

SAFFRON
WALDEN **BID**

BUSINESS PLAN

TOGETHER
WE CAN
DELIVER A
FLOURISHING
FUTURE



SAFFRON WALDEN BID BUSINESS PLAN

2. INTRODUCTION
3. CHAIRMAN'S FOREWORD
4. OUR VISION
4. OUR BID FOR SAFFRON WALDEN
5. OUR OPPORTUNITY
5. OUR PRIORITIES
6. OUR BID COMPANY
6. OUR INVESTMENT
7. BUSINESS IMPROVEMENT DISTRICTS EXPLAINED
8. WHY A BID IS RIGHT FOR SAFFRON WALDEN
9. WHAT YOU TOLD US WERE THE PRIORITIES
12. WHAT COULD THE BID DO IN ITS 1ST YEAR?
13. THE BID AREA
14. WHAT HAVE OTHER BID AREAS ACHIEVED
15. HOW WILL I KNOW THE BID IS WORKING EFFECTIVELY?
16. THE FINANCES
18. BID LEVY RULES AND ARRANGEMENTS
19. TIMETABLE
20. WORKING WITH KEY PARTNERS
20. MONITORING BASIC SERVICE PROVISION
21. GOVERNANCE

*Unlocking
Saffron Walden's
potential for businesses*

INTRODUCTION

WHY THIS IS RELEVANT TO YOU AND YOUR BUSINESS

This Business Improvement District (BID) Business Plan for Saffron Walden is relevant to you because your business is within the designated BID area.

That means you can take advantage of working together with other businesses in the BID to help your business prosper. It's really important that you have your say both on the BID proposals and, if successful, on how you want the BID to help you.

You will be asked to vote on this plan by postal Ballot. Notification of the Ballot and your Ballot paper will be sent to you by post. The postal Ballot will open on June 1st 2018 and close on June 29th.

"it has character, friendly people and community spirit. Shops are also great! Always lots going on"

Survey respondent, 'What do you think about Saffron Walden?' May 2018

CHAIRMAN'S FOREWORD

Saffron Walden is a unique market town with an extensive heritage, amazing shops and businesses, an award-winning market, and great family attractions just on our doorstep. These all combine to offer great potential for the local economy.

We are not immune to the national and global economic conditions, not least the growth of online shopping and rapidly changing consumer buying behaviour. Almost every type of business faces threat from online sellers, from shoes to solicitors. While residents might tell us that they want to support the historic centre and buy locally, they are increasingly tempted by how easy and convenient it is to buy products and services online.

Business is leaking away from us to nearby destinations such as Cambridge and Bishops Stortford. They are actively trying to attract more visitors and customers which could be to our detriment as customers increasingly seek the most enjoyable shopping experience.

To thrive, businesses in Saffron Walden and many other towns have recognised that they have to be more creative, dynamic and above all customer focused.

We believe a BID offers us a terrific opportunity for our businesses to work together for benefits that we cannot achieve alone.

The creation of a BID will give our businesses the power and funding to make significant, targeted and sustained improvements to business in our town. Our businesses will decide on what the initiatives are to make those improvements and with a BID they can be implemented.

Based on the feedback you have given us to date, the business plan sets out how a BID for Saffron Walden would focus on the three main priorities: promoting the town; creating opportunities for a great experience; and growing a thriving business community.

Working together we have a much more realistic opportunity to shape the future direction of our town and its businesses than working alone. We hope that when you've read this business plan you will agree with its content and direction and do what many businesses have already pledged to do – vote yes to the Saffron Walden BID.



Branch Manager, Waitrose
Chair - Saffron Walden Business Improvement District
Steering Group

Supported by the Steering Group:

- Greg Smith, (Vice Chair), Co-founder Hill St
- Lucy Clarke, Branch Manager, Premier Travel
- Richard Booth, Solicitor, Adams Harrison
- Julie Redfern, Owner, Beauty Box
- Katherine Bowyer, Branch Manager, St Elizabeth's Charity Shop
- Ian Hudson, Director, Oshe
- Shara Vickers, Director, Tela
- Gary Hyams, CEO, Support for Sight
- Catherine Pizzie, Branch Manager, Starbucks
- Claire Hunnable, Senior Executive Assistant and Community Business Partner, Saffron Building Society

OUR VISION

For Saffron Walden's business community, to flourish in a historic market town by establishing a BID. The BID will bring new investment of £474,000 over five years, focused on attracting and engaging more people to spend their time and money locally.

OUR BID FOR SAFFRON WALDEN

This Plan reflects all the feedback we have collected from potential BID members over the past few months and suggests what the BID levy of £474,000 could pay for and deliver in its 5-year term.

