

# THE NEXT CHAPTER

**2023-2028**

Business Plan  
Term 3

Creating a  
world-class  
experience  
for all who visit,  
live and work  
in Cambridge,  
a global city.



**cambridgebid**  
loving cambridge...







“Cambridge City Council is fully behind Cambridge BID’s third term ballot. This term Cambridge BID has continued to play a vital role in supporting businesses, allowing them to bounce back in the early stages of the post-pandemic recovery. The BID’s third term will deliver a further £6M investment in services, projects and activities to support the city’s continued recovery. We welcome the proposed strategic focus on attracting more longer stay visitors and encouraging residents, workers and students to make the most of what our magical city has to offer.”

Alice Gilderdale, Councillor / Cambridge City Council



# RECONNECTING CAMBRIDGE

The Covid-19 pandemic had a profound effect on all global cities and Cambridge was no exception. For almost two years, visitors avoided crowded places, businesses were severely restricted or forced to close, and home working and study prevailed. Our vision remains ensuring that Cambridge offers a world class experience for all who visit, live and work in the city and we aim to achieve this by reconnecting people with their city.

During this period, Cambridge BID provided much needed assistance to city centre businesses by helping them navigate the government grants, furlough and the re-opening requirements for the various sectors and creating a Covid Recovery Grant for BID levy paying businesses, allowing them to apply for funding to cover costs such as modifications to store, staff trading, signage, or table and chairs for example. The only grant of its kind, £150k was allocated to offer this support. As the cost-of-living crisis impacts our city, we are working with national business groups to ensure that business needs are high on the agenda of the new Prime Minister and we will develop projects to support businesses through this.

As part of that strengthening recovery there is a need to reconnect people with the city; not just to restore old habits but to encourage new patterns of behaviour.

That is why the key objectives for the next 5-years of the Cambridge BID will be:

1. To encourage more visitors to extend their stay in the city and to stay overnight. If 10% more visitors to Cambridge were to stay overnight, that would mean an extra £34million available to BID businesses

2. To encourage more employees, students, and residents to make more of their city. If 10% more employees, students and residents in Cambridge spent an extra hour a week in the city, that would mean an extra £5million available to BID businesses

This document outlines how we plan to achieve these ambitious objectives using both current projects and services together with new proposals that result from consultation with and feedback from our business community.

We have combined the project areas of Welcome and Experience and added a connect workstream to create Support and Connect as our two project themes. Cambridge BID Term 3 will deliver £6.5m of additional investment in the city over the next 5-years.

From 10 October 2022 levy payers will be able to vote for a further five years of BID support. The BID has ambitious plans to be part of ensuring Cambridge is and continues to offer a world class experience for all who visit, live, and work in the city.

Roger Allen  
Chairman,  
CambridgeBID

Ian Sandison  
Chief Executive,  
CambridgeBID



# OUR ACHIEVEMENTS

Since launching Cambridge BID in April 2013, a huge number of projects have been delivered to improve and enhance the city to all who live, work and visit.

Here is a selection of our achievements over the last 10 years:



“I feel so fortunate that the retail and conference businesses I manage fall within the Cambridge BID area. We benefit from so many of the services on offer via the BID – in particular I’d like to mention the weekly footfall updates, the Ambassadors around the City, the Rapid Response team, the social media training for staff, and the marketing focus on independent traders. The breadth of support is so impressive, but the standard of the options on offer, including the communication to businesses, is exceptional.”

Cathy Ashbee, Head of Cambridge Retail and Corporate Hospitality /  
Cambridge University Press & Assessment

## 1. City Ambassadors

Hundreds and thousands of visitor welcomes and business visits completed over the years. The eyes & ears of the BID the City Ambassadors are an integral part of the team and project delivery.

## 2. Christmas Lights

2 Christmas trees and 27 streets lit up each year, all working to make Cambridge the place to shop & visit during the festive period.

