

LEATHERHEAD BID SHADOW BOARD

LEATHERHEAD BUSINESS IMPROVEMENT DISTRICT (BID)

BID Proposal / Business Plan 2026-2030

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A five-year investment plan for a brighter, more prosperous Leatherhead town centre

LEATHERHEAD BID SHADOW BOARD

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INTRODUCTION

A Message from the Chair of the Leatherhead BID Shadow Board

Leatherhead is on the cusp of a major opportunity. For the first time, our business community can take the lead in shaping our town centre's future, not waiting on others, but acting together to make Leatherhead cleaner, safer, more vibrant and economically resilient.



By establishing a Business Improvement District (BID), we will unlock around £1 million in new investment for Leatherhead over 5 years. This BID will be funded and led by us, the local businesses, to deliver the improvements we have identified as most needed for our town.

Over the past year, businesses large and small, from high street retailers and cafés, to offices and service providers have come together to develop this plan. We've consulted widely and listened to your priorities: you told us we need to boost footfall and sales with better marketing and events; you want a more welcoming, attractive town, free of graffiti and litter, that makes a great first impression; you need practical support to cut overheads and improve trading; and you want to feel safer and more supported against crime and anti-social behaviour. All of these wishes are at the heart of this BID Proposal.

With a BID, Leatherhead will have a dedicated, ring-fenced fund to deliver extra cleaning, safety initiatives, promotions, events and business support, all over and above what the Council provides. It's a chance to seize control of our town's destiny, starting in January 2026 well ahead of any longer-term "Transform Leatherhead" regeneration efforts, to ensure our town centre thrives in the face of changing retail trends and post-pandemic challenges.

Nearby towns like Dorking, Epsom, Guildford and Horsham all have successful BIDs driving improvements – now it's Leatherhead's turn. By voting **YES** for the Leatherhead BID, we can secure this near £1m investment, amplify our collective voice, and make Leatherhead a destination that customers choose to visit, shop, and spend time in.

This Proposal and Business Plan lays out our vision, projects, budget and governance for the Leatherhead BID's 2026–2030 term. On behalf of the Shadow Board, a team of local business owners and stakeholders who care deeply about Leatherhead, I urge you to read on and see what this BID will deliver.

Together, we can create a cleaner, safer, more prosperous Leatherhead.

Please join us in this new chapter for our town and Vote **YES** in the BID ballot by 1 December 2025 to make it a reality.

Richard Keel

Chair of the Leatherhead BID Shadow Board

OUR VISION & KEY OBJECTIVES

To restore Leatherhead as a thriving, welcoming market town, a place that is clean and attractive, feels safe and inviting, bustles with events and activity, and where businesses prosper through collaboration and a strong collective voice.









This five-year BID programme has been designed by Leatherhead businesses to achieve this vision.

It focuses on practical, business-led projects addressing the priorities consistently raised by local traders and property owners during our feasibility studies and consultations.

The BID's key objectives are to:

- **Improve the town centre's appearance and cleanliness**, creating a more attractive environment for visitors, customers and employees.
- **Enhance safety and the welcome in Leatherhead**, through initiatives that deter crime and anti-social behaviour and provide reassurance to businesses and visitors.
- **Promote Leatherhead as a destination** to drive footfall and spending, with consistent marketing, a calendar of events and positive branding that puts Leatherhead on the map.
- **Support local businesses** with cost-saving initiatives and training, helping them thrive by reducing overheads and improving skills (so many businesses effectively 'save back' their BID levy).
- **Attract new investment and reduce vacant units**, by actively working to draw in new businesses and by making Leatherhead a more bustling, dynamic place to trade.
- **Provide a strong collective voice** for Leatherhead's business community, influencing stakeholders (like the council, police, and landlords) and ensuring that public services are maintained at baseline levels while the BID delivers additional improvements.

This proposal and business plan delivers on those priorities with a balanced yet affordable programme.

If we secure a **YES** vote, the BID will enable us to invest in the six themes, all aimed at improving trading conditions and the town environment for everyone.

BID PROJECTS AND SERVICES

Under the Leatherhead BID, a suite of projects and services will be delivered across the main program themes (plus a contingency fund). All BID-funded services are in addition to existing Council services. The BID will not replace statutory provisions, but will top them up and target gaps that businesses want filled. The highlights of the planned BID services are as follows:

• IMPROVE - Clean & Attractive Streets



Goal: Make an immediate, visible difference to Leatherhead's cleanliness and first impressions.