However, the final decisions on what our funds are spent on will be up to you.

Since the first BID in 2005, now there are 300 BIDs operating in the UK; 90 in their second and 43 in their third terms¹. BIDs are an arrangement whereby businesses come together and decide which improvements they feel could be made within a defined geographic area, how they will implement these improvements and what it will cost them.

BIDs are financed and controlled by the businesses within the selected area. The BID lasts for a maximum of five years and must be able to demonstrate how it benefits the businesses that have funded it.

BID projects are always in addition to local authority services.

*"it's beautiful,
safe, friendly
and has loads of
great shops, cafes
& pubs.
The Saturday
market especially
is brilliant"*

*Survey respondent, 'What do you think about Saffron
Walden?' May 2018*

¹ www.Britishbids.info at the time of writing

OUR OPPORTUNITY

This is our one chance to take advantage of a major investment over the next five years and work together to better realise the potential for Saffron Walden's businesses.

Vote Yes so that we can combine all of our enthusiasm, skills and experience. Working together we can bring about initiatives we couldn't dream of as individual businesses working alone.

OUR PRIORITIES

The BID will be dedicated to delivering projects, programmes and services to businesses in Saffron Walden town centre focusing on the following three priorities over the next five years:

1. ATTRACT PROMOTE THE TOWN

Increasing relevant footfall by delivering comprehensive and professional marketing campaigns and improve the online presence of all the businesses in the BID area.

2. ENGAGE CREATE OPPORTUNITIES FOR A GREAT EXPERIENCE

Bringing in new customer potential by holding additional strategic and engaging events and entertainment. Collaborating with local tourist attractions to make Saffron Walden a fun and interesting place to spend time and money.

3. THRIVE GROW A THRIVING BUSINESS COMMUNITY

Working together to share ideas and experience to support each other as we address our business needs and challenges. Share knowledge, share skills and share marketing initiatives. Involve outside expertise to help us when we agree it is appropriate.

OUR BID COMPANY

The BID will be run as an independent, not-for-profit company known as Saffron Walden BID Ltd in line with British BIDs Industry Guidelines. It will be controlled through a board of directors that represents businesses and stakeholders in the town. All BID levy paying businesses will be able to be a member of the

BID company and have voting rights. Subject to the BID Board's discretion, a full or part-time business development manager will be appointed to liaise with business owners, drive successful delivery of the business plan, monitor implementation and be accountable to the BID Board.

OUR INVESTMENT

Saffron Walden BID will be funded by a levy on each business property in a defined area which attracts business rates.

The levy will raise around £90k each year and will be spent exclusively to deliver the projects identified by

businesses in the BID area which are reflected in this Business Plan.

The BID will also seek to attract additional funding through sponsorship and grants.

OUR DECISION

This is a democratic process.

By casting your vote in the ballot in June, you decide whether Saffron Walden BID will go ahead.

BUSINESS IMPROVEMENT DISTRICTS EXPLAINED

A Business Improvement District (BID) is a local, democratically elected organisation that focuses on delivering specific initiatives agreed on by businesses in a defined geographical local area. BIDs might invest in and deliver projects to improve the local trading environment, drive down business costs and raise the area's profile. BIDs are led and controlled by businesses; they are independent organisations with ring-fenced resources and finances.

The projects are funded by raising finance, principally through a levy. This levy is an investment by businesses in their future.

BIDs operate for up to five years. Throughout the term they are accountable to their levy-paying businesses and must demonstrate how they make a difference. After five years, a renewal ballot must be held to enable the BID to continue.

In order for a BID to be established, a postal ballot of all eligible businesses in the BID area is held. For the ballot to be successful, two conditions must be met:

- 1. More than 50% of businesses who vote must vote in favour of the BID;**
- 2. Of the businesses that do vote, those in favour must represent more than 50% of the total rateable value of all votes cast.**

If both these conditions are met, the BID will be established. The BID levy will be mandatory for all liable businesses in the BID area (with a business rateable value of £5,001 and above) regardless of whether they chose to vote or not and if they voted in favour or not. If the BID is established, it will not be possible for a business to 'opt out'.

BIDs offer businesses an opportunity to identify priorities and invest in projects and services that benefit them, their customers, clients, visitors and employees. The BID Company will monitor results and performance using measures applied to all activity.

BIDs are lean organisations, designed to be flexible and agile to respond to local circumstances and areas of priority, as well as carry the credibility and resources to get things done in a cost-effective and efficient way. BID members in other areas report increases in footfall and trading figures, reduced business costs and better communication between business and the Local Authority.