## 3. Purple Flag

Accreditation secured in 2019 confirming that Cambridge works with partners putting measures in place to ensure it is a safe place to go out in the evening. During the summer 2022, the team have been working on the resubmission to retain the Purple Flag, results pending.

## 4. CAMBAC

Over 80 BID businesses are CAMBAC members, meaning a collaborative approach to tackling crime and anti-social behaviour in the retail and hospitality industries. Projects also funded include Street Pastors and Taxi Marshalls.

## 5. Love Cambridge Gift Card

The Love Cambridge Gift Card has generated over £325k in spend since its launch in 2018. This money can only be spent in Cambridge businesses, in person, that accept the card meaning it is ring fenced for our BID businesses.

## 6. Outdoor Events

Film nights, sporting events, Royal Weddings and the Christmas lights switch on – the outdoor event programme continues to attract and entertain crowds across the city.

## 7. City Art Trail

Working with Wild in Art and Break, we delivered Cows about Cambridge the biggest free public art trail in the city.

## 8. Visitor Guides & Publications

Thousands of magazines and maps produced each year highlighting the wonderful things the city offers. Distributed locally, regionally and nationally encouraging people to visit the city.

## 9. Street Cleaning

Additional street cleaning of over 50 streets ensures Cambridge is attractive to all who work, live & visit.

## 10. Independent Sector & Support

A dedicated fund developed to support the small business community. Deliverables include marketing and PR, digital support, video production and training.

## 11. Covid Recovery Support & Grant

£150k allocated to support businesses in the reopening following the Covid-19 pandemic.



# CONSULTATION PROCESS



**BUSINESS  
SURVEY**  
**235**  
**RESPONSES**

**AMBASSADORS**  
**3841**  
**BUSINESS VISITS  
CONDUCTED**

**CONSUMER  
SURVEY**  
**2180**  
**RESPONSES**

## YOU **SPOKE** WE LISTENED

Having a relationship with our businesses has always been a priority for Cambridge BID to ensure we have a good understanding of the needs of the city and the changing landscape we have all witnessed over the years.

We've asked for feedback on whether the BID has successfully delivered against our objectives and what you would like to see us deliver for the next five years. The data has been collected using various methods including:

### Our City Ambassadors

Our City Ambassadors carry out several businesses visits each week which are reported back to the team. They are the eyes and ears of the BID.

### Face-to-Face

Throughout March we held a series of Consultation Workshops inviting businesses to come along and contribute to project discussions. Working with a cross-section of the city, it enabled us to understand the priorities for the various sectors.

### Annual Survey

Each January we conduct an annual business survey in partnership with The Retail Group. This gives us an understanding of how your business is performing, how you feel the city is performing and your thoughts on the work that we are delivering.

### Annual Consumer Survey

In February we conducted a large consumer survey to help us understand how consumers perceive the city, our BID projects and what improvements they feel could be made.

