Agenda Item 10

Cabinet Member: Councillor Keay

Strategic Leadership Team Lead: Piers Mason

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Date: 16 April 2025

Ward(s) affected: Leatherhead North, Leatherhead South

Key Decision: Yes

SUBJECT: Leatherhead Business Improvement District (LBID)

Recommendation(s):

1. That the Cabinet endorses the work of the Leatherhead BID Steering Group, has no objection to the inclusion of Council owned property within the bid area and is minded, subject to consideration of the full business plan at a subsequent Cabinet meeting, to vote in favour should a ballot be called; and

2. That the Cabinet agrees to offer an interest free loan of up to £35,500 to a company Limited by Guarantee (BIDco) set up as the BID Proposer for a Leatherhead BID as described in the feasibility study, the main purpose of which is to cover the costs associated with proposals to seek a BID for Leatherhead; and

3. To delegate authority to the Section 151 Officer in consultation with the Legal Services Manager and the Cabinet Member with responsibility for Finance to agree the scope and terms of such loan.

The Cabinet has the authority to determine the Recommendation(s)

Council Strategy Priorities and Commitments:

Opportunity
Enabling a prosperous local economy with thriving towns and villages.
We will

- *Support new and existing businesses to thrive and achieve their growth aspirations*
- *Lead the transformation of Leatherhead town centre and drive the implementation of Opportunity Dorking, while supporting initiatives that bolster other high streets, local businesses and rural areas*

1.0 Background/Introduction

1.1 Business Improvement Districts (BIDs) are business-led partnerships focused on improving and enhancing a specific commercial area, typically town and city centres, commercial and business parks, and potentially tourist areas. They are primarily funded by way of an additional small percentage of each relevant business' rateable value, known as the BID levy, which is collected by the local authority with responsibility for collection of business rates and remitted to the BID body to spend during the term of the BID in accordance with their arrangements.

1.2 A BID can only be formed by complying with a number of statutory requirements which are detailed in the Local Government Act 2003 and the Business Improvement Districts (England) Regulations 2004 (BID Regulations) to the satisfaction of the local authority in its capacity as the billing authority and a successful ballot, administered by the local authority returning officer in which businesses in the proposed geographic area vote on a BID Business Plan and BID Proposal.

1.3 There is an established BID in Dorking, which is in its second term, BIDs having a life of 5 years before a new ballot is required for them to continue.

1.4 The BID Proposer, in the case of Leatherhead, is a business-led group currently operating as Leatherhead BID Steering Group (LBSG). If the BID proposals move forward then the LBSG would need to constitute itself into a not-for-profit company limited by guarantee. The LBSG is currently chaired by Richard Keel, centre manager of the Swan Centre.

1.5 The LBSG is supported by Matthews Associates. Working with MVDC and LBSG, Matthews Associates has carried out a feasibility study for a Leatherhead BID, the objective of which was to gauge opinion and assess the attitudes of business rate payers towards developing a BID for Leatherhead and to start to explore the technical and financial feasibility of establishing a BID for Leatherhead.

1.6 The output of the feasibility study is attached at appendix 1. The conclusion of the study, in summary, is that a potential BID area has been identified that would encompass the core town centre as well as key adjacent commercial areas. The report shows the potential to generate £177,000 in gross levy receipts per year. This would likely result, after running costs, in an investment of around £100,000 per year in the BID area. The LBSG met on the 20th February 2025 and unanimously agreed that on the basis of the feasibility report they should progress to the next stage of BID development.

1.7 Members will note that the report sets out the general levels of support for the establishment of a BID. This is to ensure that time is not wasted on a ballot that has no chance of success but also to gauge the appetite for business working together. It is therefore considered important that the Council should agree its own appetite for the development of a full BID proposal for Leatherhead. As such recommendation 1 is designed to give that in principle support as a party to the BID caveated that the Council's position when it comes to vote will be determined by the business plan the BID develops.

2 The Next Steps

2.1 The next steps are set out in table 1.

2.2 In advance of the ballot there is a need for the BID proposers to develop a BID proposal, consult with stakeholders and promote in order to generate and maintain awareness.

2.3 The LBSG is currently in the process of actively recruiting potential Shadow Board members to represent the diversity of businesses that would be within the BID levy paying area. They are progressing the formation of a company Limited by Guarantee (BIDco) as the legal vehicle for the Leatherhead BID. Assuming the loan is agreed they will immediately open a bank account in which the loan can be deposited. The Steering Group hope that the majority of BID Shadow Board members will also become Directors of the Co Limited by Guarantee.

2.4 **Table 1**

Milestone	**Who**	**Date**	**Status**
Phase one			
Conduct initial scoping work	MVDC	January 2024	Complete
Present findings to interested Leatherhead businesses	MVDC	14 February 2024	Complete
Businesses form the Leatherhead BID Steering Group	LH BID Steering Group	14 February 2024	Complete
Procure a consultant to complete phase one Leatherhead BID report	MVDC	March 2024	Complete
Consultation and report completed	Consultant	December 2024	Complete
Decision taken to proceed following the result of the phase one report	MVDC / LH BID Steering Group	February 2025	Complete
Leatherhead BID Steering Group form a BID Company limited by guarantee	LH BID Steering Group	March 2025	Underway
Submit Leatherhead BID report and loan agreement to Cabinet	MVDC	16 April 2025	Subject of this report
Phase two			
Leatherhead BID Company to procure a consultant to facilitate preparations for a ballot	BIDco	21 April 2025	
Notice of intention to hold a ballot to Secretary of State and MVDC (at least 84 days before notice of ballot)	BIDco	Latest: 19 June 2025	
Agree ballot costs and processes	MVDC / BIDco	April/May 2025	
Draft and agree Baseline and Operating Agreements	MVDC / SCC / BIDco	May/June 2025	
Publication of proposal document	BIDco	June 2025	
Notice to conduct ballot to MVDC (84 days after the notice of intention to hold a ballot)	BIDco	Earliest: 21 July 2025	
Prepare voters list (Reg 11) of all current non- domestic ratepayer names, addresses and rateable value of the relevant	MVDC	Spring/ summer 2025	

Milestone	Who	Date	Status
properties within the Leatherhead BID geographical area			
Publish key information about the ballot and Leatherhead BID on the MVDC website	MVDC	July 2025	
Send wording for all documents to Civica (pre-project info sheet, logos, street list and completed appointment letter)	MVDC	18 Aug 2025	
Send voters list to Civica (at least 56 days before close of ballot)	MVDC	26 Aug 2025 Latest: 28 Aug 2025	
Notification of ballot (at least 42 days before close of ballot)	BIDco	9 Sept 2025 Latest: 11 Sept 2025	
Despatch of ballot papers to eligible voters (at least 28 days before close of ballot)	Civica	23 Sep 2025 Latest: 25 Sept 2025	
Eligible businesses to appoint proxy (at least 10 days before close of ballot)	Businesses	Latest: 13 Oct 2025	
Deadline to cancel proxy (at least 5 days before close of ballot)	Businesses	Latest: 18 Oct 2025	
Start of ballot (28 days before ballot date)	Civica	25 Sept 2025	
Close of ballot	Civica	23 Oct 2025	
Issue of result by 5pm	Civica	24 Oct 2025	
14-day veto period	-	6 Nov 2025	
28-day challenge period	-	Late Nov 2025	
Formal BID start date	BIDco	Late Nov 2025	

Financial Implications

The set-up costs of the BID are proposed to be funded by an interest free loan from MVDC, repayable by the BID Company over a period of five years if the vote to establish the BID is successful. In the event of a “no” vote, the loan will be written off (any funds not spent will be returned to MVDC). A draft costed plan for the work required to be undertaken by the BIDco in the run up to the ballot is as follows:

Team Member		Lead Consultant	Associate Consultant	Social Media/Marketing	Face to Face		Total Cost
Day/Hour Rate		£ 600	£ 300	£ 25	£ 20		
Task		**Days**	**Days**	**Hours**	**Hours**		**Item Cost**
Recruit shadow board	March	1.00	0.00	0.00	0.00		£ 600
Set-up NFP Ltd Co	March	0.50	0.00	0.00	0.00		£ 300
Recruit BID consultants	March/April	0.50	0.00	0.00	0.00		£ 300
Refresh BID levy area & calcs	April	0.50	1.00	0.00	0.00		£ 600
Create new levy database	April	0.50	1.00	0.00	0.00		£ 600
BID Website and Social Media	April/May	2.50	2.50	20.00	0.00		£ 2,750
Create draft business plan framework	April/May	3.00	3.00	0.00	0.00		£ 2,700
Survey of levy businesses	April/May	2.00	2.00	0.00	0.00		£ 1,800
Public Survey & PR	April/May	1.00	2.00	0.00	0.00		£ 1,200
Survey analysis and feedback	May	0.50	2.00	4.00	0.00		£ 1,000
Business Plan development with board	May	2.00	2.00	4.00	0.00		£ 1,900
Business Plan design and publication	June	1.00	1.00	4.00	0.00		£ 1,000
Business Plan distribution	June	0.50	0.50	10.00	0.00		£ 700
Summer 'keep warm' campaign	July/Aug	1.00	1.00	10.00	0.00		£ 1,150
Website and Social Media update	September	0.50	2.00	10.00	0.00		£ 1,150
September ballot campaign	September	5.00	5.00	20.00	0.00		£ 5,000
Door to door follow-up work	September	3.00	3.00	0.00	25.00		£ 3,200
October pre ballot campaign	October	5.00	5.00	10.00	25.00		£ 5,250
Door to door follow-up work	October	3.00	3.00	0.00	25.00		£ 3,200
Ballot and follow-up	October	0.50	0.50	0.00	0.00		£ 450
Marketing mop-up final messaging	October	0.50	0.50	10.00	0.00		£ 700
Equivalent Days		34.0	37.0	13.6	10.0		**£ 35,550**

It is considered that these are credible costs. By way of comparison, in 2016/17 Dorking Town Partnership's consultant charged a similar amount, when adjusted for inflation.

If the Bid Ballot is unsuccessful then the loan will need to be written off and any unspent balance be repaid. In the event of a write off, the amount spent will be reflected as an overspend on the Economic Development Budget and will be reported as part of the Budget and Business monitoring reports to Cabinet. If a write-off occurs this will need to be funded from a budget virement within the Council's budget or as a supplementary estimate from the general fund reserve.

If a Leatherhead BID is established, Mole Valley District Council will be charged the BID levy on each property it owns, with a rateable value over £8,000, sitting within the BID boundary. Assuming the levy is 2%, the additional cost to MVDC would be £13,392.

#	Council Address	RV (2024)	2%
1	Bridge Street car park	£13,200	£264
2	Park House, 2 x Bull Hill car parks	£97,700	£1,954
3	Fairmount House	£550,000	£11,000
4	Upper Fairfield Road car park	£8,700	£174
	Totals	**£669,600**	**£13,392**

If the BID is implemented in line with the timetable, the additional rates in the table above will impact on MVDC budgets, partially in 2025/26 (unbudgeted) and thereafter in full into 2026/27. To the extent that the extra costs cannot be absorbed in 2025/26, they will be reported in the monthly budget monitoring. Growth will be required as part of the 2026/27 budget.