There are now 300 BIDs operating all over the UK, 90 in their 2nd 43 in their 3rd including amongst others; BURY ST EDMUNDS since 2010, ROYSTON since 2009, CAMBRIDGE since 2013, NEWMARKET since 2016, HITCHIN since 2009, HUNTINGDON since 2012¹

¹ Source: British BIDs.com

WHY A BID IS RIGHT FOR SAFFRON WALDEN

1. Creating a Business Improvement District gives all businesses more strength as, by working together, we can direct investment and resources to give our businesses and the town the best chance of thriving in the future.
2. In Saffron Walden we are in a unique position. We have several significant tourist attractions right on our doorstep. Together, we can promote the assets of the town to attract more people to spend more time and money here. Of course, it's up to each of us in our businesses to convert potential customers to buyers.
3. It is well known that our town's distinctive character is boosted by having twice as many independent retailers as the national average, a regular and award-winning market, a good mix of business and professional services and popular national chains. Many town centre businesses around the country, including our own, have been hit hard and will continue to be hit by changes in consumer habits away from bricks and mortar towards online as well as looking for leisure experiences. Online sales accounted for 17.4% of all retailing, seasonally adjusted in March 2018, compared with 15.9% in March 2017¹.
4. Our town has an extensive catchment area with the potential for high footfall, but there is a lot of competition locally and regionally for our customers time and money. Unless our businesses change then there is no reason for that trend not to continue.
5. There is evidence of leakage of valuable spend from our businesses to other places. According to a recent Experian report², 65% of available spend by Saffron Walden residents is being spent out of town. Together as a BID we have the opportunity to change that.

"I feel strongly that we need the BID and need to act together as a town to improve foot fall and spend and we need to fight for survival together"

Jane, Owner, Craft Days, Saffron Walden

1. Office of National Statistics, May 2018). 2. Experian Town Centre Futures Report - Saffron Walden available from www.uttlesford.gov.uk

WHAT YOU TOLD US WERE THE PRIORITIES

1) ATTRACT

Promoting the town - £184k (estimated budget over five years)

Aim: Develop a comprehensive marketing strategy that outlines how to bring more footfall and spend into Saffron Walden. As well as implementing the campaigns that are informed by this comprehensive strategy, the BID will also work in partnership with the TIC and existing marketing organisations, including Visit Essex and Cambridge, to identify, extend and improve the town's catchment area

You told us it's important that saffron walden is an enjoyable place to spend time in for shopping and leisure 91% support more 'culture and music events'.

96% Support doing more to increase footfall and 92% want to raise the profile as a leisure destination.

2) ENGAGE

Create opportunities for a great experience - £138k (estimated budget over five years)

Aim: Run a programme of events to give residents and visitors a great experience, promoting the unique nature of our town. These may be through new events or may link to other existing events that currently take place in the town run by Saffron Walden Town Council and local organisations with additional activity to support increased footfall for businesses, eg Treasure Hunts/Trails, themed shopping challenges.

Investigate ways to promote the town's business and services including accountants, lawyers and financial advisers to people who have just moved to the area or are about to move to the area.

Your suggestions have included additional themed events that play to the strengths of the profile of the town, eg run flower or food festival themed activity across town and with all businesses. We will develop ideas over the life of the BID.

WHAT YOU TOLD US WERE THE PRIORITIES

3) THRIVE

**Grow a thriving business community - £46k:
(estimate budget over five years)**

Aim: Work together sharing ideas and experience to support each other as we address our business needs and challenges, eg security initiatives, social media and other training, helping landlords understand the problems we face. Lobbying - representing the views of businesses to improve the town centre for all, improving buying power with other businesses, eg refuse collection, shop fitting, builders, alarm companies etc.

The 5th annual local shopping challenge 2017 boosts sales. We recorded over £5300 sales across the retailers taking part with the added bonus for them of over £600 vouchers for shoppers to spend in Jan & Feb.

70% Of the town's businesses support incentivised business to business trading within the bid area.

We are stronger working together as a BID than working alone. Our voice represents all businesses in the BID area. The BID will act as an influential lobbying group, working on behalf of the town centre businesses to ensure that your views are heard and represented at the highest level before all relevant agencies. This will be your BID, and it will work in your best interest where you need it.

The BID will position itself as a source of information and key contacts to link you with the right people or organisations that can assist you.

88% Support better parking signage and parking promotions.

"I support the BID because i believe it can help make the town a more interesting destination, bring people into town and help to lift business both large and small"

Catherine Pizzie, Branch Manager, Starbucks

WHAT COULD THE BID DO IN ITS FIRST YEAR?

