

Brixham Business Improvement District

Business Plan 2012-2017

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Meet The Board



Barry Buxton

Chairman, Torbay Town Centres Company.
President Torquay Chamber of Commerce.
Director, Palm fm.



Joe Cloutman

TCCo Director - Brixham
President Brixham Chamber of Commerce.



Cllr Robert Excell

Deputy Leader Conservative Group
& Executive Lead for Safer Communities
and Transport.



Arthur Christian

Babbacombe and St Marychurch
Traders Association.



Clive Taylor

Finance Director,
Caterfood SW.



David Rowe

Director,
Gordon Rowe and Conroy Couch Jewellers,
Torquay.



Phil Chapman

Centre Director,
Union Square Shopping Centre, Torquay.



Paul Collings

Financial Advisor to the Board,
Partner, Francis Clark Accountants.



Cormac O'Keefe

General Manager,
Barcelo Imperial Hotel, Torquay.



Dominic Hollingsworth

Company Secretary,
Partner, Kitson Hutchins Solicitors.



Andy Phelan

Editor,
Herald Express.



Michelle Hargreaves

Operations Manager
Stagecoach South West.



Annie Roberts

Store Manager,
Hoopers Department Store, Torquay
Chairman of the Torquay BID Working Group.

Welcome to the Brixham BID

We are proud to present this BID Plan to the businesses of Brixham. It is a plan which has been written using your ideas and suggestions. BIDs have been in this country since 2004 there are 118 of them up and down the UK. Torquay and Paignton each have one and businesses there are already reaping the benefits of having a bespoke scheme, tailor made to deliver improved marketing and services and allowing them a real say in how their towns are developed and managed. Unlike Business Rates, all the money raised in the BID area is spent in the BID area.

Brixham Chamber of Trade, Brixham Town Council and the Torbay Town Centres Company have worked hard together over the past year to make sure that what is presented to you in this document is a plan to grow and develop the economy of this lovely port, and that it reflects absolutely what you have told them you would like to see here:-

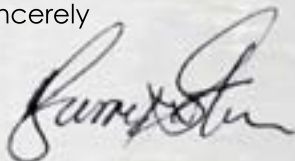
- Working with coach companies to encourage more tourists to come to Brixham.
- Building on the highly successful events we already have here.
- Dressing the town with Christmas lights, banners and bunting.
- Giving Brixham a voice to shout about what a lovely place it is for both residents and visitors alike.

Through the Brixham BID you will be adding your 350 business voices to those 600 or more from Torquay and 500 in Paignton; this powerful, combined lobby group cannot be ignored and we will have a much better chance of influencing decisions that affect our businesses in the future.

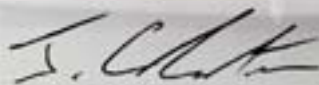
If Brixham votes for this scheme, in return for a small contribution, it will be adding its weight to that of Paignton and Torquay as a substantial force to turn the Bay around and to really influence the way Torbay is marketed and promoted to residents and visitors alike.

Without a BID, Brixham will be left behind, there will be no financial help coming from the council or government – it is time for us to look after ourselves as a town, the BID provides the mechanism. Vote “YES” when the ballot papers arrive, and help us to help you to achieve what is best for your business, for Brixham and for Torbay.