It is anticipated that the BID ballot cost, which falls to the Council, is likely to be in the region of £4,000.

Legal Implications

The substantive and procedural requirements relating to the Ballot process (and a range of subsequent matters relating to the BID arrangements if the vote is in favour) are set out in legislation; principally the Business Improvement District (England) Regulations 2004 ("the Regulations") and the Local Government Act 2003 (LGA 2003). If there is any "material irregularity" in the process the Secretary of State has the power to declare the Ballot result void. In addition, if any of the "prescribed circumstances" referred to in the legislation apply (including, for example, if there is any material conflict between the BID proposal and an MVDC policy formally adopted by and published by MVDC), then MVDC (as billing authority) has the power, within 14 working days of the date of the Ballot, to veto any vote in favour of the proposal (s51(2) LGA 2003 and Regulation 12).

The statutory requirement to instruct the Returning Officer to hold the BID Ballot is triggered by receipt of a Notice from the Leatherhead BIDco (Regulation 4(2)(a)(ii)), together with receipt of a range of other statements and information (Regulations 4(1) and 4(2) refer). Once acceptable Notice has been received MVDC (as billing authority) has a statutory obligation to instruct the Returning Officer to hold the BID Ballot (Regulation 5(2) refers).

Risk Implications

Until such time as the Council considers business plan proposals from the BID it is not possible to determine the risks to the Council beyond the risk of increased costs from the levy and the clear risk of providing a loan that if the ballot is unsuccessful will not be repaid.

3 Options

3.1 MVDC could choose not to support the development of the Leatherhead BID. However, in so doing it would risk a significant potential opportunity cost in terms of the economic benefit that a BID can bring in a way that is funded equitably between both the private and public sectors.

3.2 MVDC could decide to support the BID but not to provide a loan for the start-up costs. This is likely to result in the BID not progressing because it would be unlikely to be possible for the BIDco, once established, to fund the development of the business plan or engage with relevant business to gain support. This would risk either the project not progressing or a poor outcome at the time of the ballot.

4.0 Corporate Implications

Monitoring Officer commentary

The Monitoring Officer confirms that the relevant legal implications have been taken into account.

S151 Officer commentary

The financial implications reflect the fact that the interest free loan being made to the Leatherhead BID is being made at the risk that it will not be repaid if the BID ballot is unsuccessful. However, the Council wishes to support the establishment of a BID for Leatherhead as one of the priorities for economic development, and the initial feasibility study indicates that the ballot may receive a positive response. Interest free loans made to third parties for service purposes such as this count as a 'soft loan' and will be accounted for accordingly on the Council's balance sheet. Any write off of the loan due to an unsuccessful ballot will require the costs to be written back to the revenue account and show as an overspend on the economic development service which will need to be funded through either an in-year budget virement or a supplementary estimate. In the (hopefully unlikely) event that the ballot is unsuccessful the financial impact of the subsequent loan write off will be reported through the business and budget monitoring reports to Cabinet during the year.

Equalities Implications

The decisions required via the recommendation on this paper do not represent a new policy, service, function or strategy, Substantial revision to existing policy, service, function or strategy, a minor policy, service, function or strategy change with a major impact on a particular group, a budget change, decommissioning/ withdrawing/ deleting a policy, service, function or strategy, or a projects with direct equality implications. As such it is considered that the equality screening is not required. However, it is incumbent on the BIDco to produce a business plan that takes account of equality implications of any action contained within it to ensure that potential impacts are understood.

Employment and Resource Implications

There are no employment implications for MVDC. The delivery of a BID for Leatherhead is not an item on the Annual Plan for 2025/26 and is not a matter that has been the subject of any growth bids. However, it is considered that the work can be accommodated within the business plan for the economic development team.

Sustainability Issues

The creation of an attractive, vibrant and viable town centre that local people wish to spend time and money indirectly contributes towards sustainable development in a number of ways. It benefits the local economy; contributes towards creating a viable and vibrant community; and, may reduce car journeys by encouraging residents to shop locally. If the BID can maintain a higher quality public realm and create a more vibrant town centre than presently, then the benefits to the local economy and the subsequent benefits to the environment and community may be realised. It is as yet unknown whether the business plan for the BID would focus on any projects that would directly make sustainability improvements.

Consultation

Consultation with local businesses has been carried out by the LBSG as set out in appendix 1.

Communications

A press release will be issued alongside the report. If the Leatherhead BID project progresses as recommended, MVDC will support the messaging through its communication channels.

Background Papers

Appendix 1

Business Improvement District Feasibility Study for Leatherhead

- Final Report
- 10th March 2025

Table of Contents

1.0 The Project Brief

Introduction / Scope of services required by the Council

Matthews Associates was appointed to carry out a feasibility study and make recommendations in respect of a proposed Business Improvement District in Leatherhead town centre.

The feasibility study has two aims:

- To gauge opinion and assess the attitudes of business ratepayers towards developing a BID for Leatherhead.
- To begin to explore the technical and financial feasibility of establishing a BID in Leatherhead.

Scope of services required by the Council

The key requirement of the appointment is to develop a Leatherhead BID feasibility study. To include the following:

1. An assessment of the level of support for a BID from business ratepayers and identification of additional steering group members.
2. Options for potential BID boundaries and a recommendation as to the most effective boundary area for a successful BID. This would include identification and inclusion/exclusion of secondary retail centres and other commercial areas.
3. Utilisation of information and data from MVDC to establish the number of businesses within each proposed BID area(s) and assessment of the level of funding potentially generated by the BID as well as any known projections or variations which are likely to affect the level of funding within the first five-year term (for example inflation linked to business rates).
4. Identification of potential threats to the likelihood of a successful BID ballot and recommendations for dealing with those challenges.
5. Identification of potential priorities for the BID business case.

The study should be an accessible document in a report format capable of being reproduced.

1.2 Approach and Methodology

Matthews Associates developed a methodology to produce this report and during the appointment needed to adapt their approach to ensure that as many local and national businesses had the opportunity to feed into the consultation process. The approach and methodology was agreed in consultation with Mole Valley District Council (MVDC) and the Leatherhead BID Steering Group (LBSG). Activities carried out during the consultation period included the following:

a. **Engagement with Mole Valley DC (MVDC) Officers and Leatherhead BID Steering Group** (LBSG)
b. **Desktop financial modelling -** initial modelling from NNDR to calculate potential income generation based on several scenarios including extent of the proposed BID boundary and proportion of levy.
c. **Initial report** – Initial report to steering group dated 10th June 2024 and subsequent update on 27th August.

   The report included a review of the following

   i. Feedback from LBSG
   ii. Overview of zones and indicative totals
   iii. Estimated levy income projection
   iv. Copy of factsheet prepared by Matthews Associates
   v. Next steps
   vi. Draft survey questionnaire
d. **Contact and engagement with local and national retailers / leisure operators**
   i. Phone call and email contact with local and national retail contacts to understand appetite and acceptance of BID proposals in general
   ii. Door to door, direct engagement with local retailers and businesses to establish interest and support in a possible future BID
e. **Agreement to promote and run an open day,** which took place on 13th November in the Leatherhead Theatre, whereby local business would be invited to review information, discuss their views and complete a questionnaire to help develop an understanding of interest in a prospective BID. To promote the days the following initiatives carried out ensure optimum engagement with local business and responses to the questionnaire:
   i. Direct contact to national retailers and leisure operators represented in Leatherhead to gauge their interest

ii. Invitations mailed to the correspondence address of each account holder responsible for the payment of non-domestic rates (business rates) - circa 240 invitations relating to over 300 hereditaments within the potential BID area(s).

iii. A BID fact sheet was included in the invitation mail out, copy attached in Appendix 3

iv. Word of mouth by members of the Steering Group who visited business premises to encourage attendance at the event an d completion of the survey

v. An online survey link and QR code was published in the Fact Sheet mailed with the Drop In event invitation.

vi. Survey QR code flyer delivered by hand by the Leatherhead BID Steering Group, which included the town centre businesses on the High Street, Swan Centre, North Street up to Lidl on Church Street, down to the Funeral Directors on Bridge Street to the bridge, the Crescent and adjacent business locations.

vii. Leatherhead BID Steering Group, Matthews Associates and MVDC representatives visited business after the event and extended the survey deadline by an additional week to encourage additional responses.

viii. Survey response rate equated to 8.5% of hereditaments or 11.6% of business rates account holders – this type of survey would normally expect a 5-10% response rate.

ix. Mole Valley Chamber and the Surrey Federation of Small Business were kept informed of the event and survey and were encouraged to share details of the event and survey with their members.

x. The FSB Development Manager for Surrey attended the event and was provided with copies of the BID Fact Sheet and survey flyer to share with Leatherhead members.

xi. Setting up a new Leatherhead BID Steering Group LinkedIn page. Posts about the Drop In event, the BID Fact Sheet, and the BID survey were Liked, Linked, or Reposted by MVDC Comms/MVDC Officers and by Bridget Kendrick

xii. Press release which received coverage on BBC New Surrey, MVDC News

xiii. Posts by Leatherhead Living on Threads, Blog, Facebook and LinkedIn

xiv. Leatherhead Residents November 2024 Bulletin

xv. Helen Maguire MP on X (formerly Twitter)

xvi. Transform Leatherhead Winter Update and FAQs.

f. **Post event maildrop and mailshot** carried out by MVDC and LBSG. This gave the project team an opportunity for further engagement with local and national business by way of a leaflet drop and direct mailing to tease out any further responses to the questionnaire

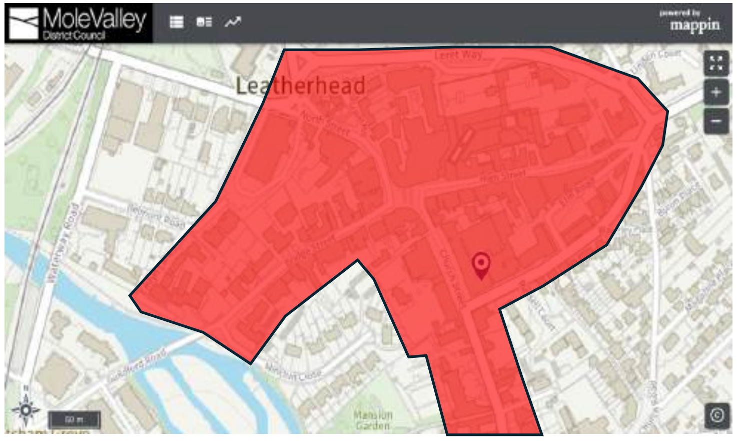
g. **Review of findings from online questionnaire**

h. **Report response** rates and high level fundings to MVDC and LBSG

2.0 Initial Findings - June 2024

The Steering Group was presented an initial scoping report / update on 10th June 2024 presenting potential scenarios for central Leatherhead and possible extension options into additional adjacent areas.