We have said we will do quite a lot within the life-time of the 5-year BID but here are some of the key projects that have been identified for exploration and that we are considering for our first year of operation.

To create and implement a coherent marketing campaign demonstrating the unique strength and diversity of businesses in Saffron Walden. This campaign will focus on the range and variety of all our retailers, professional services and business to business services. It will include social media, advertising and promotional events as relevant.

English Heritage, Audley End House for 2017 / 2018 were 178k visitors, up 10% on the previous year.

ATTRACT

- Establish a form of transport between Audley End Village and the town centre bringing visitors to town to build on the success of the trial run in December 2017. We will work with local businesses to develop ideas to encourage footfall in shops.
- Develop a programme of cross-promotional activity working with local tourist attractions for example; local heritage sites, Audley End House and Gardens, Audley End Miniature Railway and Saffron Screen and Saffron Hall. There are a large number of people coming to the area specifically to visit them for an experience. This is a great opportunity for us to work together as a BID to find ways to promote our town and encourage visitors to spend time and money here.

"When visiting Audley End Miniature Railway, I tend to visit Saffron Walden for lunch, shopping and the market. I would be really interested in receiving discount vouchers to use in Saffron Walden shops and a copy of a map of the town before my visit"

Regular visitor to Audley End Miniature Railway, Ilford

WHAT COULD THE BID DO IN ITS FIRST YEAR?

AUDLEY END MINIATURE RAILWAY HAD 101K VISITORS IN 2017 WITH MANY TRAVELLING UP TO 90 MINS TO VISIT.

ENGAGE

- Investigate creating a themed festival celebrating our market town and heritage, food and creative businesses over a weekend during the year
- Support Town Council plans on Christmas Lighting events to enhance the overall festive experience. Link in with the Enchanted Audley event at Audley End House in December 2018. Following its' success last year, they are increasing the number of days the event will run. Work with businesses to develop activity to increase footfall to their shops with trade drivers at this key time in the retail calendar
- Build on our Annual Local Shopping Challenge. Other BIDs of similar size, eg Hamilton (Lanarkshire) run a successful '#KeepItLocal' initiative and the '#KeepChristmasLocal' campaign, reminding locals of the reasons why shopping locally was of great importance to the town (jobs, environment, etc). Promotion of these campaigns through social media successfully, helping revive a sense of community and pride in the town

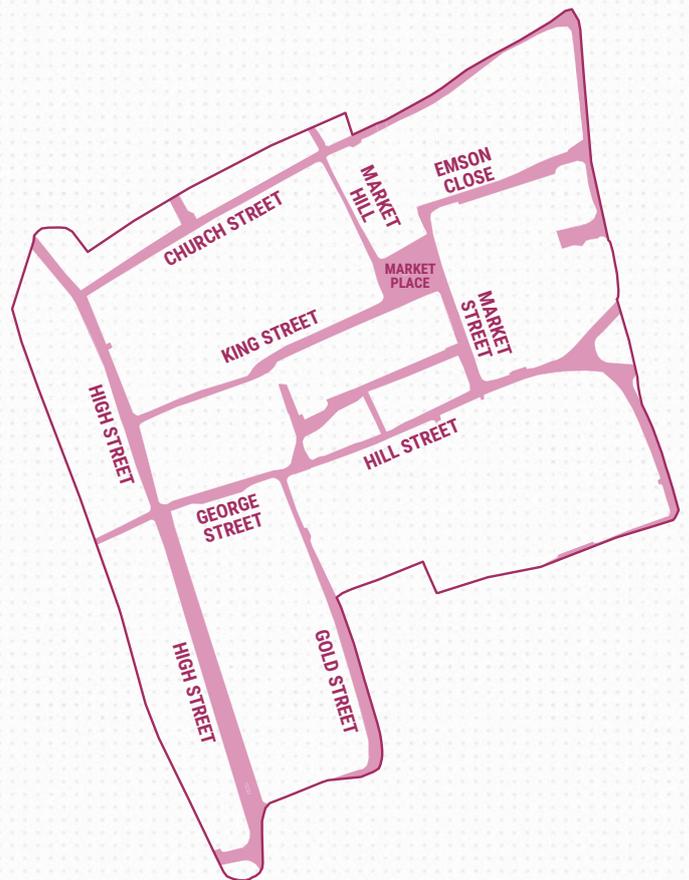
THRIVE

- Campaign to improve signage and communication of parking locations and promotions and better promotion of the benefits of the MiPermit online parking payment scheme (minimal cash outlay)
- Campaign for consistent and useful signage and maps to make access both to and around the town centre easier, and processes established to monitor and maintain accuracy
- Investigate a programme that facilitates more business to business trading/services in the BID area. Incentivise the use of local business services, eg local printers or web/marketing/design agencies, legal, insurance or other accounting services, food and beverages from local suppliers
- Investigate negotiating one contract with a trade waste company, rather than have the seven trade waste companies currently coming into the town. Businesses get a better deal for the collection of their trade waste, and the town has a lot less waste lorries travelling through town. Melton Mowbray BID has found cost savings and other benefits from a similar initiative