Yours sincerely



Barry Buxton
Chairman Torbay Town Centres Co



Joe Cloutman
TTCCo Director - Brixham
President - Brixham
Chamber of Commerce

1 Executive Summary



- ❖ Business Improvement District schemes (BIDs) were introduced by the Government in 2004 after their success in strengthening and regenerating town centres in other countries, notably the USA and Canada.
- ❖ To date there have been 118 Business Improvement Districts established in the UK with over 20 renewals.
- ❖ Brixham has lost market share to The Willows, out of town stores, Paignton and Torquay, both of which have BID schemes in place.
- ❖ A BID is essential to Brixham if we are to address the key problems of decline in the town centre and increase the footfall and spend of shoppers in Brixham.
- ❖ The Torbay Town Centres Company will be legally and financially responsible for the Brixham BID (a company limited by guarantee led by business for business).
- ❖ A BID Steering Group comprising democratically elected representatives from across the BID area will monitor day-to-day management of the BID.
- ❖ A BID for Brixham will: -
 - Bring sustainable funding for long-term improvement projects over the next 5 years.
 - Increase footfall and spend in the town centre.
 - Create a safer and cleaner environment for all town users.
 - Encourage inward investment.
 - Deliver increased, planned spending on events and marketing.
 - Ensure that public and private interests combine to co-ordinate resources to improve the town centre.
 - Speak for, and on behalf of businesses and to express their concerns and ideas to improve the management of the town.
- ❖ The decision to create a Business Improvement District for Brixham town centre will be taken via a ballot of all businesses within the defined BID area (350 businesses in total).
- ❖ The postal ballot will be held during October /November 2011, Ballot Day will be 14th November.
- ❖ A successful ballot requires a majority to vote in favour, by both number and rateable value.
- ❖ Following a successful ballot the BID will be implemented in April 2012 and will last for 5 years.
- ❖ To fund the BID Business Plan businesses in the BID area will be levied 1.5% of their rateable value.
- ❖ Contributions will be based on the 2010 Business Rateable Values as at 1st April 2011 for those businesses existing on 1st July 2011.
- ❖ All BID funded projects will be **additional** to the services already provided by Torbay Council, Brixham Town Council or Devon and Cornwall Police.
- ❖ These public bodies have agreed to maintain their services at the current level for the BID area and for the duration of the BID (see page 21).
- ❖ The BID will raise the profile and improve the perception of Brixham, and increase trade in the town centre to the benefit of all its users.

2 What is a Business Improvement District?

A Business Improvement District is a precisely defined geographical area within which the local Business Rate payers plan and vote for improvements to enhance their trading environment and to attract more business and investment.

Business Ratepayers determine what these additional/enhanced services should be. These are funded via a supplement/levy on the Business Rate. **All** the money raised will be used to deliver this BID Business Plan **in the BID area only**.

The BID Scheme will last 5 years at which time the process of re-consultation and re-ballot has to take place for the same, or a new scheme, to be introduced for another 5 year period.

BIDs vary greatly in 'shape and size' - the average size of a BID is 300 to 400 businesses but some of the smallest have less than 50 and the largest, more than 2,500 businesses. Annual income ranges from £40k to £2.4 million although the average falls within the range of £200K to £600K pa.

BIDs are a programme of projects; if the BID succeeds at the ballot, the projects identified can be funded and delivered by the BID levy, additional contributions from sources outside the BID area should also be actively sought to add value to the BID programme.



BID Q & As

Q: Is BIDs another tax with a new name?

A: No, it's an investment. Unlike business rates, the money doesn't go to the Government. All the income collected in an area remains in that area to be spent on things that matter to businesses. The BID will be run by, and for, local businesses and levy payers will have a stake in the Company set up to deliver the BID.

Q: Is this a way for local authorities to save money?

A: No. BID funds will support additional activities. It will not replace what Councils or the Police already provide. However, some businesses in BID towns have chosen to spend their money on additional cleansing or increased security. Current statutory services are base-lined (written down) as part of the BID development process so that businesses are not 'short-changed' in the future.

3 A background to BIDs - Where did they come from?

BIDs were first introduced in Toronto, Canada in the 1970s and there are now over 1000 BIDs in the US and Canada. Of established BIDs in the UK, less than 1% has failed to secure a mandate to continue for a further 5 years.

In the UK, legislation for UK BIDs received Royal Assent in September 2003 and came into force in 2004; 22 pilots were appointed by the Office of the Deputy Prime Minister, these pilot areas included large cities, towns and small centres.

An example of the benefit of a BID is evident from the greatly increased mandate that the Plymouth city centre 2nd term BID ballot received for their next 5-year scheme. In the first BID term (2005-10) Plymouth's BID area crime reduced by 23%, BID marketing and events attracted 300,000 additional day visitors and increased average spend to £91 per head. The BID area is regularly scored well above average for cleanliness. The Plymouth BID also helped to secure over £3m of investment in the retail sector.

Across the UK, there is clear evidence of the success of BID schemes, which have led to increased footfall, higher spending, cleaner, safer and more vibrant towns.

BID Q & As

Q: Is it just the private sector that pays the levy?

A: No. Any non-domestic ratepayer within the boundary will pay the levy. This will include charities and the public sector, which will pay on their car parks and their buildings within the BID area.

Q: How safe is the BID money?

A: A BID steering Group will be set up which will over-see the programme. The Steering Group will comprise private sector representation from businesses within the BID boundary. This Steering Group will be responsible to the Torbay Town Centres Company, which will be legally, and financially responsible for this BID as well as the others for Torquay and Paignton. Under the legislation, the Local Authority collects the levy on behalf of the BID Company. The levy is transferred in full to the BID Company; agreed under an Operating Agreement signed by both the BID Company and the local authority.