### Annual General Meeting

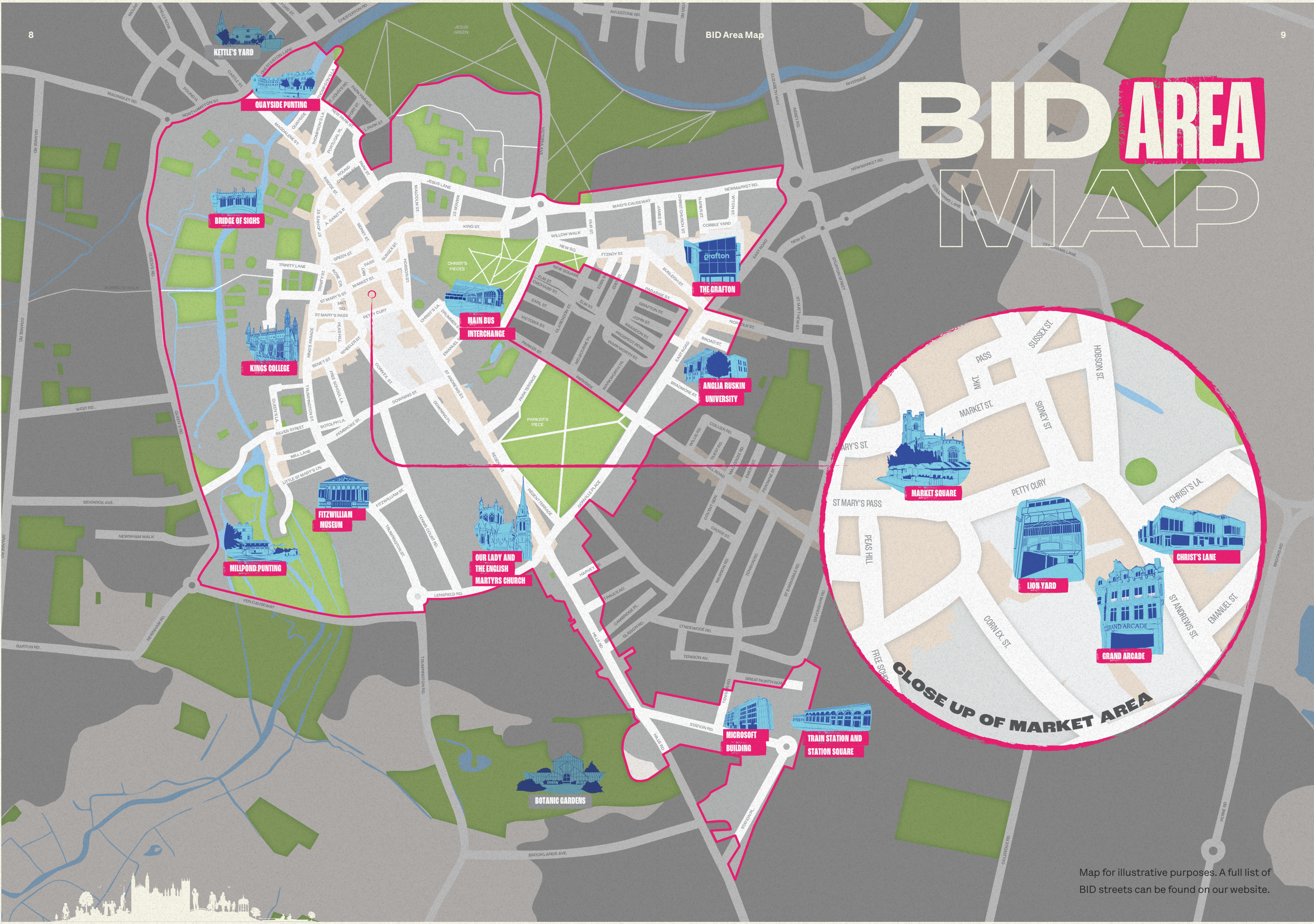
All BID businesses were invited to attend our AGM and Summer Business Event where you could meet the team and hear from our CEO who gave an overview of the previous year's activity as well as an insight into how our work will benefit you over the years ahead.

**AGM** **70+**  
**BUSINESSES IN  
ATTENDANCE**

“As a small independent retail business we have benefited a lot by working with Cambridge BID. We've participated in three mystery shop programmes to help understand how we are viewed by our current and prospective customers. The project has provided us with a comprehensive breakdown of the mystery-shop via de-brief sessions as well as opportunities for our staff to take part in training that are common areas for improvements.”

Anita Pekdemir, Owner / SageBrown Cambridge





Map for illustrative purposes. A full list of BID streets can be found on our website.



# EXPERIENCE & WELCOME



A key focus for 2023 – 2028 is to **ensure the city is not only ready to welcome visitors, both domestic and overseas but to also serve those that live, work and study here.** Cambridge has so much to offer various customer types and we are ready to shout about it.