THE BID AREA

The BID district includes 340 businesses within the boundary of the High Street, Church Street, Common Hill, Elm Grove and Gold Street. Within this area there are 279 BID levy-paying businesses.

- The BID Steering Group* was established in April, when the process started, to manage the Consultation and Planning phases of the Saffron Walden BID proposals
- Extensive research and consultation with 67% of BID levy payers took place between April and November 2017 to understand and highlight key issues for businesses and stakeholders, and to explore potential future projects for our BID. This plan reflects your views and aspirations of our town.
- Hand delivered six postcards and a 12-page Update in autumn 2017 to every business premises
- Regular BID-related emails to all businesses in our proposed BID district
- Held nine workshop drop-ins at various times and locations in town
- Many face to face conversations and meetings and personal correspondence with business owners in the BID district
- Several articles in the local press
- Engaged with national head offices and with the local branch manager
- Hand-distributed copies of the Draft BID Business Plan to every business in the BID area and collated feedback; face to face, via an online survey, a hard copy feedback form and emails



*The BID steering group was established by volunteers in April 2017. Numbers have increased over the year and now comprises 11 members from businesses representative of the Saffron Walden Business Improvement District. We are grateful for the support from the Economic Development team at Uttlesford District Council, District and Town Councillors.

WHAT HAVE OTHER BID AREAS ACHIEVED

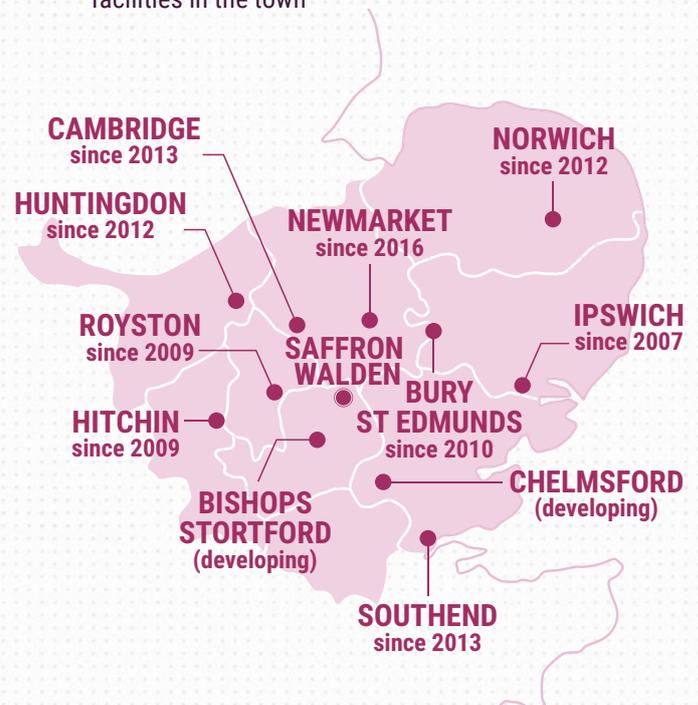
You've asked for more information about other BIDs and what has been achieved, so here are some examples.

- There are 300 bids operating in the UK, 167 in the 1st term, 90 in their 2nd term, 43 in their third.
- BIDs are proven to deliver tangible results. Of the 300 BIDs already operating across the UK, the majority are focusing on town or city centres and many are seeing significant improvements in footfall and increased sales.
- In total, BIDs have raised over £200 million, including additional revenue sources, to fund the improvement of their BID areas.
- Proven voting - Over 90% of BIDs have successfully renewed at first renewal and 100% at both 3rd and 4th time renewal.