Initial Central Area (in red)
Total RV as at June 2024 = £6,909,851
Potential Levy @ 2.0% = £138,197 per annum



Additional Areas to be considered by the Steering Group

Green
Beyond Bridge Street
£2.6m RV, Maximum £52k levy

Blue
Bull Hill/Randalls Rd
£1.3m RV, Maximum £27k levy

Orange
Fairfield Road
£138k RV, Maximum £2.8k levy

Purple
Epsom Road Schools
£1.4m RV, Maximum £28k levy

The Steering Group considered the options and a number of questions and clarification points posed within the initial update report (10/06/24) feedback was incorporated into the subsequent updated scoping report which has now formed the proposed BID area as outlined in the report dated 27th August 2024.

2.1 Revised BID Zones – August 2024

Following Steering Group input the proposed BID zones were revised into four distinct zones as shown below:

ALL ZONES

£9.1m RV

Estimated £177k levy

Red Central Town Centre
£6.15m RV
Estimated £118.6k levy

Green Beyond Bridge Street
£1.62m RV
Estimated £33k levy

Blue Bull Hill/Randalls Rd
£1.1m RV
Maximum £23k levy

Orange Fairfield Road
£138k RV
Maximum £2.8k levy

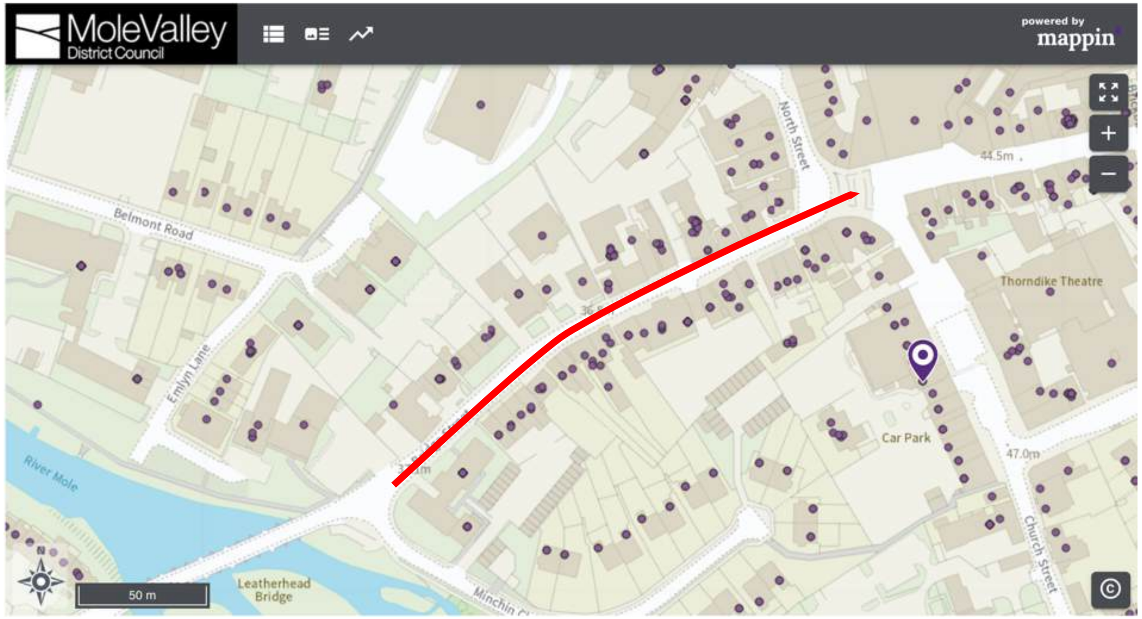
*Above are estimates at 2% RV.

Excluding sub £8k RV
Including discounted RVs

BRIDGE STREET – Red Central

Estimated total RV for the zone £621,550

% Levy	Possible annual income
2.00	£12,431



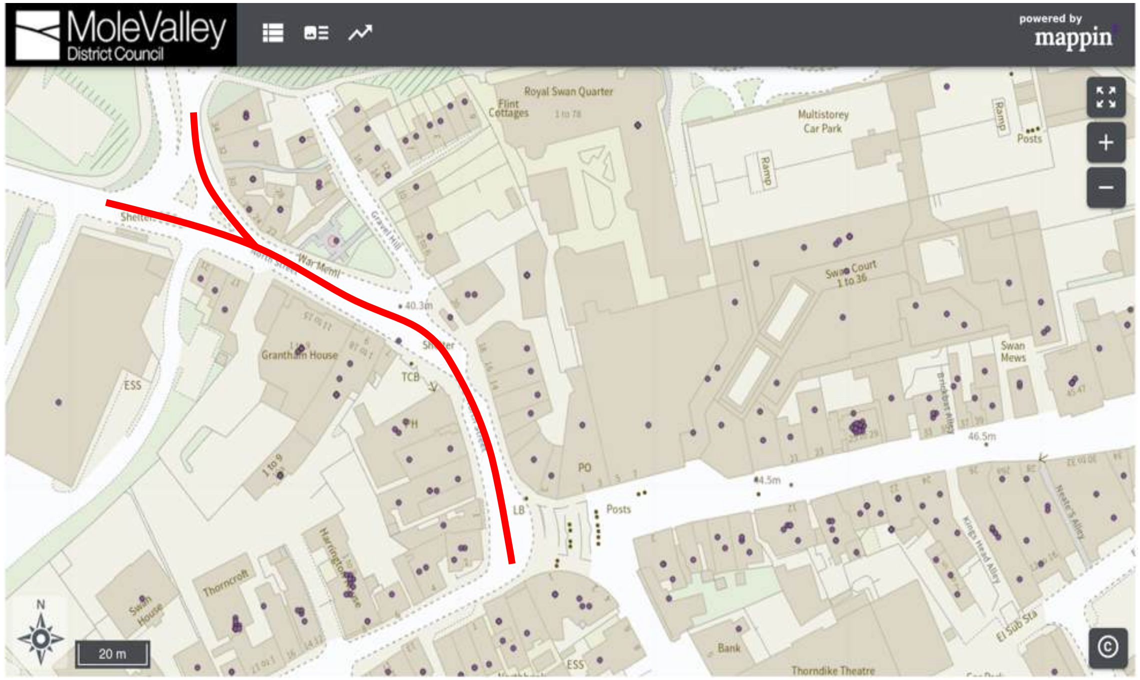
Key Hereditaments / Queries

- Claire House owned by MVDC is being sold for retirement apartments so has been removed from the calculation
- James House owned by MVDC is being sold for retirement apartments so has been removed from the calculation
- Mount Green Housing, 26 Bridge Street – has a listed RV of £100k although a charity is a trading entity, therefore included
- MVDC car park has a RV of £13.2k we have assumed would be positive
- Swan House (Executive Roomspace Limited) are serviced apartments with a RV at £44k we have included as paying business rates
- We have excluded all hereditaments under £8k RV threshold

NORTH STREET – Red Central

Estimated total RV for the zone £939,250

% Levy	Possible annual income
2.00	£18,785



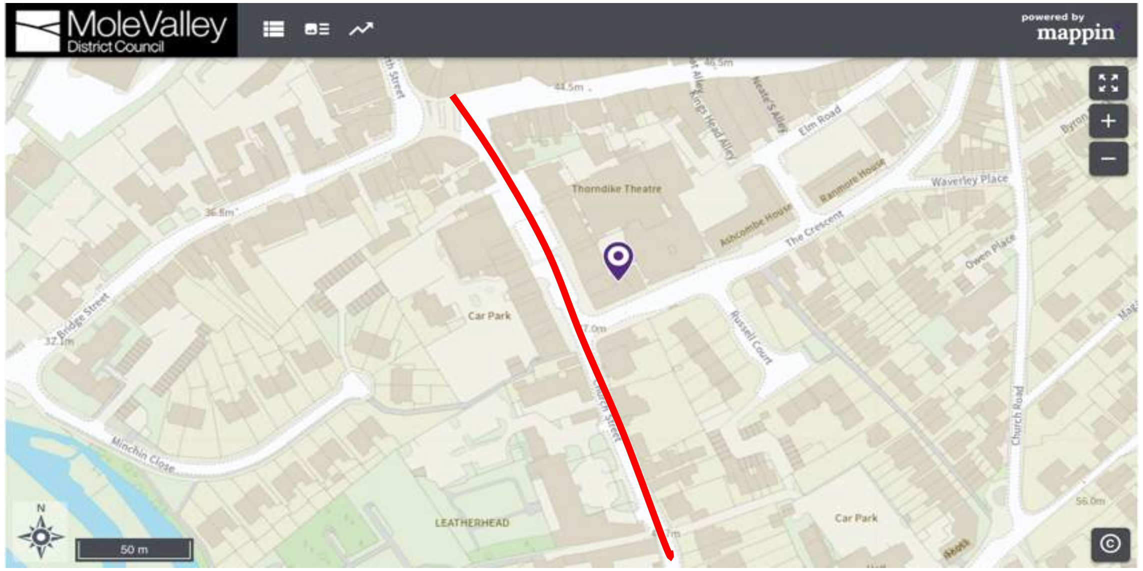
Key Hereditaments / Queries

- Lidl has a RV of £477.5k, one of the largest in LH (19th in Mole Valley) this would account for nearly £10k potential levy, included. Matthews Associates spoke to the property manager who acknowledged that the company was generally positive towards bids although individual decisions would be on a case by case.
- In addition, we understand from nearby BID managers that national retailers have generally favoured BID proposals.
- Anytime Fitness carries a £37k RV which is included in the calculation
- There is 1 hereditament with charitable status (Cancer Research) accounting for £18k of RV which has been included
- We have excluded all hereditaments under £8k RV threshold