Planned Activities: The BID will fund targeted gum removal and graffiti cleaning "blitzes" on main approaches, gateways and high-footfall streets, scheduled at key times through the year. In between these major clean-ups, we will operate a rapid-response service for graffiti, fly-posting and small-scale littering, aiming to intervene within 48 hours when incidents are reported. This ensures that minor issues are promptly addressed before they escalate into eyesores or reputational damage.

MVDC will continue its routine cleaning of streets and bins, while the BID funds these additional deep-cleans and quick responses. The BID will also act as an advocate if core services fall short, using our voice to press for action from the council when needed. Success will be measured through before-and-after photos, a tally of hotspots cleaned, and feedback from businesses and visitors noting visible improvements.

• PROTECT - A Safe & Welcoming Town Centre

Goal: Reduce low-level crime and anti-social behaviour and improve the feeling of safety, cost-effectively.

Planned Activities: The BID will invest in practical crime-prevention tools that deliver value. A key initiative is evaluating and (if enough businesses support it) implementing a crime information-sharing platform such as DISC in partnership with Surrey Police. This platform allows retailers and pubs to share intel on shoplifting, anti-social behaviour and repeat offenders in real time, helping to target troublemakers. BID funds will cover setup, training and data management to ensure the system is used effectively and in line with data rules.

The BID Coordinator will maintain close liaison with Mole Valley's Joint Enforcement Team (JET) and local police so that intelligence translates into action – for example, targeting enforcement at recurring problem times/places. We'll focus on tackling repeat offenders, improving information-sharing among businesses, and giving traders greater confidence that issues are being addressed. Outcomes will be tracked by monitoring incident reports, business perceptions of safety, and any reduction in shop theft or anti-social incidents in the BID area.

BID PROJECTS AND SERVICES

• PROMOTE - Marketing & Promotion



Goal: Put Leatherhead back on the map as a place to visit, shop, dine and do business – through consistent, professional marketing and promotion.

Planned Activities: The BID will implement a disciplined multi-channel marketing program to raise Leatherhead's profile. This will include developing a new business to consumer (B2C) Leatherhead web presence to showcase local businesses, events and attractions. We will run coordinated social media campaigns, spotlighting different businesses, special offers, and positive news, taking inspiration from the successful "Hello Dorking" BID campaigns in our neighbouring town. Selective use of traditional media (press, radio) will be added for key promotions, e.g. partnering with Surrey Hills Radio, local newspapers and social media to extend our reach.

A "Shop Local, Shop Leatherhead" type message will underpin our campaigns, encouraging residents and workers to spend locally. We will explore simple loyalty initiatives or competitions to incentivise local spend, but high-cost app-based loyalty schemes will only be considered if there's clear evidence of return on investment. Throughout, we will emphasise measurement: tracking social media engagement, website traffic, and offer redemptions to gauge campaign impact. Quarterly reports will share metrics like reach, followers, and business feedback, so we can demonstrate value to levy payers and adapt our marketing to what works best.

• ENHANCE - Events & Festivals

Goal: Establish an exciting annual events calendar that boosts footfall and business sales, especially at key trading periods.

Planned Activities: The BID will restore and enhance Leatherhead's events programme, focusing on a few high-impact events each year rather than many small ones. Anchor events will include a Halloween festival and an improved Christmas festival to draw families and shoppers in the critical "golden quarter". We will also seek to support popular community events like the Duck Race or town heritage days by adding promotional power or business tie-ins, ensuring BID events complement rather than duplicate community efforts.

Our events will be designed with businesses in mind: for example, linking special retail or dining offers and extended opening hours to event days so that increased footfall converts into actual spending in shops and restaurants. The BID will provide marketing support, small grants or logistics help to make these events successful and sustainable. Success will be measured through attendance counts, number of businesses participating, and feedback from traders on sales performance during events. Over five years, we aim to build Leatherhead's reputation for signature events that people look forward to, drawing visitors from the surrounding area and reinforcing local pride.

BID PROJECTS AND SERVICES

• SUPPORT - Business Support & Development

Goal: Help Leatherhead businesses cut costs and build capability, so they can thrive in a challenging economy.

Planned Activities: A core principle of the BID is to help levy payers get back tangible value, ideally even save as much as they pay. To do this, the BID will investigate cost-saving initiatives such as group purchasing schemes for utilities (electricity, gas) or trade waste disposal, open to all BID members. By negotiating as a single block, small businesses can access bulk rates usually only available to bigger companies potentially saving money on bills. We will also explore discounted merchant services, insurance or other common overheads if there is demand. Every quarter, the BID will tally and report the total savings achieved for businesses, so you can see the return on your levy.