Here are some examples of achievements in other BIDs:

- Hamilton BID (The Big Stampede event) and Norwich BID (GoGo Hares Sculpture Trail) have run for several years and were highly successful, with requests for a repeat event the following year. They were very visible, driving footfall into the town and create trade for businesses in the town
- Melton Mowbray BID created in 2011 is now in its second term. Here are a couple of examples of successful projects and initiatives.
 - Melton Mowbray BID operates a Free Trade Recycling Scheme for BID businesses providing BID businesses with free recycling bags and two collections are made a week from outside their premises

- Over 22,000 shopper surveys conducted over the first term of their BID providing businesses greater clarity concerning both the usage of the town centre and the expectations of visitors to the town to identify the key areas for improvement.
- Caterham BID (2017-2021)
 - Christmas Elf Takeover - a big hit with local businesses who were inundated with little elf hunters eagerly ticking off their trail sheets. The Elf Takeover brought hundreds of people into the town and the BID team received positive feedback from families and businesses in Caterham Valley who became more familiar with the shops and the facilities in the town



HOW WILL I KNOW THE BID IS WORKING EFFECTIVELY?

Once created, the BID will continue to seek your opinions and measure its performance against this Business Plan to ensure your interests and those of Saffron Walden remain at the heart of its work.

- Establishing, measuring and reporting on a package of town centre indicators, to include sales performance, pedestrian footfall and vacant unit levels
- Sampling through survey work with a fixed percentage of BID businesses each year to seek detailed feedback on their perception of the performance of the town and the BID. Over the five-year term every business would be approached for their opinions and input
- Extensive and regular interaction with BID businesses by the BID team to gain information on the workings of the town and the BID
- Producing and distributing an Annual Report to BID members to track progress and develop activities in line with business feedback
- Providing all BID levy-payers with the opportunity to attend an AGM to hear reports on the operational, project and financial management of the BID. This would coincide with the publication of a detailed Annual Report which would include the key facts from our BID performance monitoring
- Producing an independent mid-term review of all aspects the Saffron Walden BID which would be sent to all levy-payers

All of these would be communicated back to all BID businesses on a regular basis by ebulletin, newsletters and our frequent stakeholder meetings.

"the extra footfall generated by the Hamilton BID has really helped my business. I am happy to support it"

Jamie McCulloch AMC lighting, Hamilton

THE FINANCES

If the ballot is successful, the BID levy payment is payable by a business regardless of whether they choose to vote for the BID, vote against, or do not vote.

- Any business within the BID area with a Rateable Value of £5,001 or more will pay an annual levy of 1.5% on the BRV of the property. Any business with a BRV on or below £5,000 will not be liable.
- The levy will be collected by Uttlesford District Council via an annual invoice sent to all eligible BID levy payers.
- As with other BIDs around the country, the Saffron Walden BID will also run a voluntary membership scheme for businesses within the Saffron Walden BID area who fall below the £5,000 threshold, and for businesses outside the BID area. This scheme means voluntary members can receive the benefits of the Saffron Walden BID as well as full rights in the governance and management of the BID Company.
- The budget is subject to annual review based on the evaluation of project results. The money allocated for each priority includes cost to deliver the tactics.
- Sponsorship - other BIDs such as Newmarket, Hamilton and Skipton, have also obtained sponsorship for key events. The Saffron Walden BID will also adopt this approach when planning events that will attract and engage customers.
- In developing the rules that apply to the BID, consideration has been given to The Industry Criteria for BIDs published on behalf of levy payers by British BIDs.

BID Levy income and expenditure

	YR 1	YR 2	YR 3	YR 4	YR 5	Total
BID levy Income ¹	91,076	92,898	94,756	96,651	98,584	473,964
Less Collection charges ²	2,732	2,787	2,843	2,900	2,958	14,219
Total Income	88,344	90,111	91,913	93,751	95,626	459,745
Expenditure						
Attract	35,338	36,044	36,765	37,500	38,251	183,898
Engage	26,503	27,033	27,574	28,125	28,688	137,924
Thrive	8,834	9,011	9,191	9,375	9,563	45,975
Management/admin costs ³	13,252	13,517	13,787	14,063	14,344	68,962
Contingency ⁴	4,417	4,506	4,596	4,688	4,781	22,987
Total expenditure	88,344	90,111	91,913	93,751	95,626	459,745

1. Assumes a 96% collection rate and 2% per annum inflation as per The Bank of England inflation target. 2. UDC will charge an annual charge of 3% to collect. 3. 15% Central admin, office and fixed overheads (below Industry guidelines of 20%). 4. Calculated as 5% of total levy billed (as per Industry Guidelines)