Key project delivery will be:

## Visitor Strategy

- Work with partners to develop a Destination Management Plan (DMP) for the city
- Enhance the Visit Cambridge website with the inclusion of bookable product to encourage visitors to Cambridge to stay longer, especially mid-week and for longer 3–4 night and week-long stays, showcase Cambridge as a gateway to the East of England
- Work closely with Visit Britain, Visit England and other partners on engaging with the travel trade industry and attend key tourism and travel events
- Develop our research capability to be able to measure and monitor the effectiveness of campaigns. Track visitor data with various industry standard tools such as volume and value reports, STR data, T-stats, tourism sentiment indexes and our own footfall and other data sources
- Promotion of Cambridge as a destination via PR & Social Media activity including supporting FAM visits, arranging influencer trips and targeted PR activity

## City Animation

- Deliver, with key partners, a second city-wide art trail in Spring 2024 and a third in Spring 2026 or 2027
- Deliver a new, city-wide Christmas lights programme and in doing so ensure they are carbon neutral

## Light the City

- Work with partners to develop more events involving lighting and projection in the city, that drive footfall from early evening to night-time

## Midweek Campaign

- Develop midweek promotions to target residents, workers and encourage overnight stays. This will include developing a 'Wonderful Wednesdays' project with themes including well-being, food & drink, and music to encourage people to visit and ideally stay in the city centre on midweek evenings

## And of course, we will continue to deliver our existing project portfolio:

- Investment in social media & website content
- City events and screenings
- Visitor guides, maps & magazines
- Christmas lighting display across the city
- City Ambassador service
- Supporting Cambridge Business Against Crime (CAMBAC) and associated projects

“At John Lewis Cambridge we really value the positive role the BID plays in shaping how Cambridge is presented to all those who live, work and visit us. Supporting the needs of retail businesses, who make up quite a large part of the BID, is vital for ensuring we continue to have a thriving high street. John Lewis will continue to support Cambridge BID into a third term and working collaboratively to unlock the potential that exists.”

Dominic Joyce, Head of Branch / John Lewis Cambridge



# SUPPORT & CONNECT

Offering support to the business community is incredibly important in the current climate. With trading conditions and the economy in a state of flux, being a stable resource is a key objective for the BID.

The 2021 census recorded 145,700 people living in the city, add to this the 10,000+ who travel to work each day and the 40,000 student population, then being able to harness what drives people to work and study here helps us understand their habits.

Offering businesses, the opportunity to promote their products and services to this audience allows us to build a strong community in the city centre.

Key priorities for 2023 – 2028 include:

## Retain Spend in the City

- Develop a loyalty programme for employees, residents, and students, which will also encourage more usage of the city from these consumer segments

## Digital Connectivity

- Better digital connectivity and presentation of the city to give consumers a vibrant experience (metaverse) of the offer here and encourage visits, stays, and spend

## Green Agenda

- Work with businesses to achieve their environmental business initiatives and objectives
- Look at implementing a commercial compostable bin service

“The City Pub Company is delighted to support the work of Cambridge BID who have firmly established themselves as an organisation providing invaluable support to local businesses like ours. We are very supportive of the ‘Purple Flag’ accreditation for the city and have hosted ‘purple flag sessions’ within the Old Ticket Office. The breadth of projects covered by Cambridge BID is extensive, there is something for everyone to get involved with and we really look forward to continuing to work with the team over the next 5 years.”

Jessica Bliss, Area Operations Manager / City Pub Company

## Business Consultations

- Continue to present a strong business voice on topics like congestion charging, the Market Square project and the skills agenda for the city. Work more formally with transport providers such as Greater Cambridge Partnership, Cambridge & Peterborough Combined Authority, Cambridge City Council and Cambridgeshire County Council

## As well as delivering the current portfolio:

- Performance Monitoring and reporting on city footfall
- Love Cambridge Gift Card
- Mystery Shop and Cambridge BID Awards





“World class education and research play a huge role in the life of Cambridge, and the positive impact of it is felt locally, regionally, nationally and internationally. ARU is delighted to be part of that, transforming lives through world class entrepreneurial, innovative and inclusive education and research, and we’re proud that our history here in the city goes back to the 19th century. The BID is a trusted partner of ours, always working hard to secure the best possible outcomes for us and their other partners.”