3.1 Why Does Brixham need a BID?



“

Why do I love the concept of the BID?
Because it not only provides a fund of money controlled by us, the levy payers, with which to improve our town it is also a powerful bargaining chip with local authorities to encourage them to up their game.”

Joe Cloutman of the Sheepskin and Suede Shop



Brixham has a mix of businesses in the BID area both retail and industrial. There are several small scale High Street names but also a great variety of smaller individual, independent businesses.

To maintain the vibrancy of the town centre in the face of the current economic climate and also to encourage future growth for the town, a Business Improvement District has been proposed by businesses in the town centre.

The business community in the BID area will be able to collectively voice their concerns to the Local Council, this will have greater authority than speaking alone; combined with the business voices of the other two BID areas in the bay, the influence that businesses will have will be considerable. The opportunities for collective purchasing will also be hugely beneficial in cutting costs.

- ❁ BIDs improve the vitality of towns in a way that puts them ahead of their competition.
- ❁ The BID fund is ring-fenced to deliver the programme that has been decided and voted for by those who pay.
- ❁ The programme is co-ordinated and controlled to maximise its benefit to businesses.
- ❁ The BID will put control of the town centre firmly in the hands of those who live and work here.
- ❁ The proposed BID area includes businesses in and around Fore Street, Middle Street, Bolton Street, King Street, The Quay, The Strand, Berry Head Road and Prince William Walk.
- ❁ The BID is fully supported by Brixham Town Council and Torbay Council who will pay the levy due on their premises.
- ❁ The BID will give us the opportunity to plan for the long-term development of the town.
- ❁ The BID will provide an opportunity for the town to work together, it will help Brixham retain its resident customer base and compete with other town centres and tourism destinations.



3.2 Population Profile

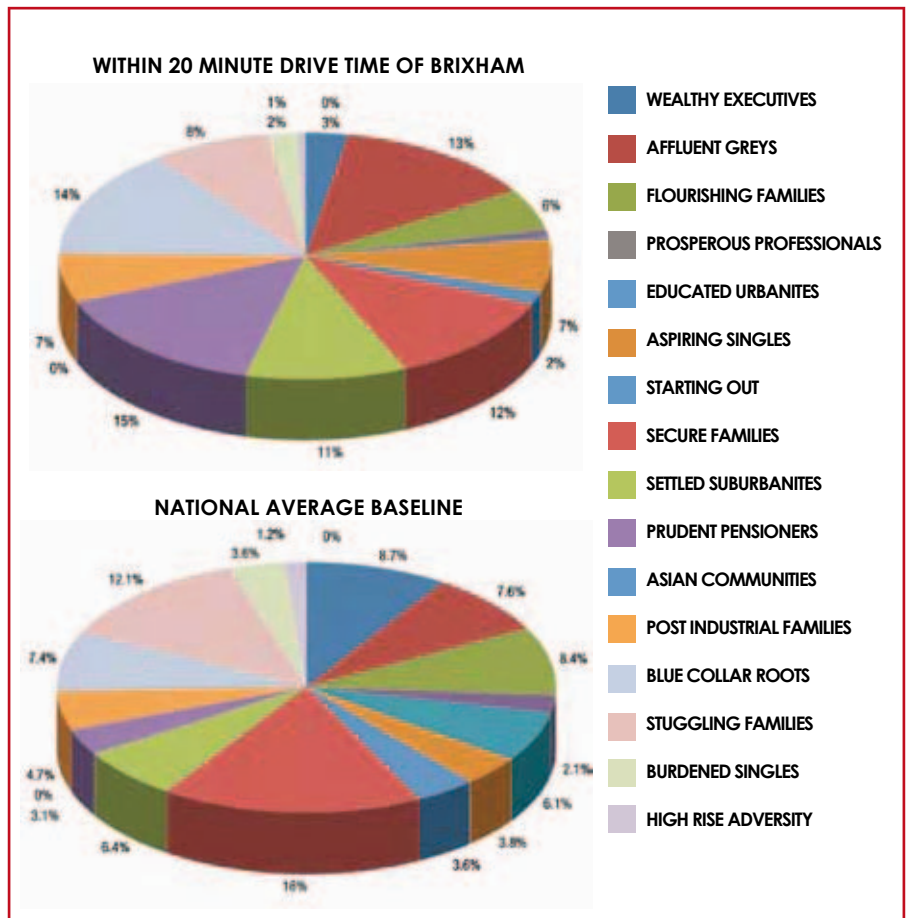
Research commissioned by Torbay Town Centres Company in 2009 profiled the population within a 20-minute drive-time from Torbay*.

The pie charts show the breakdown of Brixham's potential customer base compared to the national profile.