CHURCH STREET – Red Central

Estimated total RV for the zone £1,012,350

% Levy	Possible annual income
2.00	£20,247



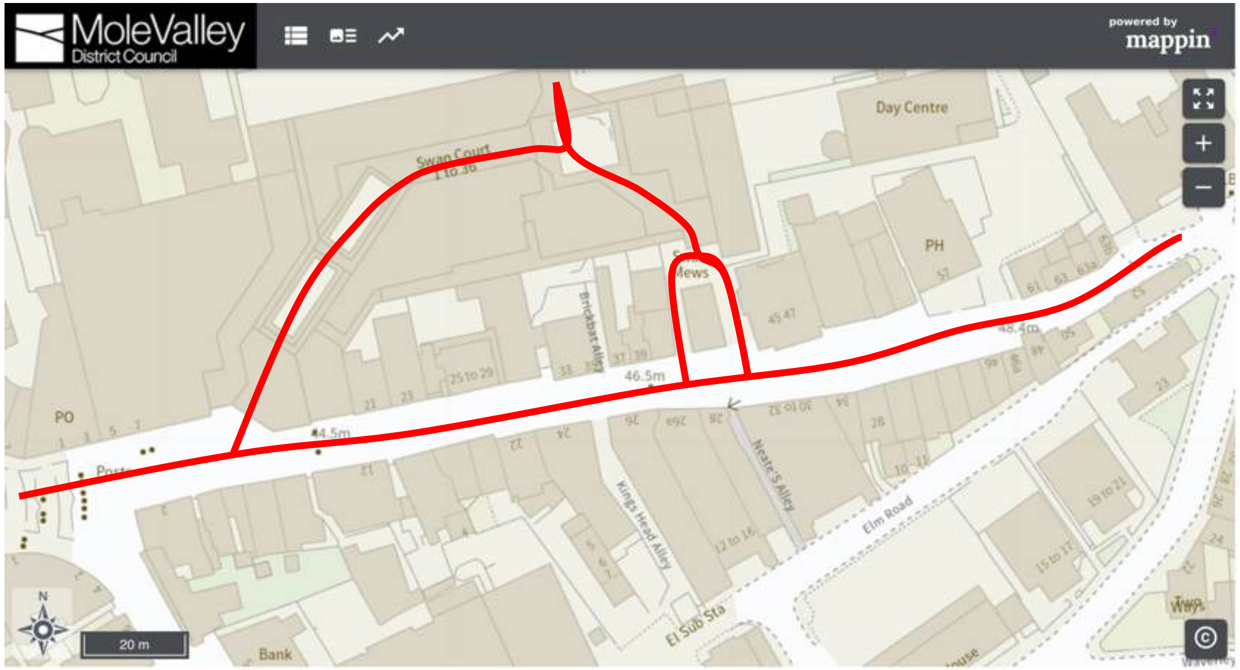
Key Hereditaments / Queries

- Waitrose has the largest RV in Church St at £175k which would account for potential £3.5k of levy
- The Mansion (SCC - 3 hereditaments) is included in the above account for a combined RV of £154k representing £3k of levy at 2.0%
- The Theatre is also included in the above accounting for £55k RV representing £1k levy at 2%
- The MVDC car park has an RV of £25k that has been included
- There are 3 hereditaments with charitable status (QEF, Age UK and The Theatre) which have been included
- 5 Church Street (ground and 1st floor) is on the market as suitable for restaurant/retail and alternative class E uses. RV to 27/05/2024 was £56k, which has been added
- We have excluded all hereditaments under £8k RV threshold

HIGH STREET – Red Central

Estimated total RV for the zone £2,581,300

% Levy	Possible annual income
1.75%	£25,232
2.00	£21,941
TOTAL	£47,173



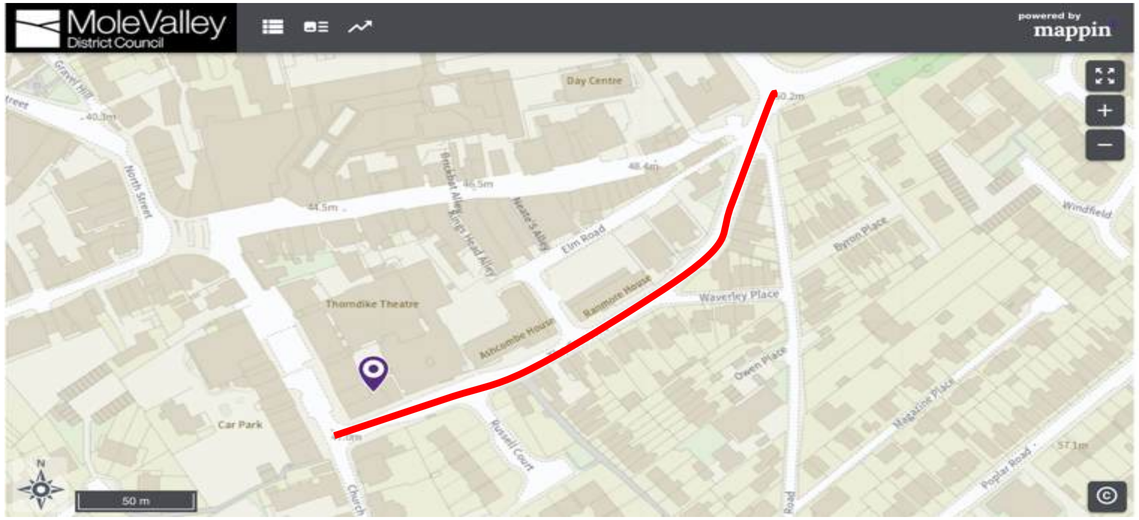
Key Hereditaments / Queries

- We have assumed all hereditaments with Swan Centre or Swan Court will receive a 15% levy discount to 1.7%
- Four non-trading charities have been removed (Lifelong Learning, Citizens Advice, Leatherhead Community Association at The Institute)
- Remainder of hereditaments have been calculated at 2.0% levy rate
- We have excluded all hereditaments under £8k RV threshold

THE CRESCENT – Red Central

Estimated total RV for the zone £997,450

% Levy	Possible annual income
2.00	£19,949



Key Hereditaments / Queries

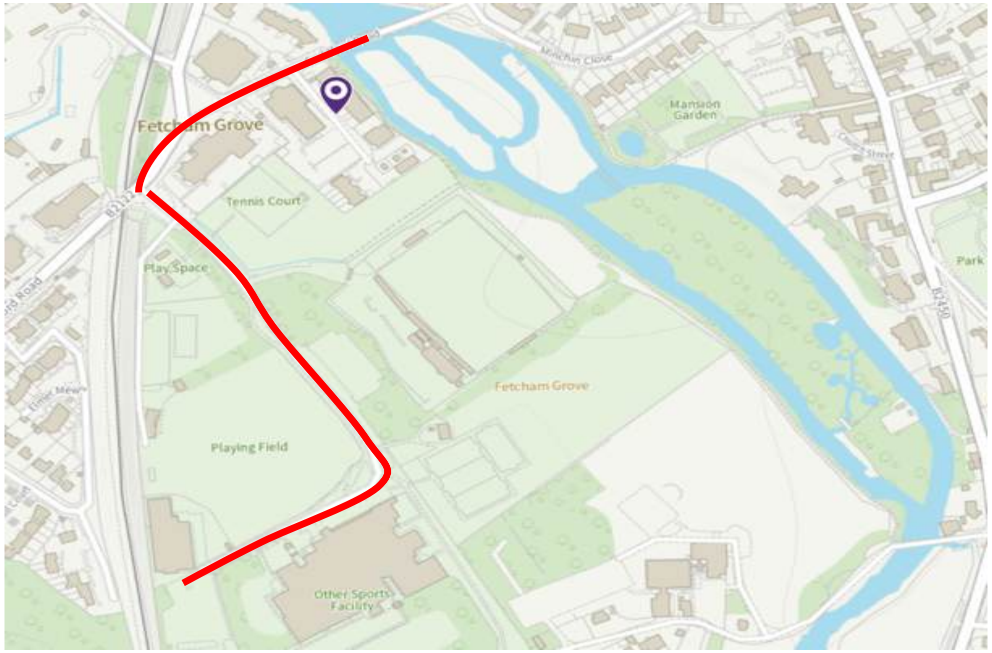
- Nuffield Health have been included as a trading entity although with charitable status
- We have excluded all hereditaments under £8k RV threshold

GUILDFORD ROAD – Green Beyond Bridge Street

(to and including Leisure Centre)
Excluding Thorncroft Manor and Campus

Estimated total RV for the zone £1,629,200

% Levy	Possible annual income
2.00	£32,584*



Key Hereditaments / Queries

- Leatherhead Leisure Centre the largest RV in this zone at £482.5k (checked on NNDR Oct 2024 database)
- BID legislation and current practice on Leisure Centres needs confirmation as the NNDR payable could be less than the levy payment
- Riverbridge House occupants have a significant number of hereditaments within £8k threshold
- We have excluded all hereditaments under £8k RV threshold

BULL HILL / RANDALLS ROAD – Blue

Estimated total RV for the zone £1,164,000

% Levy	Possible annual income
2.00	£23,280

Key Hereditaments / Queries

- Fairmount House (SCC) is the largest hereditament in this sector at £550k RV[1]
- Mole Valley has 3 hereditaments (above £8k RV) in the sector, with a combined RV of £97.7kk (car parks and Park House)[1]
- We have included the BP Garage in this sector at £128k RV
- Royal Mail sorting office is the second largest individual hereditament in this sector at £180k RV
- We have excluded all hereditaments under £8k RV threshold
- [1.] The redevelopment of Bull Hill Circa (£650k of RV £13k Levy) is for a mixed use scheme including office, car parking and other commercial uses therefore it is unclear what the impact would be of the redevelopment of Bull on the Levy that could be generated across the site.

FAIRFIELD ROAD ZONE - Orange

Estimated total RV for the zone £138,450

% Levy	Possible annual income
2.00	£2,769

Key Hereditaments / Queries

Only 5 hereditaments are included in this sector
MVDC car park accounts for £8.7k RV
Possible inclusion only to provide a logical BID zone across the town and possible extension

3.0 Risk Register and Additional Items to Consider

A Business Improvement District (BID) ballot in the UK determines whether a BID proposal is approved and can proceed. The vote requires businesses in the proposed BID area to decide. Approval depends on two key criteria, which balance the interests of all businesses regardless of their size:

1. Numerical Majority
Definition: This criterion requires that a majority of businesses (by number) that vote are in favour of the BID proposal.
Calculation: The total number of votes cast is counted, and over 50% must be "yes" votes for this criterion to be satisfied.
Impact: Each business entitled to vote counts as one vote, regardless of its size or rateable value.

2. Rateable Value Majority
Definition: This criterion requires that businesses voting "yes" represent a majority of the aggregate rateable value of all votes cast.
Calculation: The rateable values of all properties ("hereditaments") owned by businesses voting "yes" are summed and compared to the total rateable value of all votes cast. If this "yes" total exceeds 50%, this criterion is satisfied.
Impact: Larger businesses with higher rateable values hold more influence under this criterion since their contribution to the BID levy will be greater.

Combined Requirements for Approval
For a BID proposal to be approved:
1. Numerical Majority: More than 50% of businesses voting must vote "yes."
2. Rateable Value Majority: The aggregate rateable value of the "yes" votes must exceed 50% of the total rateable value of all votes cast.

Key Points
Both criteria must be satisfied for the BID to proceed, ensuring a balance between democratic representation (numerical majority) and economic weight (rateable value majority).
This system ensures fairness by preventing a small number of high-value businesses or a large number of low-value businesses from disproportionately influencing the outcome.