**James Rolfe, Chief Operating Officer /  
Anglia Ruskin University**

# BID RULES + FINANCES

## The Ballot

1. Civica, on behalf of Cambridge City Council will send those responsible for properties or hereditaments to be subject to the BID a ballot paper prior to 14th October 2022.
2. Each property or hereditament subject to the BID will be entitled to one vote in respect of the BID Proposal in a 28-day postal ballot which will commence on 14th October 2022, and close at 5pm on 10th November 2022. Ballot papers received after 5pm on that date will not be counted. The result of the ballot is due to be announced on the following day.
3. In order for the proposal to be successful at ballot the result will need to meet, as a minimum, two independent criteria which are: (a) of those ballots returned by the close, those voting in favour of the renewal 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 which vote in favour, must exceed the total of those voting against.
4. If successful at ballot, the BID will commence delivery of services in April 2023 and will continue for a period of 5 years to March 2028.

## The Levy

1. The levy rate to be paid by each property or hereditament is to be calculated as 1.25% of its rateable value as at each ‘chargeable day’ (1st April each year). The charge will apply to all properties and hereditaments, including any that may be added to the ratings list after each ‘chargeable day’ but that would have been liable as at that date.
2. Only properties or hereditaments with a rateable value of £34,500 or more will be liable for payment of the levy.
3. The number of properties or hereditaments liable for the levy is approximately 685.
4. From Year 2 onwards, the levy rate will be increased by the fixed rate of inflation of 3% per annum (rounded).
5. The levy will be charged annually in advance for each chargeable period to be April to March each year, starting in 2023. No refunds will be made.
6. The owners of all untenanted properties or hereditaments will be liable for payment of the levy.
7. Occupiers within Grand Arcade, Lion Yard, Grafton Centre, and Christ’s Lane that are both subject to a service charge and are occupied by retail, leisure, or hospitality (excluding hotels) businesses as at any chargeable day will pay 50% of the levy that would otherwise apply, unless they have a street-frontage in which case the amount will be 75% of the levy that would otherwise apply.
8. Charitable organisations that are subject to relief on their business rates liability will pay 50% of the levy that would otherwise apply save for premises that are for retail, leisure, and hospitality use where no such discount will be applied.
9. Cambridge City Council will be responsible for collection of the levy. The collection charge will be £20 per hereditament and 1% of anticipated average billed levy.



## Accountability and Transparency

1.

The BID Body will be Cambridge BID Limited (Company Number 08329791) a not-for-profit organisation, limited by guarantee.
2.

The Directors of the BID (the ‘Board’) shall continue to be representative of levy-paying businesses. Some Board members are elected, with others nominated to ensure suitable expertise and representation. The Board will continue to meet every two months, with responsibility for governance matters such as financial arrangements, contractual obligations, human resources, standards, performance, and compliance.
3.

From time to time, the Board shall appoint a Chair, with the current Chair continuing into the new BID term.
4.

The Board may form such sub-groups that from time to time become necessary, though a Finance and Governance Group will be maintained.
5.

Provided that the BID is meeting its overall objectives, the Board 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 levy rate proposals may require an Alteration Ballot.
6.

The Company shall meet with the Council, as the Billing Authority, annually to monitor service delivery, levy collection and financial management issues.
7.

Levy paying businesses may become Members of the BID Company.
8.

The BID will file annual accounts compiled by independent accountants with Companies House. The accounts will be available to all Members of the BID Company. An annual report on activities, including finances, will be published. An Annual Meeting for Members and levy payers will be held.
9.

An Operating Agreement, which includes the Council’s Baseline service commitments, has been agreed with Cambridge City Council. A copy can be found at [www.cambridgebid.co.uk](http://www.cambridgebid.co.uk).
10.

Notification of the intention to hold a ballot was sent to the Secretary of State on 4th April 2022.