On the development side, the BID will offer bite-size training and upskilling workshops to help independents compete and grow. Planned topics include improving your online presence (e.g. how to optimise your Google Business Profile, use social media effectively) and visual merchandising to increase sales in-store. We'll partner with experts or successful entrepreneurs to deliver short, practical sessions that busy owners and staff can actually use – for example, social media clinics or a "retail window dressing" masterclass. By benchmarking our town's digital footprint, we will track improvements in online visibility. The aim is to blend immediate cost savings with longer-term skill building, so every business, especially independents, can thrive and feel the benefit of BID membership.



• ATTRACT - Parking & Business Priorities

Goal: Tackle specific challenges identified by businesses, parking costs (which can deter customers) and tackling empty units, through creative, targeted interventions.

Planned Activities: To support customer dwell time and visits, especially in off-peak periods and the crucial holiday shopping season, the BID will work with partners to trial tactical parking promotions. For example, we might sponsor a "Free after 3pm" parking initiative on certain days, or provide limited subsidies/discount codes for the RingGo parking app during events. Any such scheme will be developed with Mole Valley District Council and private car park operators to ensure it's feasible and well-promoted.

In parallel, the BID will take a proactive role in attracting new businesses and investment into Leatherhead. Our part-time BID Manager/Coordinator will act as a business ambassador, building relationships with commercial letting agents, the Swan Centre management, and even regional/national brands that are expanding. The BID will maintain a watch-list of promising businesses (e.g. successful independents in nearby towns, or chains looking for Surrey locations) and will market Leatherhead to them, for instance, by highlighting any incentives, and facilitating introductions with local landlords. By being a connector and champion, the BID can help fill vacant units faster, curate a broader mix of shops and eateries, and reduce the "gaps" in our high street. This business attraction effort is a longer-term initiative with success measured by reduction in vacancy rates and new openings attributed to BID influence over the 5-year term.

BID BUDGET & FINANCING

• OVERVIEW

Over its five-year term, the Leatherhead BID is expected to generate approximately £950,000 in total income (via the mandatory levy contributions from eligible businesses) to invest in the town. This could be supplemented by a conservative estimate of £25,000 in additional income (e.g. voluntary contributions, event sponsorships and grants). Annual BID net income is projected at around £190,000 per year. These figures are based on the total rateable value (RV) in the BID area and assume a prudent 3% non-collection rate (to allow for any bad debts or delays in payment). In other words, at a 2% levy, Leatherhead's businesses will collectively contribute about £185,000 net per year, and we aim to augment this by at least £5,000 per year from other income sources.

• USE OF FUNDS

All BID funds (levy and other income) will be collected into a ring-fenced BID revenue account and 100% reinvested into Leatherhead town centre via the projects identified in this Business Plan. The table below provides an overview of the Year 1 BID budget and an indicative Year 5 budget, illustrating how funds are allocated:

		2026	2027	2028	2029	2030	TOTALS
INCOME							
BID Levy		£ 184,300	£ 184,300	£ 184,300	£ 184,300	£ 184,300	£ 921,500
Additional Income		£ 5,000	£ 5,000	£ 5,000	£ 5,000	£ 5,000	£ 25,000
Total Gross Income		**£ 189,300**	**£ 189,300**	**£ 189,300**	**£ 189,300**	**£ 189,300**	**£ 946,500**
EXPENDITURE							
Operating Costs		£ 56,740	£ 57,205	£ 57,689	£ 58,192	£ 78,715	£ 308,542
IMPROVE	12.5%	£ 16,570	£ 16,512	£ 16,451	£ 16,388	£ 13,823	£ 79,745
PROTECT (Safe & Welcoming Town)	12.5%	£ 16,570	£ 16,512	£ 16,451	£ 16,388	£ 13,823	£ 79,745
PROMOTE (Marketing & Promotions)	25%	£ 33,140	£ 33,024	£ 32,903	£ 32,777	£ 27,646	£ 159,490
ENHANCE/PROMOTE (Events & Festivals)	25%	£ 33,140	£ 33,024	£ 32,903	£ 32,777	£ 27,646	£ 159,490
SUPPORT	10%	£ 13,256	£ 13,209	£ 13,161	£ 13,111	£ 11,058	£ 63,796
ATTRACT	10%	£ 13,256	£ 13,209	£ 13,161	£ 13,111	£ 11,058	£ 63,796
Contingency	5%	£ 6,628	£ 6,605	£ 6,581	£ 6,555	£ 5,529	£ 31,898
Total Activity Expenditure		**£ 189,300**	**£ 189,300**	**£ 189,300**	**£ 189,300**	**£ 189,300**	**£ 946,500**