Additional Items to consider at this stage:

- Bridge Street has a high proportion of non-retail businesses so will require some careful engagement and persuasion on value of BID
- Claire House and James House have been removed from the calculations as being redeveloped as retirement housing
- Proposed commercial uses for lower floors of Claire House and James House should be added to future calculations
- High Street includes Swan Centre businesses offering them a 15% reduction on their levy rate 1.7% vs. 2.0%
- Church Street is relatively straightforward, but special consideration may need to be given to The Theatre
- North Street straightforward but does contain key hereditament Lidl that could have an influence on the ballot result
- The Crescent contains Nuffield Health and large office businesses which will need careful engagement and persuasion
- Guildford Road is virtually all office and Leisure Centre, again will need careful engagement and persuasion
- Leisure Centre RV and potential levy to be paid needs checking with MVDC NNDR officer for clarification
- Bull Hill contains hereditaments that could be demolished as part of the 'Transform Leatherhead' regeneration (see P14)
- Bull Hill also has SCC offices, which we understand lease ends July 2025, building would still be subject to levy unless demolished.
- Royal Mail would need careful engagement and persuasion, note new Royal Mail ownership announced
- Fairfield is not business critical as it only provides 2% levy income contribution so could be omitted if no intention to extend zone
- Hereditaments with charitable status have been included if they are income generating organisations

Summary Register of Risks

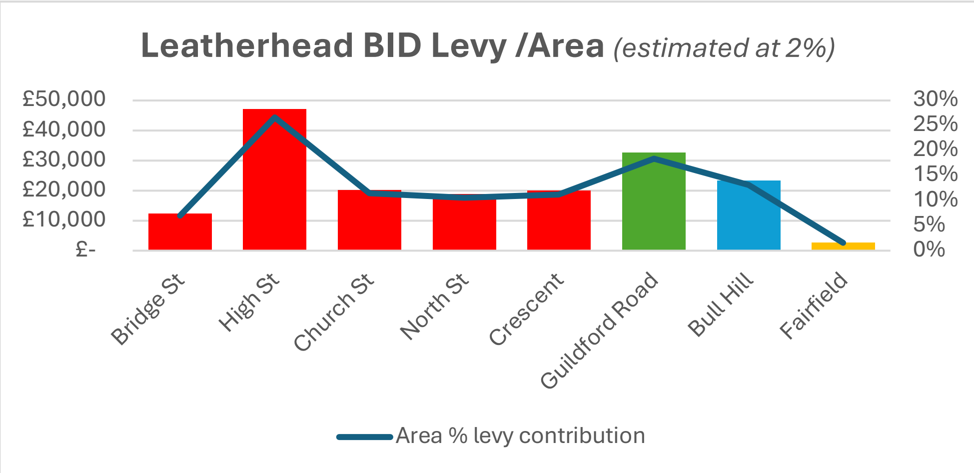
	Risk Description	RAG	Proposed Mitigation
1	Lack of interest in BID		Create more media and social media attention. Take on additional steering group / board members to promote and raise profile of the proposals and help raise
2	Costs to business		2% of RV will be circa sub £1,000 per annum for most SME's. Clearly more expensive for larger buildings. Need to promote benefits of levy and demonstrate that money have been spent in a way that satisfies requirements and feedback from public.
3	Availability of funds to make a difference		The current modelling shows approx. £177,000 per annum. This needs to be carefully budgeted so the BID team can undertake a wide variety of activities and demonstrate that it is achieving value for money. Look at ability to raise additional funds from government leveraging part of the income.
4	Bid Steering Group Governance		The Steering Group is made up of several individuals from private organisations who may be required to carry out activities that meets the requirements of MVDC or bid to central government for funds etc. Ensure that there is sufficient training and resource that key individuals are suitable trained or appoint professional BID management team from outset.
5	Willingness of business community to join Steering Group		There is currently some interest in new entrants to join the steering group. This enthusiasm needs to be captures and steering group members should promote opportunities across a range of sectors to ensure a diverse team is created.
6	MVDC Political support		MVDC currently have strong local political support although this needs to be monitored and nurtured through direct engagement with elected members throughout the BID lifecycle.
7	National Political support		Government policy in relation to BIDs and any changes thereof needs to be carefully monitored with adaptations made where and when required.
8	Anti bid sentiment from non-business rates payers		BID Steering group will need to engage with businesses and non-business rate payers to ensure that messages are clear and constant. Negative comment is almost

	Risk Description	RAG	Proposed Mitigation
			inevitable and so the BID Steering Group needs to ensure positive press and self-promotion throughout the BID lifecycle.
9	Establishing BID company / structure		Look at Governance / structure / reporting procedures / budgeting / spend and approvals from the outset. Establish Chair and key roles including finance and procurement.
10	Recruitment of BID Manager / selection of BID contractor		The BID Manager / contractor is critical to the success, particularly in the early days, and good working relationships with the Board and local stakeholders. Getting the right person (employed or on a self-employed contract) is essential
11	Longevity of BID – risk of failure in early years		Ensure that good news stories and positive press and media activity to help bid support. Organise public events to promote the BID and foster good working relations with business rate payers within the BID.
12	Expectation versus reality		Be clear about what is achievable within timescale and budget. Set out a route map of activities and delivery strategy and test theses against risk factors and changes in circumstances. Better to demonstrate quick wins and visible activities from outset rather than focussing on a smaller number of larger projects or commissions that may take time to come to fruition and demonstrate outputs and benefits.
13	Negative feedback online		Negative feedback is inevitable and needs to be countered with positive news storey and media engagement. Ensure that BID representatives are prepared and trained to respond to negative press and feedback online in a positive and constructive manner that fosters relations and helps develop the BIDs reputation.
14	Non-payment of BID levy		MVDC would be responsible for chasing non-payment although normally BIDs allow for a certain percentage on non-payment within their business case budget.

4.0 Rateable Value and Income Projections

Based on the August 2024 proposed BID zones the RV and levy income projections are as follows:

RV %	Bridge Street	High Street	Church Street	North Street	Crescent	Guildford Road	Bull Hill	Fairfield	Total
Zone	**Red**	**Red**	**Red**	**Red**	**Red**	**Green**	**Blue**	**Orange**	
Est RV	£621,550	£2,581,300	£1,012,350	£939,250	£997,450	£1,629,200	£1,164,000	£138,450	£9,083,550
Swan Centre 1.7%		£25,232							£25,232
All other areas 2%	£12,431	£21,941	£20,247	£18,785	£19,949	£32,584	£23,280	£2,769	£151,986
Total Levy	£12,431	£47,173	£20,247	£18,785	£19,949	£32,584	£23,280	£2,769	**£177,218**
Equivalent levy %	2.00%	1.83%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	**1.95%**
Area contribution %	7%	27%	11%	11%	11%	18%	13%	2%	



The distribution table opposite demonstrates the levy income importance of each identified zone of the proposed BID area.

The red central zone representing 67% of levy contribution with Fairfield only representing 2%.

5-Year Income Projection

Assuming all proposed BID zones above are included within the final formal proposed BID area the annual gross* BID levy income would be £177,218 per annum, representing £886,090 of gross investment in Leatherhead over a 5-year BID period.

RV %	Bridge Street	High Street	Church Street	North Street	Crescent	Guildford Road	Bull Hill	Fairfield	Total
Zone	Red	Red	Red	Red	Red	Green	Blue	Orange	
Est annual RV	£621,550	£2,581,300	£1,012,350	£939,250	£997,450	£1,629,200	£1,164,000	£138,450	£9,083,550
Total annual Levy	£12,431	£47,173	£20,247	£18,785	£19,949	£32,584	£23,280	£2,769	**£177,218**
5-year projection	£62,155	£235,866	£101,235	£93,925	£99,745	£162,920	£116,400	£13,845	**£886,091**

* Gross income would reduce by levy collection costs and any repayment of BID development loan arrangement should it be required although the Steering Group should allow for a small percentage of non-payment.

* Most BIDs would also employ a BID manager / coordinator for Leatherhead the size and scale of income would probably be a part-time rather than full-time role. The full time average salary for a Business Improvement Manager in the UK varies based on factors such as experience, location, and industry. According to data from Glassdoor, the average salary is approximately £50,493 per year. Reed.co.uk reports an average salary range between £45,000 and £50,000 per annum. Part-time roles would be pro-rata to these figures.

These variations highlight the influence of factors such as experience, location, and industry on salary levels. For instance, positions in London or within high-demand areas and sectors may offer higher compensation compared to other regions or industries.

5.0 Survey / Questionnaire

An assessment of the level of support for a BID from business ratepayers and identification of additional steering group members.

The survey / questionnaire included the following introduction:

A BID for Leatherhead Survey

The Leatherhead BID Steering Group, a voluntary group of local businesses, has seen the benefits of a Business Improvement District (BID) elsewhere and is looking into the feasibility of a BID for Leatherhead.

A BID is a mechanism that allows a small levy to be collected from business in a defined area of the town to collectively undertake and deliver specific initiatives or projects that the businesses have identified will help the economic vitality of the area.

These initiatives could include marketing, promotion, events, better street cleansing, more security, subsidised parking, business support. The levy collected, usually between 1% and 2% of the business rateable value, is proportionate to the size of the business with the smallest ones often being exempt. A BID can only be created after a formal ballot and can only last 5 years until a renewal ballot must be undertaken.

There are now over 340 operational BIDs across the UK, with nearby Dorking, Epsom, Kingston, Guildford and Horsham all having their own BID initiatives. Leatherhead businesses are invited to complete this survey to assist with the feasibility work we are undertaking. Your response will help determine the next steps.

Thank you for participating.

Set out below is a summary of the findings, the questions are set out in Section 5.5 below

5.1 A BID for Leatherhead – survey summary

Responses from 28 Leatherhead businesses were submitted, providing a snapshot of business sentiment. Most responses were from local businesses or a local representative of national retailers. Overall, the findings were positive with the following:

5.2 Familiarity with Business Improvement Districts

42.9% of respondents are 'very familiar' with the BID concept.
57.1% 'strongly agree/agree' to support the concept of a Leatherhead BID
10.7% 'strongly disagree', none of the respondents selected 'disagree'

5.3 Important Areas to Focus on in a Future BID Business Plan

Events, Marketing & Promotions, Environment, Infrastructure, Security & Safety and Street Cleansing each received equal weight (35.7%) as 'important' areas of focus in a Leatherhead BID business plan.

Business Support topped the 'important' indicator at 42.7%.

The top 'really important/business critical' key focus areas at almost 43% each are Infrastructure, Security & Safety and Street Cleaning.

Other areas or initiatives that a BID for Leatherhead that respondents thought a future BID should focus on include more community and themed events to make the town more appealing. Retail opportunities, improving the diversity of businesses, and filling empty business spaces was also mentioned.

5.4 Involvement with BID Steering Group

10 respondents offered to join the BID Steering Group, of which 4 also volunteered to join a BID themed working group. A further 5 respondents offered to join a specific them working group. 9 respondents are not interested in helping or joining a group, and the remaining are either unsure, need more information or interested but time limited.