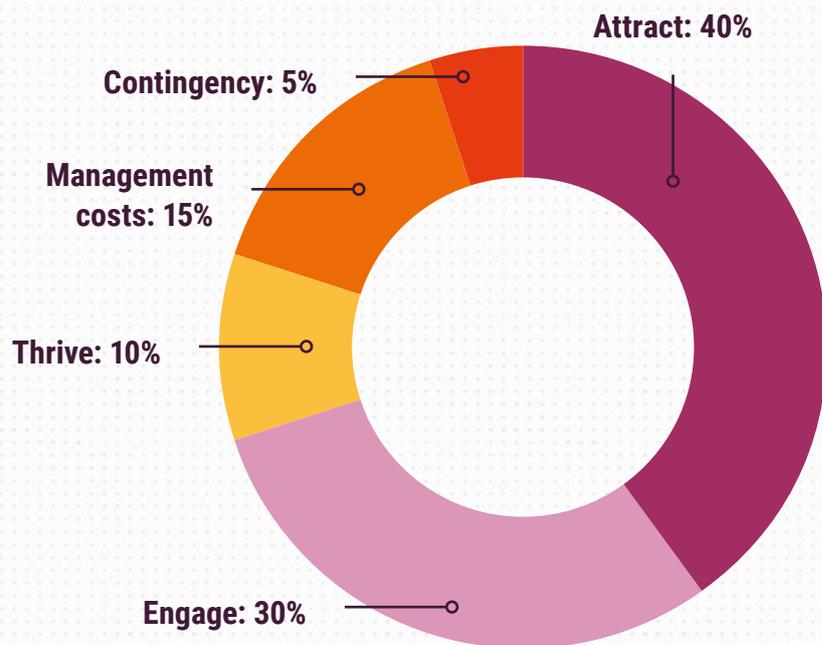
THE FINANCES

BID levy by rateable value band

Business Rateable Value Band	Annual BID Levy payable at 1.5% p.a.	Weekly equivalent payable
£0 - £5,000	£0	£0
£5,001 - £9,999	£75 - £150	£1.44 - £2.88
£10,000 - £19,999	£150 - £300	£2.88 - £5.77
£20,000 - £29,999	£300 - £450	£5.77 - £8.65
£30,000 - £39,999	£450 - £600	£8.65 - £11.54
£40,000 - £49,999	£600 - £750	£11.54 - £14.42
£50,000 - £74,999	£750 - £1,125	£14.42 - £21.63
£75,000 - £99,999	£1,125 - £1,500	£21.63 - £28.85
£100,000+	£1,500 +	£28.85 +

The BID Board would determine the distribution of funds across the three priorities.

But for planning purposes, a notional percentage allocation of funds for year has been set, as indicated in the pie chart



BID LEVY RULES AND ARRANGEMENTS

BIDs need to be established via a ballot of those eligible businesses listed on the Rating database held by the Local Billing Authority and the vote is conducted entirely by post.

The votes will be sent to the eligible voter for the business, the landlord (in the case of vacant units), within the defined boundary and an independent, authorised organisation called Electoral Reform Services will be carrying out the voting process on behalf of Uttlesford District Council.

For the BID to be successful, there are two requirements which must be met:

1. A majority of those who vote must have voted in favour;
2. The total Rateable Values of those who vote yes must exceed that of those who voted no.

The ballot papers will be sent out on Friday 1 June 2018 and completed papers are required to be received by post to the Electoral Reform Services offices no later than 5pm on Friday 29 June 2018, with the result being announced as quickly as possible thereafter.

Proposal information: Forming a BID is an important legal process. The BID would be governed under legislation, with the following main rules being proposed. A more detailed proposal information document is available for any potential BID levy-payer to view on the BID website.

1. This is a first BID proposal to cover the period 1 December 2018 to 30 November 2023 inclusive
2. The services the BID would deliver would be in addition to any public or private sector organisation
3. All Non-Domestic Ratepayers within the proposed boundary will be liable to pay the BID levy, with the exception of any business with a Rateable Value of £5,000 or below, which will be exempt
4. The BID levy is proposed at 1.5% of applicable Rateable Value
5. The BID levy will apply from 1 December 2018 each year
6. VAT will not be charged on the BID levy
7. None of the costs of developing this BID proposal will be recovered from levy receipts. More detailed information on the BID proposal is available at www.saffronwaldenbid.co.uk

TIMETABLE

TIMELINE TO CREATION OF THE BID - TAKING THE RIGHT TIME TO FOLLOW THE RIGHT PROCESS.

We have followed national best-practice in taking the requisite time to fully consult businesses during the production of this Business Plan and the ballot will take place in June 2018.