• LEVY RATE, THRESHOLD & EXEMPTIONS

The BID levy is set at 2% of rateable value for each eligible property. Only properties within the defined BID boundary with a rateable value of £8,000 or above will pay, properties below £8,000 RV are exempt to recognise the smallest micro businesses. Based on the current ratings list, around 230 business premises will fall into the levy payable category. Charitable and not-for-profit organisations receive an additional relief: those properties with RV under £70,000 that receive the local MVDC rate relief will be exempt from the BID levy, while premises at or above £70,000 RV will pay the 2% levy (this affects only the largest organisations). There is no upper cap on the levy – larger stores or offices will pay 2% of their full RV with no maximum limit, ensuring fairness and a proportionate contribution from major ratepayers.

BID BUDGET & FINANCING

• BUDGET COSTS

As illustrated, roughly 70% of the BID's annual income is allocated directly to the delivery of projects in the theme areas, plus contingency. Operating and staffing costs are kept around 30% of income on average, which is lean for a new startup BID and ensures the majority of funds go to visible improvements on the ground. Key operating costs include the part-time BID Manager (our only staff role) and the administrative fee paid to MVDC for collecting the levy. The budget also includes insurance, office/admin expenses, and crucially the repayment of the interest-free development loan provided by MVDC.

• CONTINGENCY FUND

Each year, the BID will set aside a 5% contingency fund to allow flexibility in delivery. This reserve ensures we can handle any unexpected cost variances or seize opportunities that arise at short notice, without disrupting the planned projects. The BID Board must approve any spend from this reserve. Unused contingency may be rolled into the following year's project budgets or used to support additional projects identified by businesses.



• BID RENEWAL FUND 2030

In the BID's final year of its first 5-year term (2030), the budget allocates an estimated £20,000 toward developing the renewal BID proposal for 2031–2035. The BID's intention is to seek external grants or sponsorship to cover this renewal expense if possible, so as to avoid reducing the Year 5 project delivery budget. Even if external funding is not secured, the Year 5 program will still maintain core services whilst ensuring we have resources to pursue a new 5-year BID term.

• FINANCIAL MANAGEMENT

Leatherhead BID Ltd will manage these funds with full accountability. We will maintain proper financial records and produce quarterly management accounts for the BID Board and MVDC's oversight. Annual independently audited accounts will be published and made available to all levy payers at each year-end, so you can see exactly how funds are spent. The BID is a not-for-profit entity, any surplus funds at the end of a year will be rolled over to the next year's budget or allocated to additional projects, as decided by the Board (or returned to levy payers pro-rata upon BID termination, if required by the BID Regulations). We will also actively seek to leverage additional income to supplement the levy, for example, applying for small grants (for events or specific projects) and inviting voluntary contributions from landlords or businesses outside the BID boundary who still benefit from a thriving town. Many BIDs nationally manage to generate extra income on top of the levy (often 5–15% extra).

• BUDGET SUMMARY

The BID's finances have been planned openly and prudently. The headline levy rate is 2%, meaning an annual levy roughly equal to £200 per £10,000 of RV. For example, a shop with RV £20,000 would pay £400 per year (less than £8 per week), while a small café with RV £9,000 would pay £180 per year (less than £3.50 a week). In return, the collective BID funding, nearly £190k a year, unlocks a business-led investment in Leatherhead that simply would not happen otherwise. All funds are protected for use in Leatherhead only, cannot be diverted elsewhere, and will be spent according to this Business Plan (with any adjustments only as allowed under BID rules; see Alteration Clause in the Appendix, page 13). We are ready to hit the ground running on a **YES** vote.

GOVERNANCE & MANAGEMENT

• BID PROPOSER & LEGAL STRUCTURE

The Leatherhead BID is being proposed by Leatherhead BID Ltd, a not-for-profit company limited by guarantee (CLG), set up to serve as the BID delivery Company.

Incorporated on 14 May 2025 specifically to act as the BID vehicle, it will be the entity responsible for delivering the BID projects and managing the BID funds. Leatherhead BID Ltd has no shareholders. The BID operates under Terms of Reference and Memorandum & Articles of Association tailored for BID governance (based on the standard BID industry model and best practice).