5.5 Contact from BID Steering Group

93.9% of respondents would prefer to receive more information and BID process updates via email. Face to face, social media and town meetings are each 18.5% in terms of engagement preference.

The survey incorporated the following questions:

Section 1 – About you

This survey is for representatives of the Leatherhead business community to share their views on the feasibility of a BID for Leatherhead.

1. Do you represent or are you: *

   A local Leatherhead business/company ☐

   If you are a business owner or representative, please proceed to the next set of questions.

   A member of the public ☐

   This survey is for the Leatherhead **business community** but thank you for your interest.

Section 2 – Your business / company

2. What is the name of the local Leatherhead business / company you represent? *

Section 3 – Exploring a BID for Leatherhead

3. Are you familiar with the concept of a Business Improvement District (BID)? *

1	2	3	4	5
No	Somewhat Familiar	Familiar	Quite Familiar	Very Familiar

4. Do you support the concept of a BID where every eligible business would pay a small proportionate financial levy into a ring-fenced fund for the BID to deliver initiatives that will benefit Leatherhead? *

1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree

5. If Leatherhead had a BID, what areas do you think a BID business plan should focus on to improve Leatherhead and support a thriving business community?* *Select each row please*

	Not important	Marginally important	Important	Really important	Business Critical
Business Support					
Events					
Environmental enhancements – floral displays, artwork, lights etc					
Infrastructure improvements, parking, accessibility etc					
Marketing & Promotions					
Safety & Security					
Street Cleansing					

6. Are there any other areas or initiatives that you think a BID for Leatherhead should focus on? (*Note, wider consultation will be undertaken with the business community should the BID progress*)

Section 4 – Next Steps

Should the outcome of the Leatherhead BID Feasibility Study prove positive, then the Leatherhead BID Steering Group will progress to producing a business case and engage in extensive communication with the Leatherhead business community.

7. Should a BID for Leatherhead progress, how would you prefer to receive updates and information about the BID process? *Tick all that apply*

- [ ] **Email**
- [ ] **Post**
- [ ] **Town meetings**
- [ ] **Social media, eg LinkedIn, WhatsApp**
- [ ] **Website**
- [ ] **Face to face**

8. Would you be interested in helping with or joining a BID working group? *Tick all that apply*

- [ ] **No**
- [ ] **Yes – Join or help the BID Steering Group**
- [ ] **Yes – Join or help a specific theme working group**
- [ ] **Social media, eg LinkedIn, WhatsApp**
- [ ] **Yes – Help promote the BID to a business near mine**

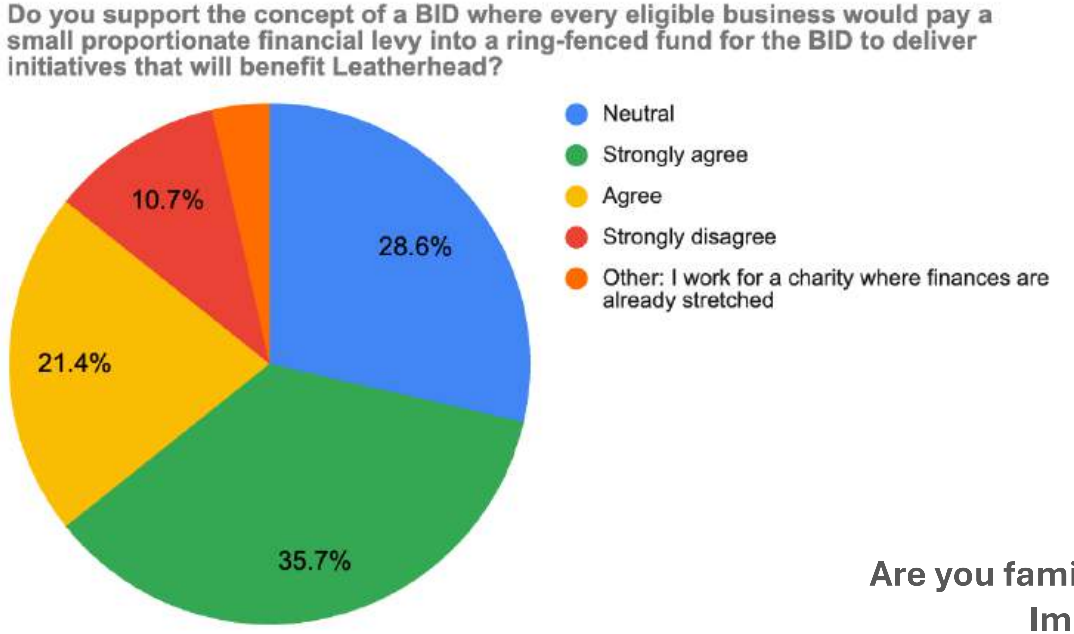
☐ **Other, please state:**

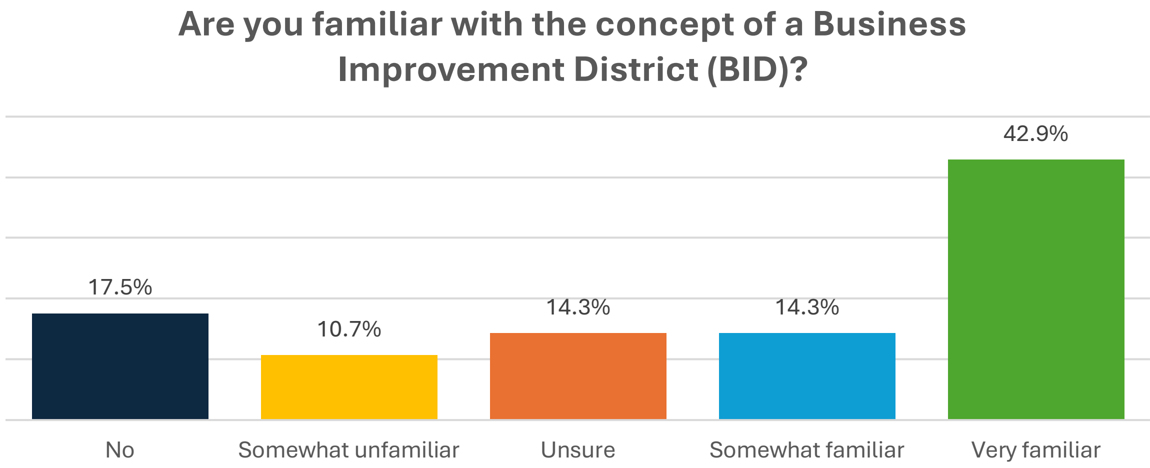
Section 5 – Your Contact Details

9. If you would like to be kept informed on the progress of a BID for Leatherhead, please provide your contact details. You details will only be used in relation to the Leatherhead BID feasibility study and BID progress.

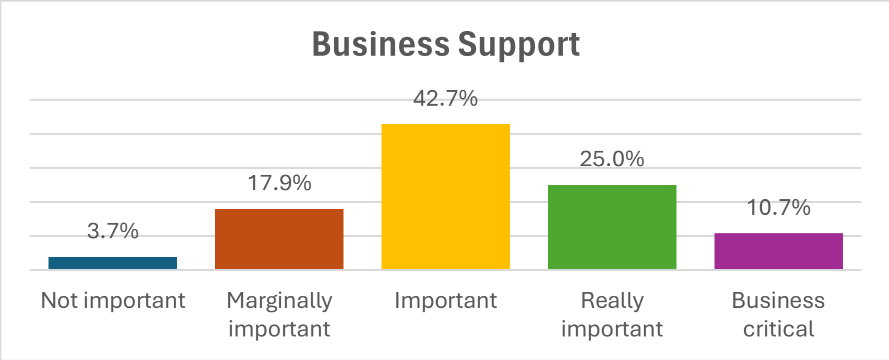
Your name	
Business Name	
Address	
Postcode	
Email address	
Mobile number (for WhatsApp)	
LinkedIn	

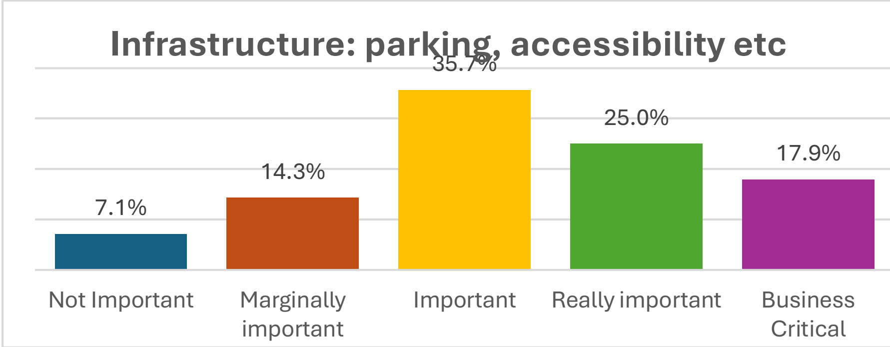
Survey Results - Exploring a BID for Leatherhead

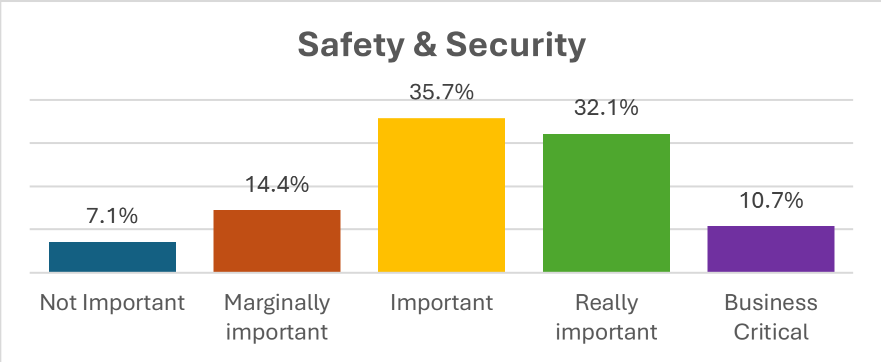


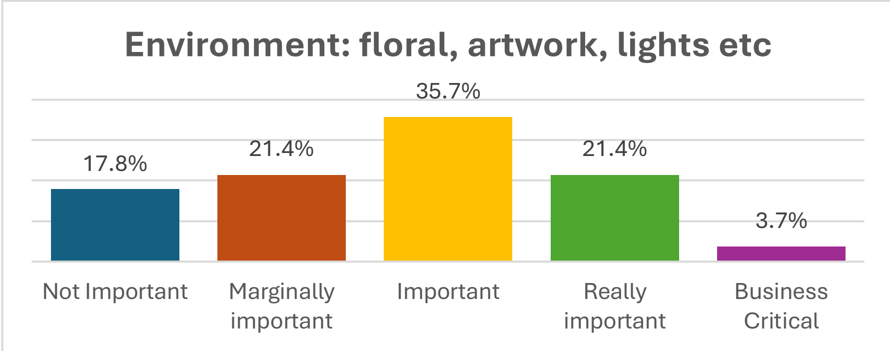


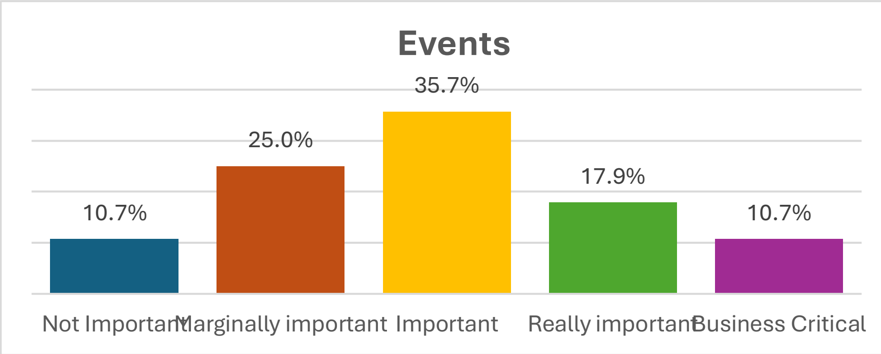
If Leatherhead had a BID, what areas do you think a BID business plan should focus on to improve Leatherhead and support a thriving business community?

