	November 2006
Annual General Meeting	November 2006
Annual Review	November 2006

The Rugby BID Board has met monthly throughout the BID project. It is intended that this should continue unless the Board feel such frequency of meeting is not necessary.

Contact Details

If you would like more details of the BID process or have any questions or comments about this Business Plan please contact John Armstrong, Project Director on tel. 01788 569436 or e-mail john@rugbybid.co.uk.

Website: www.rugbybid.co.uk

Vote Yes!

For more business

To see the fully Rugby BID plan or for more information please call 01788 569436 or visit the website at www.rugbybid.co.uk

Thanks are extended to all who have assisted in the formulation of this project including BID Area businesses, current Directors of the Rugby BID Co Ltd, officers and members of Rugby Borough and Warwickshire County Councils, Kinetic Communications Ltd, Margo Galvin at Corporate Communications and Whitehouse Mainwaring Design.

This Business plan is the work of the Rugby BID Co Ltd. Every effort has been made to ensure the accuracy of its contents. We cannot accept liability for any errors or omissions that may have appeared in the course of its preparation.

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