PHOTO: BID SHADOW BOARD
L-R: Bruce Shaw, Richard Keel, Tim Caffell, Miranda Virgo, Dave Smith, Richard Cunningham and Mahdi Dolati



• BID BOARD

Leadership and oversight of the BID Company will be provided by a Board of Directors composed of representative local businesses and stakeholders. During the development phase, a volunteer Shadow Board (previously the BID Steering Group) has been guiding the BID, this includes owners/managers from retail, hospitality, property, and other key sectors in Leatherhead town centre, as well as a representative from the Council.

Upon a successful ballot, the Shadow Board will transition into an operational BID Board, and additional directors will be invited/nominated so that the Board reflects the breadth of levy payers: small independents and large nationals, daytime and evening economy, retail and office, etc. The Board will likely consist of around 7-15 directors who are unpaid and serve in a voluntary capacity, committed to improving the town. As a private not-for-profit company, Leatherhead BID Ltd will also welcome all levy payers to become members of the company giving you voting rights at Annual General Meetings and the ability to stand for Board positions. This ensures the BID is truly business-led and accountable to those who fund it.

The BID Board will meet regularly (at least quarterly) to set the BID's strategic direction, monitor delivery, and ensure proper use of funds. Key governance policies, such as a conflicts of interest policy and rules for Board composition and rotation, will be in place to uphold transparency and good management.

The Board may establish theme or project working groups, open to more participants, so that any levy payer can get involved in shaping specific initiatives (for example, a Marketing & Events group). MVDC and other public agencies will not control the BID, it is independent, but we will maintain strong partnerships. MVDC will be invited to nominate a representative to attend Board meetings (typically a local Councillor supported by an Economic Development officer). This helps coordination and information flow, and has been welcomed by the Shadow Board.

GOVERNANCE & MANAGEMENT

• STAFFING

The BID's planned activities will be implemented by a part-time BID Manager/Coordinator (approximately 3 days per week equivalent) to run the day-to-day operations of the BID. This person will be the main point of contact for levy payers, manage suppliers and contracts (for cleaning, marketing etc.), coordinate events, and handle administration. We anticipate recruiting a dynamic individual with knowledge of BID management – possibly sharing expertise from other BIDs in the region. The budget covers a salary in the region of £30k (which is pro-rated from a £45k full-time level) plus employer on-costs, which is competitive for attracting the right talent to Leatherhead. The BID Manager/Coordinator will report to the Board.



• CONTRACTORS & OTHER SUPPORT

Rather than hiring multiple staff, the BID will outsource work to specialist contractors where appropriate (e.g. cleaning crews, marketing/design agencies, event organisers). This keeps fixed overheads low and allows us to scale project delivery as needed by buying in services. It also means that if the BID does not continue past five years, there are minimal staffing close-down liabilities.

• BASELINE SERVICES & PARTNERSHIPS

A guiding principle is that BID projects add to, not duplicate core services provided by the Council or Police. To formalise this, MVDC and other agencies will provide Baseline Service Statements detailing the level of service they will continue to deliver in areas like street cleaning, highway maintenance, grounds maintenance, CCTV, policing, etc. These baselines give businesses transparency on what is already funded by your business rates and taxes, and they create a benchmark above which the BID can add value. For example, if MVDC empties bins and sweeps the High Street at a certain frequency, the BID's cleaning contract will target the additional deep-cleaning needs that are not met by that baseline. The BID will regularly review baseline adherence and will advocate on your behalf if standards slip. Strong partnership working is core to this BID: we will coordinate closely with MVDC's operational teams, Surrey County Council (for highways matters), Surrey Police (for town safety), and others to ensure efforts are aligned. The BID, by speaking for 200+ businesses, can often achieve more in partnership discussions than a single business could.

• MEASURING PERFORMANCE

Just like any business investment, the BID's success needs to be measured. We will establish Key Performance Indicators (KPIs) for our projects and report results to levy payers. We will publish a simple Annual Report each year summarising what the BID has delivered and the measurable impacts, as well as an annual meeting or "open forum" for businesses to ask questions. Moreover, MVDC as the billing authority will receive periodic updates per our Operating Agreement, and British BIDs (the national BID body) provides an advisory support service that we will utilise to benchmark our performance against other BIDs. If a project isn't delivering the expected value, the BID Board will adjust or replace it, we have the flexibility to re-profile budgets between our theme areas if needed, as long as the overall objectives remain (per regulation allowances for alteration without ballot). The BID will be run in a professional, transparent manner with continuous performance monitoring, to ensure your money works hard for Leatherhead.