“As a member of the Cambridge BID Board I am really excited by the opportunities Term 3 will bring for the visitor economy. Cambridge BID is currently working with other key partners in the city to promote Cambridge under the Visit Cambridge brand and this will strengthen as part of the Term 3 proposals. Cambridge BID seeks to work closely with Accommodation partners across the city to ensure promotion of Cambridge as an overnight destination is at the forefront of messaging.”

Chris Douglas, General Manager / Graduate Cambridge

## Finances

1.

A cautious approach has been adopted to budgeting for the BID term.
2.

A levy collection rate of 98% has been assumed.
3.

The average annual levy available to be spent by the BID for the term is £1,256,100.
4.

Annual surpluses act as a contingency provision on expenditure, and together with the availability of reserves, provide for an anticipated reserve of £183,210 by the end of the term. This equates to 14% of average annual expenditure.
5.

The additional income provision within the budget for the renewed BID takes account of committed amounts only and totals 3% of the estimate levy to be collected.
6.

Operating costs of the BID are estimated as 18% of total expenditure.
7.

There are no costs relating to the development of the new BID that will need to be repaid during the term.

**Definition:**  
The term ‘Renewal’ means replacement of the existing BID at the end of its current term (March 2023) with new BID Arrangements, subject to the rules and arrangements described herein.

## Indicative budget

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Income						
Levy	£ 1,185,000	£ 1,220,550	£ 1,256,100	£ 1,291,650	£ 1,327,200	£ 6,280,500
Additional	£ 32,000	£ 32,000	£ 32,000	£ 32,000	£ 32,000	£ 160,000
Total Income	£ 1,217,000	£ 1,252,550	£ 1,288,100	£ 1,323,650	£ 1,359,200	£ 6,440,500
Expenditure						
Welcome & Experience	£ 755,000	£ 750,000	£ 755,000	£ 786,000	£ 756,000	£ 3,802,000
Support & Connect	£ 295,000	£ 310,000	£ 315,000	£ 325,000	£ 330,000	£ 1,575,000
Management & Overheads	£ 219,060	£ 225,459	£ 231,858	£ 238,257	£ 244,656	£ 1,159,290
Total Expenditure	£ 1,269,060	£ 1,285,459	£ 1,301,858	£ 1,349,257	£ 1,330,656	£ 6,536,290
Surplus / deficit	£ 52,060	£ 32,909	£ 13,758	£ 25,607	£ 25,607	£ 95,790
Brought forward reserves	£ 226,940	£ 194,031	£ 180,273	£ 154,666	£ 183,210	





## How to Vote

### Notification of Ballot:

Your Ballot papers will be sent out on **10th October**.

Your vote will need to be received by **10th November**.

The Result will be announced on **11th November 2022**.

New Term Begins on **1st April 2023**.

To find out more or ask us a question contact  
Cambridge BID CEO Ian Sandison on the email  
address below.

[ian.sandison@cambridgebid.co.uk](mailto:ian.sandison@cambridgebid.co.uk)

[www.cambridgebid.co.uk](http://www.cambridgebid.co.uk)



# VOTE YES.

for a better Cambridge

## VOTE BY 10<sup>TH</sup> NOVEMBER





# VOTE YES.


**for a better Cambridge**


## Connect with us on Social Media

For consumer facing projects and events, where we regularly support social media campaigns run by BID businesses and organisations, visit:

 @LoveCambridge\_


 @LoveCambridge\_


 @LoveCambs

 @love\_cambridge

**#LoveCambridge**

For B2B messages, shared for and on behalf of businesses within the BID area, visit:

 @CambridgeBID

 Cambridge BID

**#CambridgeBID**

## Contact Information

Cambridge Business Improvement District (BID)  
Dashwood House, 185 East Road,  
Cambridge, CB1 1BG  
01223 903 300

[info@cambridgebid.co.uk](mailto:info@cambridgebid.co.uk)  
[www.cambridgebid.co.uk](http://www.cambridgebid.co.uk)



Proud to support the Woodland Trust, planting trees  
and creating natural space for wildlife and people.