It is clear from this that despite popular assumptions there is a substantial population with a higher than average domestic income and the population of deprived and struggling is relatively small.

Using this information we should be working hard to persuade our wealthier residents and visitors to return to the town by ensuring that Brixham lives up to their expectations and aspirations.

All town users expect the town to be vibrant, clean, tidy, secure and orderly, and to have the range and quality of goods and services on offer that they require. Through the BID project we can begin to address those expectations and requirements head-on.



*Source CACI retail Footprint 2009



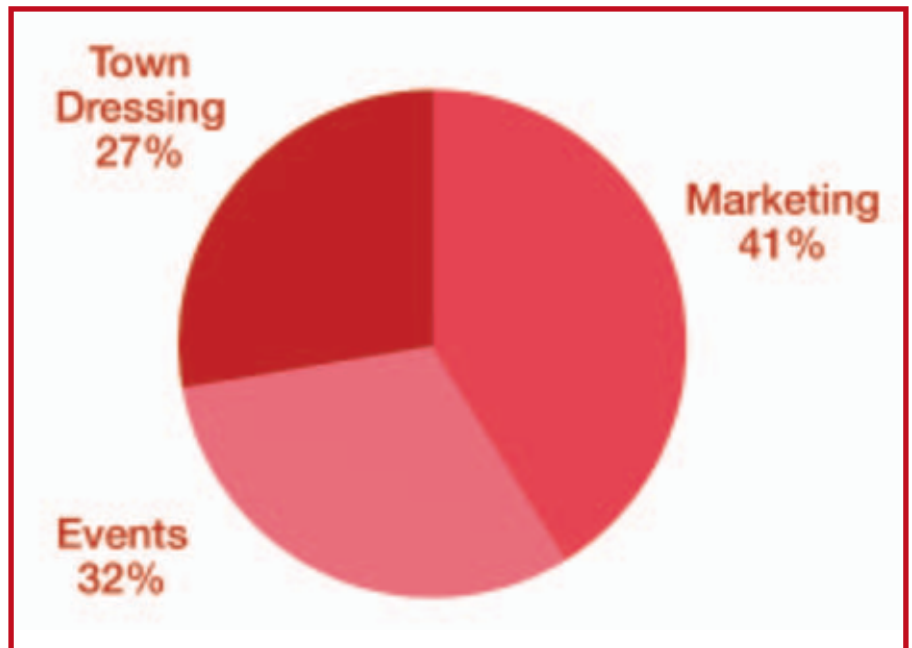
For a map of the BID Area and street directory please see centre spread pages 12 and 13

3.3 Brixham BID decided by Brixham businesses for Brixham businesses



As part of the process of developing this Business Plan the Brixham BID Steering Group invited all the businesses in the BID area to complete a questionnaire to tell them what they felt the priorities should be to drive their businesses forward over the next 5 years. This Business Plan reflects the results of that consultation.

The pie chart illustrates the three broad priorities that resulted from that survey.



It clearly shows that Marketing (41%) is the highest priority to increase footfall to Brixham, with Events (32%) next most important, providing entertainment to attract increased numbers of shoppers and visitors and the presentation of the town (27%) as the third most important.

“

The Falmouth BID is really galvanizing businesses to think about what they want, to work together and make changes. The total sums are not large but the effects help us all feel that we are making a difference. And it is happening without bureaucratic interference. No one likes paying out more money but even some doubters are now convinced and helping to make it work.

”

Jonathan Griffin,
Director,
National Maritime Museum Cornwall, Falmouth



4 Brixham BID projects - this is what the BID will deliver



With the investment of the BID levy, we can collaborate with our existing events' organisers to increase their scale and promotion and introduce new schemes and initiatives to attract more people to the town.

Marketing

- ✿ Collective advertising
- ✿ Lively, informative website
- ✿ Encourage more coach traffic
- ✿ Parking promotion
- ✿ Brand and identity
- ✿ Town map and directory
- ✿ Raise profile of Brixham

Town Dressing

- ✿ Create a vibrant, welcoming town
- ✿ Bunting
- ✿ Banners
- ✿ Better Christmas lights
- ✿ More floral displays
- ✿ Signs
- ✿ Support for Pride in Brixham
- ✿ Empty shops - dress, fill & use them



Events

- ✿ More quality events at the heart of the town
- ✿ Themed promotions
- ✿ Regular markets
- ✿ Advertising campaigns
- ✿ Quirky ideas or events to grab attention

“

The 2010 town centre Christmas market saw an increase in turnover for both days compared to the same days in previous years.