BID BALLOT & TIMELINE

• THE BALLOT

Launching the Leatherhead BID is contingent on a formal ballot of the businesses.

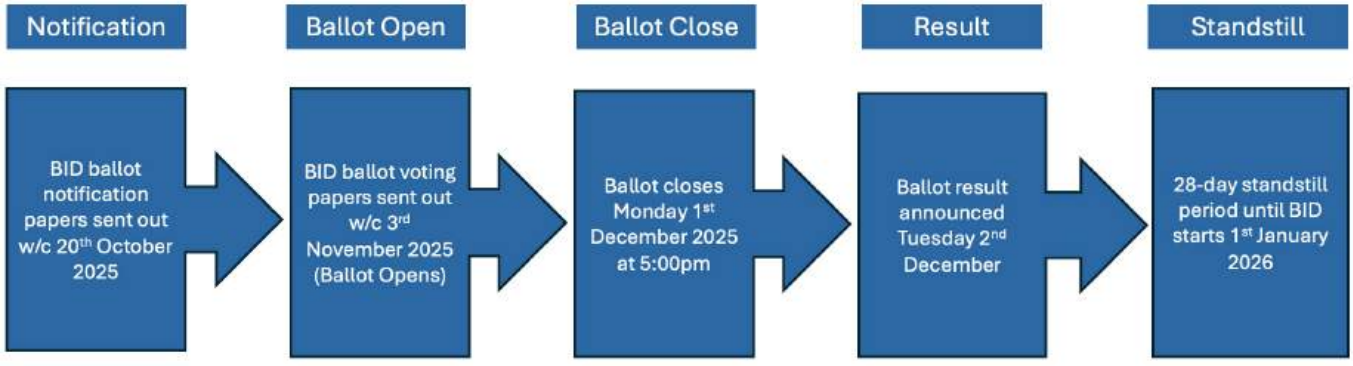
Here's what you need to know about the **BID ballot and how to vote:**

- **Ballot Holder:** MVDC's Returning Officer will administer the BID ballot (completely independent of the BID proposers). Ballot papers will be sent out by post to each eligible ratepayer. Voting is confidential.
- **Who Can Vote:** Every person or organisation that is a non-domestic ratepayer of an eligible property within the BID area gets a vote. If you occupy/rent your business premises, you are likely the voter; for leased properties, the tenant usually pays the rates and votes. If a company owns multiple properties, it will receive separate ballots for each property (and can vote differently for each, if it chooses).
- **Voting Period:** The ballot will be conducted over 28 days for your convenience. Ballot papers are due to be received from 3 November. Completed ballot papers must be returned by 5pm on Monday 1 December. We recommend posting your vote at least a week in advance to ensure it arrives in time (a pre-paid return envelope will be provided). You may also hand-deliver it to the designated ballot box (details will be in the ballot pack).
- **Ballot Requirements for Success**: For the BID to be approved and go ahead, **two** legal conditions must be met:
- **A simple majority of those who vote must vote YES** (more than 50% of votes cast supporting the BID), and
- **Those YES votes must represent more than 50% of the total rateable value of all votes cast.**

This dual 'majority by number and rateable value' is designed to ensure the BID has broad support from both small and large businesses. If both majorities are achieved, the BID is formally approved. (If one or both majorities are not achieved, the BID will not proceed, no levy will be charged and this plan will not be implemented.)

- **Announcement of Results:** The ballot count will take place the evening of 1 December 2025 after 5pm. Results will be announced on Tuesday 2 December 2025 by MVDC. We will inform all businesses of the outcome immediately (via press release, and the BID website).
- **Standstill & Challenge Period:** Under the BID Regulations, within 28 days of the result, the Secretary of State (or a group of at least 5% of voters) may petition to void the ballot if a material irregularity is believed to have occurred. If no such challenge is made by the end of this period, the result is confirmed and the BID arrangements commence, which for Leatherhead would be 1st January 2026.