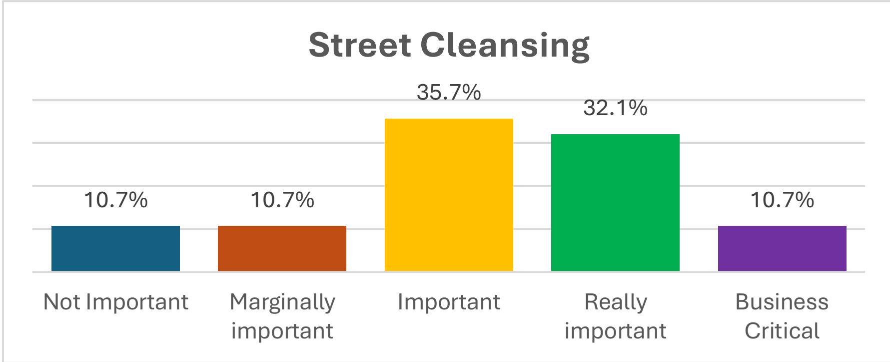


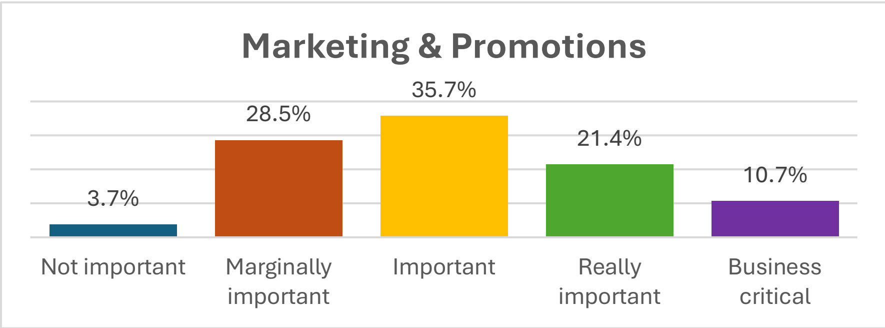








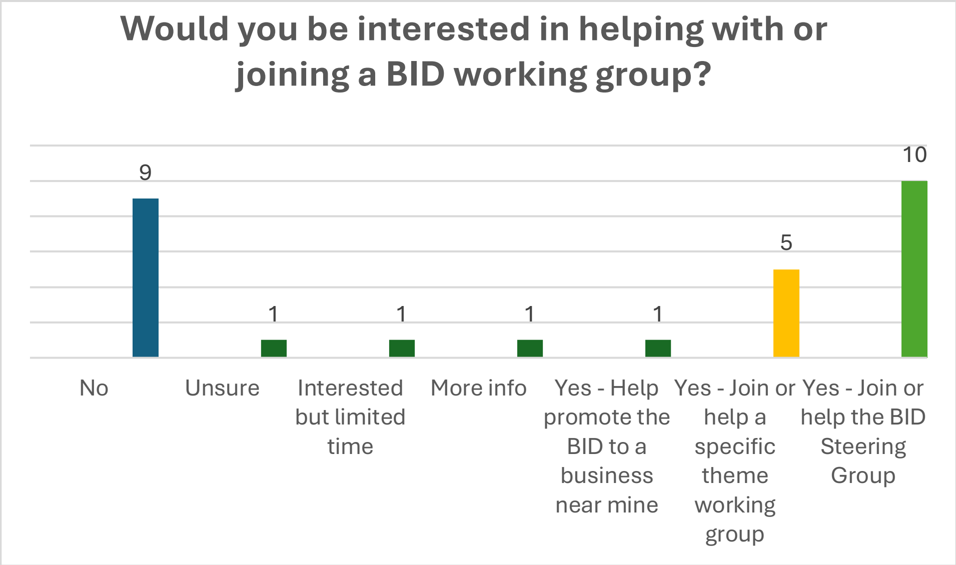


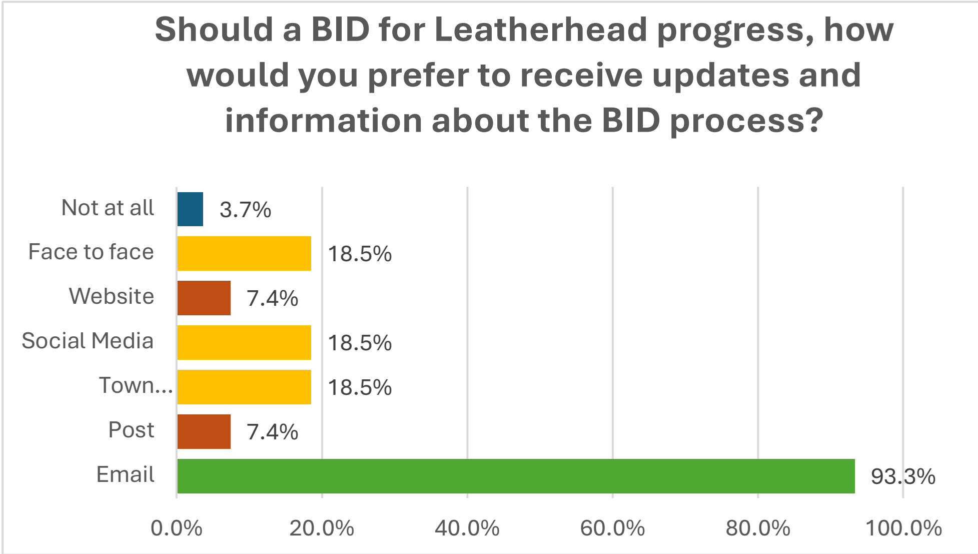


Are there any other areas or initiatives that you think a BID for Leatherhead should focus on? (*Note, wider consultation will be undertaken with the business community should the BID progress)*

- Access for the disabled
- Do not have a BID
- Filling empty business spaces
- Focus on the centre and High Street - music, market, events, make it appealing with lights, murals, flowers. It needs more going on
- Market
- More community events and create more retail opportunities in the town centre (various options)
- Promoting business
- Redesign one way system, remove pedestrian area, demolish large parts of swan centre, put in smaller shops with affordable rents and business rates, increase number of short-term free parking spaces, attempt to improve diversity of businesses
- Youth leisure and family themed events

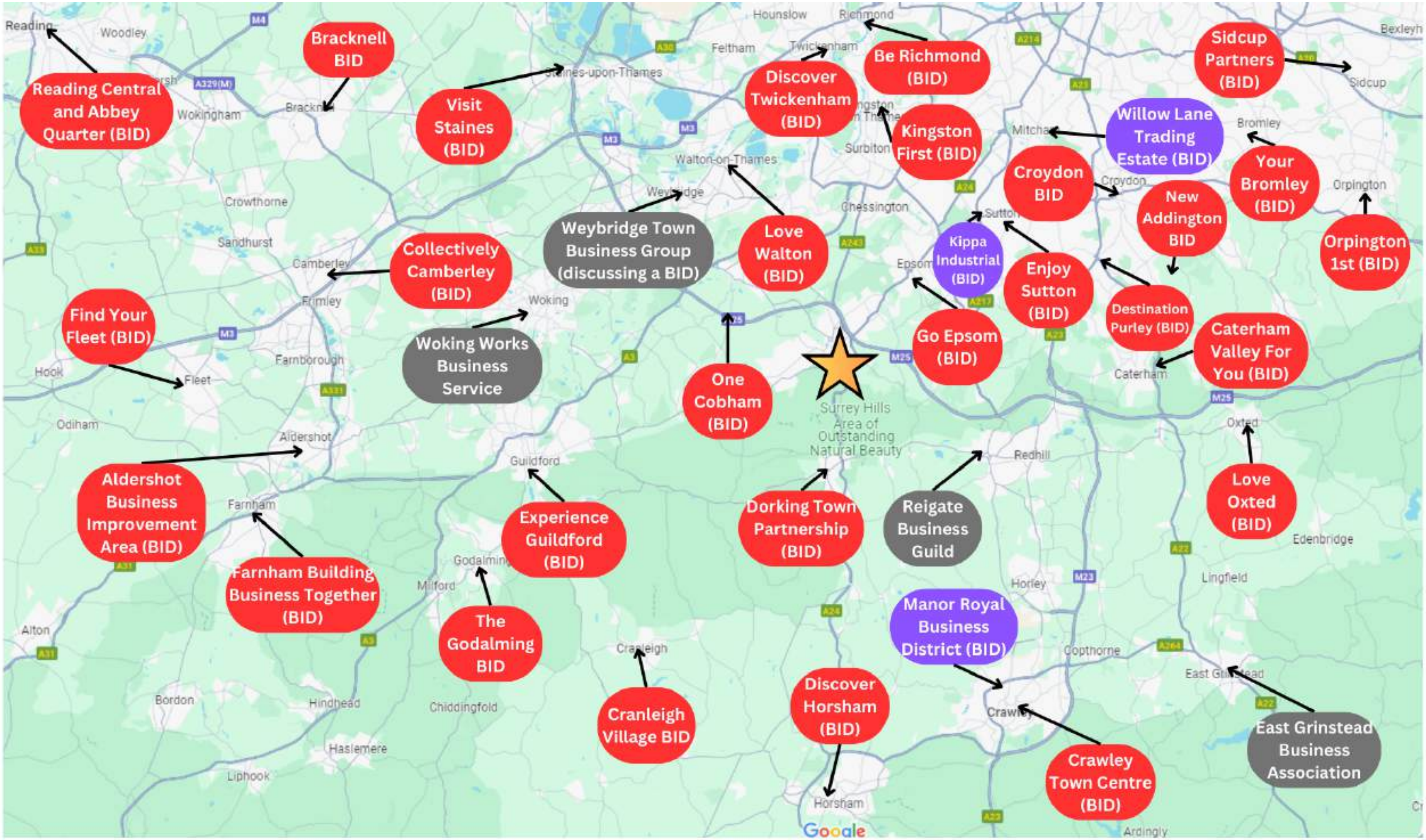
Survey Results - Next Steps





6.0 Surrey and adjacent area BID locations

The map below shows the location of Surrey and adjacent area Business Improvement Districts:



Surrey Active Business Improvement Districts:

	Location	BID Name	BID website
1	Camberley	Collectively Camberley	https://www.collectivelycamberley.co.uk
2	Caterham	Caterham Valley BID	https://caterhamvalley.co.uk
3	Cobham	One Cobham	https://www.onecobham.com
4	Cranleigh	Destination Cranleigh	https://www.destinationcranleigh.com/
5	Dorking	Dorking Town Partnership	https://dorkingtownpartnership.co.uk/about/
6	Epsom	Go Epsom	https://goepsom.com/the-bid/
7	Farnham	Farnham BID	https://farnhambid.co.uk
8	Guildford	Experience Guildford BID	https://www.experienceguildford.com
9	Oxted	Love Oxted	https://loveoxted.co.uk
10	Staines-on-Thames	Visit Staines BID	https://www.visitstaines.co.uk
11	Walton-on-Thames	Love Walton	https://lovewalton.co.uk/about-us/

7.0 Common BID initiatives

Business Improvement Districts (BIDs) typically focus on initiatives aimed at improving the local business environment, enhancing the experience for visitors, workers, and residents, and driving economic growth. Common initiatives include (these should be over and above what is already provided and funded by the local authority, which will be covered within the baseline agreement).

1. Public Realm Enhancements
- Street Cleaning and Maintenance: Enhanced cleaning services, graffiti removal, and maintenance of public spaces.
- Landscaping and Greening: Planting trees, flowers, and creating green spaces to beautify the area.
- Street Furniture: Adding benches, signage, and decorative elements like lampposts or bollards.
- Lighting Improvements: Installing decorative or functional lighting for safety and aesthetics.

2. Safety and Security
- Additional Security Patrols: Employing wardens or security personnel to ensure safety for visitors and businesses.
- CCTV Installations: Increasing surveillance in public spaces, funding additional monitoring.
- Night-Time Economy Safety Measures: Implementing initiatives like taxi marshals or "safe zones" for nighttime visitors.

3. Marketing and Promotion
- Place development: Utilise the BID as a catalyst to create and develop a sense of ‘place’ for residents, workers and visitors
- Events and Festivals: Organising community or cultural events to attract visitors.
- Branding Campaigns: Creating a strong identity for the BID area through logos, taglines, and coordinated marketing materials.
- Digital Presence: Managing websites, apps, and social media to promote local businesses and events.
- Traditional marketing: Utilising traditional campaign methods such as banners, posters, leaflets, door-drops.

4. Business Support
- Networking Opportunities: Hosting events or creating platforms for local businesses to connect and collaborate.
- Training and Workshops: Offering resources like customer service training, digital marketing skills, or business resilience planning.
- Incentives and Grants: Assisting businesses with access to grants, funding, or collective discounts on services.
- Identifying collective discounts with key service providers: Negotiating BID member discounts on core services.

5. Transport and Accessibility

- Parking Solutions: Advocating for better parking facilities or discounted rates for visitors and workers, e.g. Ringo service charge.
- Public Transport Improvements: Collaborating with local councils and operators to improve access to the BID area.
- Wayfinding Systems: Installing clear signage to help people navigate the area.
- Support accessibility improvements: Ensure the BID area is accessible to all ages and those with disabilities.

6. Sustainability Initiatives

- Waste Management Programs: Implementing recycling schemes or shared waste disposal services.
- Energy Efficiency Support: Offering advice or resources for businesses to reduce energy consumption.
- Green Infrastructure Projects: Promoting cycling, walking, or e-vehicle charging stations.

7. Advocacy and Representation

- Liaison with Local Authorities: Representing the interests of businesses in planning and development discussions.
- Policy Influence Local: Acting as a collective voice for businesses on issues like planning policies and infrastructure changes.
- Policy Influence National: Through national bodies such as British BIDs articulate how national Government can support BIDs.

8. Community Engagement

- Charity Partnerships: Supporting local charities or social initiatives.
- Volunteer Programs: Encouraging businesses to participate in community service or improvement activities.
- Feedback Mechanisms: Regular surveys or meetings to gather input from stakeholders.
- Capacity development: Using the BID as a catalyst to create and develop capacity to support the local community.

The above are normally included within the BID prospectus and business plan as costed and agreed initiatives. They are included within the work-plan and deliverables of a BID manager or coordinator (Full or Part-Time) and overseen by the BID Board or Steering Group.

These initiatives are tailored to the specific needs and priorities of the BID area and are funded by the levy on local businesses, ensuring accountability and focus on results.

8.0 Conclusions and Recommendations

Business Improvement Districts (BIDs) in the UK are defined geographical areas where local businesses collaborate to fund and implement projects and services that enhance the commercial environment. Established under the Local Government Act 2003, BIDs aim to drive economic growth, improve public spaces, and foster a vibrant community. Businesses within a BID area pay a levy based on their rateable value, which funds initiatives such as street cleaning, safety enhancements, marketing campaigns, and events. With nearly 350 BIDs operating across the UK, they now play a crucial role in revitalising town centres, improving business prospects, and creating attractive spaces for residents, workers, and visitors alike.

Our feasibility project in Leatherhead working with both Mole Valley District Council and the Leatherhead BID Steering Group has identified a potential BID area ,that would encompass the core town centre as well as the key adjacent commercial areas. The area identified within section 2.1 of this report has the potential to generate over £177,000 gross levy income per annum based on the current hereditaments, rateable values and a headline levy of 2.0% per annum. Although well below the average annual BID income of £448,000 (income ranges from £14.6k to £4m per annum), this still would represent a gross investment in Leatherhead of £886,000 over a 5-year BID operational period. Even allowing for levy collection costs and the employment of a part-time BID manager / coordinator Leatherhead should still benefit from a net operational budget of circa £100k per annum to invest in the town.

The business survey / questionnaire although having a modest response rate, did give a clear steer of overall support for the wider concept of a BID for Leatherhead. The identified initiatives and activities a Leatherhead BID should undertake broadly align with the collated list of common activities undertaken by BIDs across the UK. We would recommend that another survey is undertaken as part of the next steps as part of developing a business plan and prospectus.

Referring to Section 6.0 of the report there are already eleven Surrey towns with operational Business Improvement Districts, a number are nearby to or within Leatherhead's consumer catchment area. Therefore from a competition perspective these towns will through their BID levy income be able to promote themselves to both their own and nearby consumer catchment areas. Therefore Leatherhead with a gross annual budget of circa £177k would be able to compete with these nearby and adjacent town centres.

Our recommendation would be to use this report as a basis to support the feasibility of a BID for Leatherhead based on the proposed areas and levy percentages. The next steps would be to formalise the informal steering group into a shadow BID board and progress to the next stage of BID development in the form of developing a BID business plan and prospectus as outlined in section 9.0.

9.0 Next Steps

Developing a Business Improvement District (BID) involves several structured stages to ensure its establishment is well-planned, legally compliant, and supported by local businesses. Below is an outline of the key stages:

1. Initial Feasibility and Scoping ✅
- Identify the Need: Determine the challenges or opportunities in the proposed area that a BID could address. ✅
- Stakeholder Engagement: Consult with local businesses, property owners, and public authorities to assess interest and identify priorities. ✅
- Define Boundaries: Establish the geographical area the BID will cover. ✅
- Conduct Feasibility Study: Evaluate the economic viability, potential levy income, and level of support for the BID. ✅

2. Establish a BID Steering Group
- Form a Leadership Team: Gather representatives from key stakeholders, including local businesses and community leaders. ✅
- Develop a Governance Structure: Define roles and responsibilities within the steering group.
- Engage Professional Support: Consider hiring BID consultants or legal advisors for guidance.

3. Develop a BID Proposal
- Draft Objectives: Define clear, measurable goals for the BID, such as safety, marketing, or infrastructure improvements.
- Outline Services: Specify the additional services or projects the BID will deliver beyond those provided by the local authority.
- Estimate Costs and Levy Structure: Calculate the annual budget and propose a levy percentage based on business rateable values.
- Prepare the Business Plan: Create a comprehensive plan detailing objectives, initiatives, budgets, governance, and performance measures.

4. Consultation with Stakeholders
- Engage Businesses: Share the draft proposal with businesses and stakeholders to gather feedback and build support.
- Host Meetings and Workshops: Organise events to explain the BID concept and proposed benefits.
- Refine the Proposal: Adjust the BID business plan based on stakeholder input.

5. Campaign and Promotion
- Raise Awareness: Launch a marketing campaign to communicate the benefits of the BID to businesses within the area.
- Address Concerns: Engage one-on-one with businesses to answer questions and address objections.
- Distribute Materials: Provide detailed information, including the business plan, FAQs, and timelines.

6. The BID Ballot

- Prepare for Voting: Coordinate with the local authority to manage the ballot process, ensuring compliance with regulations.
- Eligible Voters: Ensure all eligible business ratepayers in the proposed BID area are included.
- Run the Ballot: The ballot is conducted by the local authority over a set voting period (usually 28 days).
- Outcome Criteria: For the BID to be approved:
- A majority of businesses voting must vote "yes."
- Those "yes" votes must represent more than 50% of the total rateable value of votes cast.

7. Post-Ballot Implementation

- Set Up BID Company: Establish a not-for-profit company to oversee BID operations.
- Appoint a BID Manager: Hire staff or appoint a BID manager to lead the delivery of services and projects.
- Sign Baseline Agreements: Formalise agreements with local authorities to ensure BID services are additional to statutory services.
- Start Operations: Begin delivering the projects and services outlined in the business plan.

8. Monitoring and Reporting

- Performance Measurement: Establish KPIs to monitor the effectiveness of BID initiatives.
- Engage Stakeholders: Regularly communicate progress and outcomes to stakeholders.
- Annual Reviews: Conduct annual reviews and publish financial reports to ensure transparency and accountability.

9. Renewal or Termination

- End-of-Term Evaluation: As the BID’s term (five years) nears its end, assess its performance and decide whether to pursue renewal.
- Renewal Ballot: If stakeholders support continuation, prepare for a new ballot following a similar process.
- Close the BID (if not renewed): If the renewal ballot fails, wind down operations and settle any remaining obligations.

By following these stages, BID development ensures that it is inclusive, financially viable, and aligned with the needs of its stakeholders.

10.0 Appendices:

App 1	Matthews Associates initial Report dated June 2024
App 2	Matthews Associates update Report dated August 2024
App 3	Leatherhead BID Factsheet circulated to businesses