”

Keith Williams, Kaba Kaboo



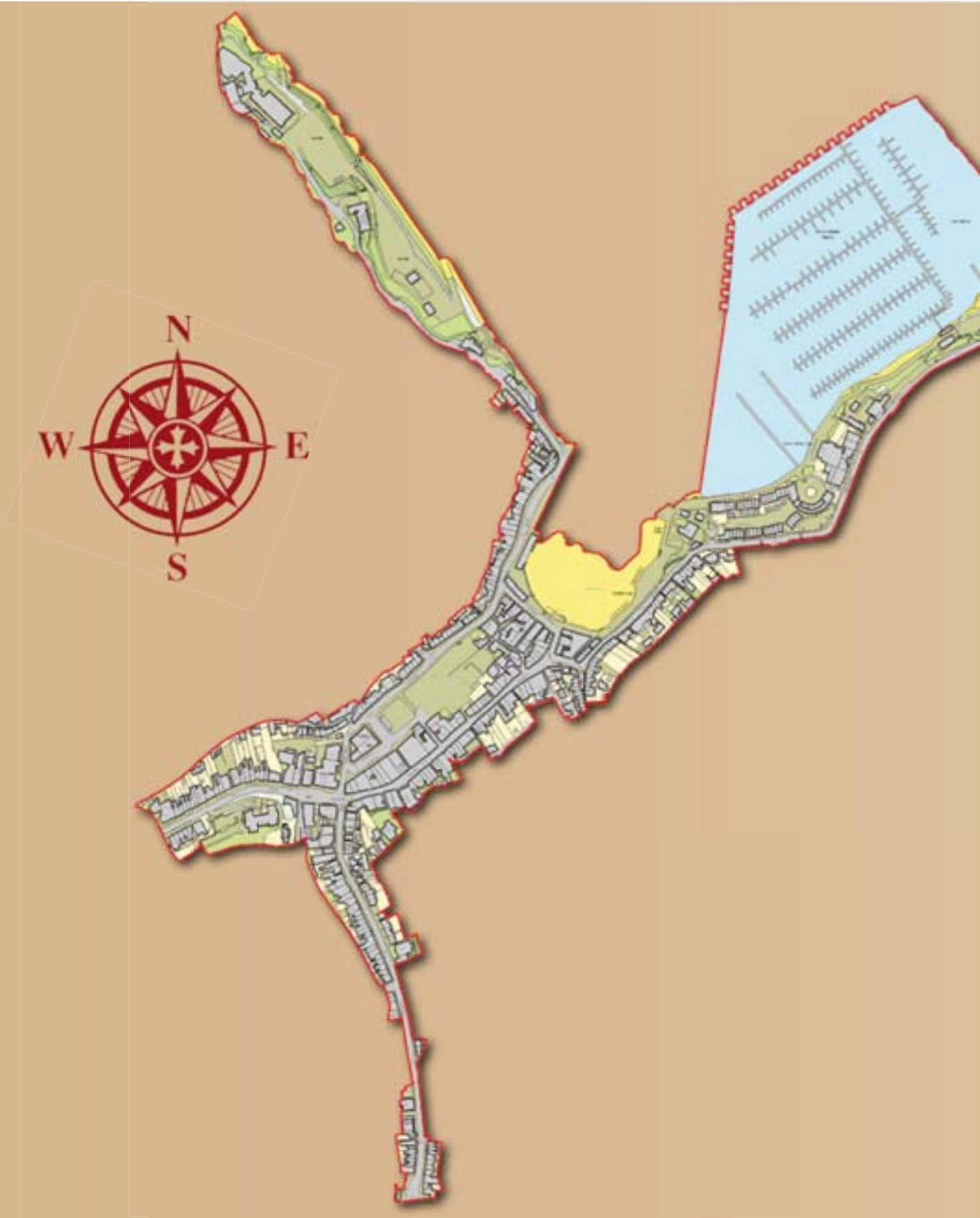
“

The Pirate festival is the highlight of the year and attracts so many people to Brixham. It would be good to make it even bigger.

”

Christine Jaffa, Hans Gifts

4.1 The Brixham BID area and street directory



Indicates the Brixham BID Boundary



BID Street Directory

Bank Lane	Market Street
Beach Approach	Middle Street
Berry Head Road	New Pier
Blackball Lane	New Road
Bolton Street	Overgang
Brewery Lane	Pump Street
Church Hill East	The Quay
Fore Street	Southern Quay
Freshwater Quarry	The Strand
Furze Lane	Union Lane
King Street	



5 Marketing - more customers / better business



In the **BID questionnaire** you told us that marketing was your main priority for the town, such as :-

- ⊗ An overall promotion and advertising campaign for Brixham, promoting its own distinctive brand and identity.
- ⊗ A town map and directory was also a priority along with a town website.
- ⊗ Parking promotion and schemes to encourage more coach traffic were also seen as vital to businesses here.