• BID TIMELINE



BID BALLOT & TIMELINE



• IF THE VOTE IS YES

Next Steps: The BID arrangements (as described in this document) will formally commence on 1 January 2026. The BID will then run for a 5-year term from 1 Jan 2026 to 31 Dec 2030. During that time, all businesses will pay the annual levy and receive the BID services. We expect the first levy bills to be issued in early 2026 (separate from your business rates bill), MVDC will handle billing and collection, with funds transferred to the BID Company. The BID's project delivery will start immediately in early 2026: for example, preparing cleaning contracts to kick off spring 2026, scheduling events for summer/autumn 2026, and so on. The BID Board and Manager will firm up an operational calendar so that there is no delay in getting services on the ground. Levy payers will be kept informed of all upcoming activities and opportunities to get involved.

• IF THE VOTE IS NO

What it Means: If the BID is not approved, none of the improvements in this Business Plan will happen. The funding mechanism to raise ~£190k per year will disappear, as will the dedicated focus that a BID provides. Leatherhead would continue with "business as usual" existing Council services and ad-hoc initiatives, but no collective business-funded projects. The MVDC startup loan would not be repayable by businesses (the Council will absorb that cost), and there would be no second chance until another BID proposal could be developed in the future (which typically cannot be brought forward for at least another year or more). In short, a NO vote means missing out on nearly £1 million of investment into Leatherhead, losing the momentum and collaborative structure the Steering Group has built, and likely seeing our town centre lag behind others that are proactively investing in themselves. We genuinely believe that failing to establish the BID would be a significant lost opportunity for Leatherhead.

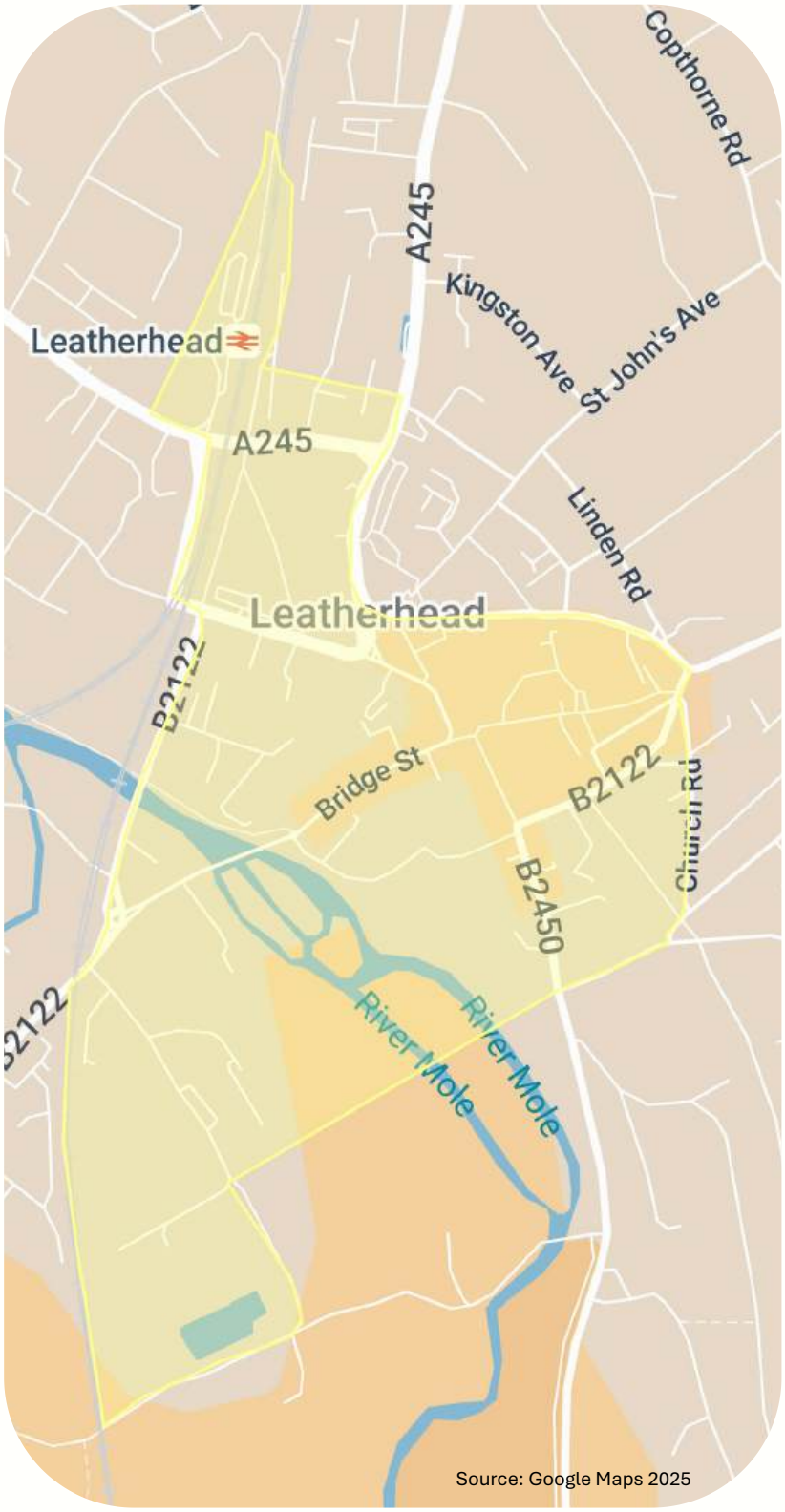
For now, our focus is on winning this first ballot and delivering on this plan. We encourage you to make an informed vote.