"I've seen business increase in my shops and the footfall in town increase thanks to what I see as the efforts of BID. I like that I have a say and the money that I put in stays in town"

Chris Murray, Penrith Posters, Penrith

Jan - Feb 2017 - Consultation with businesses and feasibility survey conversations

Mar - Nov 2017 Extensive consultation with businesses to develop the draft Business Plan projects, updates via email and Autumn Update Newsletter

Feb - Mar 2018 - Distributed Draft Business plan for consultation and feedback

Feb 2018 - Formal notifications to the Secretary of State and the Billing Authority of intention to hold a ballot and to issue the Business Plan

18 May 2018 - 42 days advance Notice of ballot given to eligible businesses

18 May 2018 - online launch of the Saffron Walden BID Business Plan

1 June 2018 - Ballot papers issued

1 June Postal - Ballot opens

29 June 2018 Final Day of the Ballot

2 July 2018 Ballot result declared

WORKING WITH KEY PARTNERS

In order to deliver exceptional value for money, the BID will work closely with other stakeholders such as: Uttlesford District Council (UDC), Saffron Walden Town Council (SWTC), the Tourist Information Centre (TIC), Saffron Walden Initiative (SWI), as well as organisations outside the BID area, eg Saffron Walden Heritage Committee, English Heritage, Audley End Miniature Railway, Saffron Hall and Saffron Walden Golf Club, etc.

The Saffron Walden BID will join forces with the TIC to collaborate our marketing strategies and ensure the best value for money.

The overall strategy will indicate the activities to be undertaken by the TIC and Saffron Walden BID. This is also available in a Service Level Agreement between the two organisations.

It will seek wherever possible to influence and shape larger projects to the benefits of its own aims while supporting others to achieve their objectives. In working with others, the overriding principle of the BID will not be compromised, ie the BID is providing services and benefits additional to those which would have happened if the BID had not existed.

MONITORING BASIC SERVICE PROVISION

An Operating Agreement, which includes the Council's baseline service commitments, has been agreed with UDC and SWTC. These can be found at saffronwaldenbid.co.uk

UDC and SWTC are committed to sustaining core services for the duration of the BID so that the BID's activities are additional and complementary. Provision of Baseline Statements will allow the BID Company to regularly appraise the delivery of core services and compare them with the services identified in the statements.

From experience elsewhere, we know this has an impact on that delivery and helps to guarantee that money provided to the authorities via the business rates mechanisms is well spent and that standards are maintained. Thus, local businesses have some direct control of the business rates investment in their area and the quality of local authority service provision.

SAFFRON WALDEN BID WILL BE FULLY TRANSPARENT AND ACCOUNTABLE TO THE BUSINESSES PAYING THE BID LEVY.

GOVERNANCE

1. A new not-for-profit Company will be formed to manage the BID. We expect that the BID Steering Group established in April 2017 who have been involved with the development of the BID so far, will form the interim Board to allow for continuity as much as is possible, but we are looking for volunteers to join the team. Any levy payer or voluntary contributor can stand to be elected onto the Board during this process. All Board member positions are voluntary and do not receive payment.
2. This Company would be Limited by Guarantee, which means the members' liability would be limited to £1.00 each. The Directors would have their regulatory liability covered by Directors & Officers insurance.
3. This structure would ensure that the Board of Directors will be fully accountable to BID levy-payers and would be controlled by BID levy-paying organisations. It is anticipated that senior figures within the levy payers would form part of the management of the company. All the levy paying businesses would be entitled to become the members of the company and all members would be entitled to vote at member meetings and those meetings would include the appointment of the Board of Directors.
4. Within one year from the start of trading the Saffron Walden BID Steering Group will establish a procedure for electing a formal Board which shall be made up of representatives of all levy paying businesses. A suitable rotation policy will be developed. Additional members may be co-opted, as required. Nominated representatives from the Council and the Police will not be subject to the annual election process.
5. It is proposed that a Board would be elected from the members to create a representative, business-led group to oversee the financial, managerial and operational activities of the BID.
6. Subject to consultation with the businesses, the Board shall have the ability to vary service delivery and expenditure allocation according to changing demands of the levy payers or when substantial changes to economic circumstances impact on the BID area. However, any change to the BID boundary or to the levy rate would require an additional 'alteration' ballot.
7. The Board would meet at least six times per year and receive both management and financial reports at each meeting. They would communicate regularly with you as a levy-payer on key issues, particularly including progress against this Business Plan.
8. All BID levy-payers would be entitled to attend meetings of the Board to raise any matter and the Board would also follow industry best-practice in the following areas:
 - a. Being subject to independent, accredited, external audit, leading to the production and submission of an Annual Report, annual accounts and the submission of statutory financial and corporation tax returns
 - b. Producing regular updates to BID levy-payers
 - c. Allowing the rotation of Board representatives as required via elections

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WALDEN **BID**



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