The BID can influence parking policies and encourage promotions.



5.1 Events - enhancing the Brixham experience

Events were the next priority in the responses to the business questionnaire.

Supporting existing events such as the Pirate festival, Fishstock and the Christmas lights switch on but also creating new events such as a William of Orange November 5th celebration, or an ice sculpture event supported by the BID. The many events already organised by local groups have a track record of bringing people to the town and making Brixham a visitor destination.

By supporting and investing in those events that already happen here, we can ensure their future existence and increase the scale and quality of them. That way we will increase the numbers of visitors who come here and the time and money they spend in the businesses in the BID area.



5.2 Street Scene - Brixham looking good

Brixham BID will create a vibrant welcoming atmosphere.

In the BID questionnaire you told us you would like to: -

- ✿ Have additional bunting in the summer.
- ✿ Increase the number and use of banners for Brixham events.
- ✿ Add to the Christmas lights display in the lanes and steps in the BID area, preferably solar powered.
- ✿ Increase the number, quality and maintenance of the floral displays.
- ✿ Improve signage and street furniture.

Empty shops

Empty shops make an area look neglected and unattractive - you wanted to: -

- ✿ Work with landlords to improve empty shops that look unsightly.
- ✿ Fill them or the windows with art, heritage or other eye catching displays.
- ✿ Use them for seasonal periods or for displays.

In the survey you felt that a BID should build on what we already do here, and that the Torbay Town Centres Company should work with and support those organisations, such as Pride in Brixham and Brixham Town Council, to make Brixham look its best and to maximise the benefit and expertise that already exists.



5.3 Brixham BID budget allocations

This table (below) shows how we would allocate the BID budget to deliver this scheme. Working with Torquay and Paignton BIDs we can maximise our buying power to do more for the money.

Activity	Year 1	Year 2	Year 3	Year 4	Year 5	Totals
Marketing	12000	12000	12000	12000	12000	60000
Events	9000	9000	9000	9000	9000	45000
New Events	13000	13000	13000	13000	13000	65000
Festive Lights	5000	5000	5000	5000	5000	25000
Town Dressing	4000	4000	4000	4000	4000	20000
Administration	7000	7000	7000	7000	7000	35000
Contingency	2500	2500	2500	2500	2500	12500
Totals	52500	52500	52500	52500	52500	262500



5.4 Have your say

If you vote for the Brixham BID it will provide a clear mandate for action in the BID area for the delivery of all the projects set out in this plan for the next 5 years.

It will also give you, the business community of Brixham, a very powerful and persuasive voice to influence the Council and other organisations in how they deliver their services and shape the future of the town.

You will have control over those projects that the BID is funding. The Town Centres Company has to provide you with a fully transparent, annual report on how your money is spent.



The democratically elected BID Steering Group (see Page 20) and the appointed Brixham BID manager will ensure that the Plan is delivered, and any changes to it are made with their full approval.

They will also represent your views to Torbay Council, Brixham Town Council, the Torbay Town Centres Company Board and the Police to influence change and improvement in your trading environment.

Examples of areas you can influence:

- Planning
- Transport
- Parking
- Policing
- Cleaning
- Marketing
- Maintenance
- Street trading
- Refuse collection

This list is not an exhaustive list but reflects the types of issues that having a strong collective voice can influence.

The BID will give you that unique opportunity to work together to make change and to start to really improve the environment in which you work and live.

We can only achieve this if you vote "YES" in the BID ballot



6 Brixham BID administration



There are 350 business premises in the BID area with a total rateable value of £3.7m.

A BID levy fixed at 1.5% of that rateable value would give an annual income of £52,500 per annum. Over the 5 year lifetime that would provide a total investment of £262,500, ring-fenced to Brixham town centre.

These are the terms and conditions under which a BID operates

- ✿ The % levy and area can be varied only by a specific Alteration Ballot of all businesses in the BID area.
- ✿ There will be no exemptions. The BID levy will be payable by the liable party.
- ✿ Following a positive vote all business premises within the BID area will be sent an annual invoice equivalent to 1.5% of rateable value on the 1st of April each year for the duration of the BID.
- ✿ Torbay Council will be responsible for invoicing and collecting the BID levy from every BID levy payer in the Brixham BID area. That money will be ring-fenced and passed to the Torbay Town Centres Company.
- ✿ Torbay Council is obliged to use the same powers of enforcement to recover the BID levy as for Business Rates payment.
- ✿ The BID levy will be payable by the liable party. There will be no adjustments during the BID year to reflect changes in the liable party. In the case of vacant premises, the liability rests with the landlord.
- ✿ Torbay Town Centres Company and Torbay Council will sign an Operations Agreement, which will set out in detail the obligations on each party for the collection and management of this fund. This agreement will be available on request.
- ✿ Premises within the BID area that are business rated during the period of the BID will be liable for the BID levy.

This table shows the equivalent cost of a BID levy @1.5%

Rateable Value (£)	Annual Cost (£)	Monthly Cost (£)	Weekly Cost (£)	Daily Cost (£)	Equivalent Daily Cost
2500	37.50	3.12	0.72	0.10	Pencil
5000	75.00	6.24	1.44	0.20	An apple
10000	150.00	12.50	2.88	0.41	1st Class stamp
15000	225.00	18.75	4.32	0.62	Daily paper
25000	375.00	31.20	7.21	1.03	Cup of coffee
40000	600.00	50.00	11.53	1.65	4 pints of milk
55000	822.00	68.50	15.80	2.26	Sandwich
75000	1125.00	93.75	21.63	3.09	Coffee and cake
100000	1500.00	125.00	28.85	4.12	A4 notebook
150000	2250.00	187.50	43.26	6.18	Box of envelopes

7 Brixham BID fundamentals

7.1 Baseline agreement for services

Brixham BID projects will be additional to any services delivered by Torbay Council, Brixham Town Council and Devon and Cornwall Police as at 31st March 2012.

The Torbay Town Centres Company will monitor and review services. Once the BID is established, Torbay Council (and its agents), Brixham Town Council and Devon and Cornwall Police may not use the BID to replace or subsidise the current levels of service functions including:

Safety	Cleansing	Maintenance	Other Services
<ul style="list-style-type: none">• CCTV• Policing• Community Safety• Licensing and Enforcement	<ul style="list-style-type: none">• Street cleaning• Waste collection• Street lighting• Public toilets	<ul style="list-style-type: none">• Floral displays• Grounds maintenance• Highways maintenance• Harbour and marine services	<ul style="list-style-type: none">• Car parking• Environmental health• Transport• Tourism marketing and TIC

Baseline Agreement setting out current service delivery will be available on request.

7.2 The BID Ballot

Each business premises in the BID area listed on the Rating List for 1st January 2011 entitles the responsible business ratepayer to one vote in the BID ballot.

The business ratepayer must be a person(s), registered company or organisation; they may appoint a proxy to vote on their behalf.

The BID ballot has to meet 2 tests to succeed:

- A simple majority (over 50%) of those voting must vote in favour.
- Those voting in favour must represent a majority of the total rateable value of all the business premises that vote.

The ballot papers will be sent on 17th October 2011. They must be returned by 5pm on 14th November 2011 (Ballot Day). The result will be announced within a week of Ballot Day.

7.3 Commencement and duration of Brixham BID

If the BID proposal is approved it will operate for five years from 1st April 2012 until 31st March 2017.

At or before the end of this period the TTCCo Board may conduct a renewal ballot to continue the BID.

7.4 Alteration of BID arrangements

Neither the % levy nor the BID area can be altered within the lifetime of the BID without a ballot.

8 Brixham BID management

The Board of Directors for Torbay Town Centres Company (TTCCo), as promoters of this scheme, will be legally and financially responsible for the Brixham Business Improvement District for its lifetime.

A paid BID Co-ordinator will be appointed by the TTCCo to deliver the scheme. The recruitment process will be conducted and managed by the TTCCo in collaboration with Brixham Town Council.

It is however, very important that those who are paying the levy for this scheme have a direct say in how the scheme is managed on an operational basis.

A BID Steering Group (BSG) will be established to represent the interests of the BID Levy Payers (BLP), the TTCCo Board and Torbay Council.

The BSG will comprise: -

- Representatives of Brixham BID levy payers (BLP) representing sectors and geography within the BID area (elected annually)
- The chairman, to be elected from one of the BID levy payers' representatives.
- At least one Director of TTCCo.
- One representative from Brixham Town Council.
- The Chief Executive of TTCCo.
- The Brixham BID Co-ordinator.



The BSG will have no legal or financial powers, but will influence the delivery of the BID.

This group will meet on a regular basis to monitor progress of, and guide the overall delivery of the Plan. The BLP members will be invited to bring representations from their fellow businesses to the BSG. All these activities will be reported to the TTCCo Board of Directors for ratification.

Subject to the ratification of the TTCCo Board of Directors, the BID Steering Group will have discretion, when necessary, to transfer funds between budgets in order to achieve best value or maximise efficiency, provided it does not compromise the delivery of the overall BID Business Plan.

The BSG will be set up following a positive BID ballot. The BSG will be responsible for ensuring that the Business Plan is delivered, setting performance targets and for liaising with, and representing the views of levy payers and holding the TTCCo to account for the delivery of the BID.



9 Monitoring results and delivery

An essential part of the Brixham BID will be to provide added value, value for money and effective delivery of the BID Business Plan.

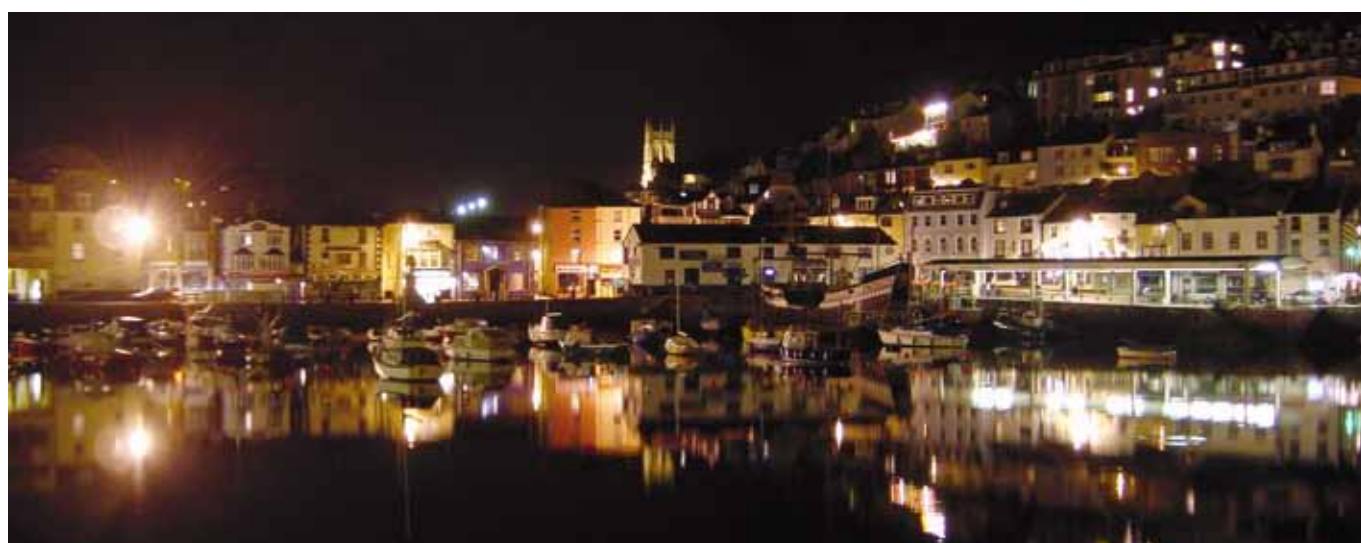
Performance data will provide you, the BID Levy payer, and investors in this scheme, with evidence that we are delivering what the Business Plan states, and that you are benefiting from a return on your investment into the BID scheme. Setting performance targets will help you to judge the overall performance of the town centre and the BID.

To help you to evaluate our success across the three key areas of this Business Plan: Marketing, Events and Street Scene we will monitor data in key areas:

“ Setting performance targets will help you to judge the overall performance of the town centre and the BID. ”

Ian Broadfoot, Chief Executive, TTCO.

Indicator	Measure	Source	Frequency	Publication
Trading performance	Growth %	Sample of retailers from across sectors within BID area	6 times per year	Quarterly
Customer surveys	Customer satisfaction	Market research company	Annually	Annually
Car park usage	Tickets issued	Torbay Council	Monthly	Quarterly
Crime	Town centre crime stats	Devon & Cornwall Police	Monthly	Quarterly
Property vacancies	% of total in BID area	Torbay Council/Paignton BID	Twice per year	Twice per year
Street cleaning	Complaints received	Torbay Council/Paignton BID	Quarterly	Quarterly







Torbay Town Centres Company
Unit B
The Market Forum
Market Street
Torquay
TQ1 3AE

Tel 01803 212270

email: info@torbaytowncentrescompany.co.uk

Useful sources of information:
torbaytowncentrescompany.co.uk
ukbids.org.uk
britishbids.info
atcm.org.uk