If you have questions or would like more information before voting, please reach out to us.

For any enquiries, please contact the Leatherhead BID team at info@leatherheadbid.co.uk. We are happy to arrange one-to-one meetings or visits to discuss what the BID means for you.

Contact Information: You can find more details, this BID Proposal document and all the legal annexes on our website https://leatherheadbid.co.uk.

LEATHERHEAD BID MAP



Source: Google Maps 2025

THE BID AREA

The streets wholly or partially included are:

Belmont Road
Bridge Street
Bull Hill
Church Road
Church Street
Church Walk
Elm Road
Emlyn Lane
Fetcham Grove
Gravel Hill
Guildford Road
High Street
Kingston Road
Leret Way
Middle Road
Minchin Close
North Street
Oaks Close
Owen Place
Randalls Road
Station Approach
Station Road
Swan Centre
Swan Mews
The Crescent
Upper Fairfield Road
Waterway Road
Waverley Place

APPENDICES

Available on Request / Online at leatherheadbid.co.uk

Annex A – Budget Breakdown (2026–2030): Full five-year financial tables, including yearly income, expenditure by line item, and assumptions.

Annex B – Baseline Service Statements: Documentation of existing public services provided in the BID area (e.g. street cleaning schedules, parks maintenance), confirming the baseline that the BID will complement.

Annex C – BID Operating Agreement: The agreement between Leatherhead BID Ltd and Mole Valley District Council covering levy collection procedures, enforcement, payment schedules, monitoring, and any agreed service standards.

Annex D – BID Area Map: Map of the Leatherhead BID boundary, showing all streets and properties included (note: the BID area covers the town centre core, including the Swan Centre and surrounding principal streets. A list of BID streets is provided.

Annex E – Consultation Summary and Evidence Pack: Details of the business consultation undertaken, including survey results, feedback from the November 2024 Open Day at Leatherhead Theatre, mailout materials, details of the additional consultation from October 2025 and a summary of how business input shaped the BID proposals.

Annex F – Risk Register and Mitigation Plan: Identification of key risks to the BID (e.g. lower levy collection, project delivery challenges, economic changes) and mitigation actions. This living document will be maintained by the BID Board to manage risks proactively.

Annex G – Pre & Post-Ballot Communications Plan: The strategy for communicating with businesses leading up to the ballot (raising awareness, addressing queries) and, if successful, the immediate communications after the ballot and into the BID launch.

Annex H – Governance Policies and Board Terms of Reference: Includes the BID Company's Articles of Association, Board Terms of Reference, conflict of interest policy, and membership rules – ensuring the BID's governance is transparent and meets legal requirements.

Annex I – Evidence of Funding: Confirmation of the MVDC development loan agreement and evidence of BID start-up funds (demonstrating the BID has resources to cover ballot costs and initial operations).

Alteration Clause: The BID Board may reallocate budget or modify project delivery as needed to meet BID objectives without a formal ballot, provided these changes do not alter the BID boundary, the levy rate or calculation mechanism, or the BID's five-year term. Any change to those core elements would require an alteration ballot as per the BID Regulations.

Sources: This proposal has been developed with reference to the UK BID Regulations 2004 and best practices from other successful BID models across England. It incorporates all content required by law, including the services to be provided and who will provide them, the baseline service outline, the BID area and map, who will be liable for the levy and how it's calculated, what reliefs/exemptions apply, rules for altering the BID arrangements, and the BID's proposed duration (5 years) and start date.

The plan has been aligned with the draft Operating Agreement sent to MVDC on 4 August 2025 to ensure full compliance and a smooth journey from ballot to delivery. By voting yes, you are approving this comprehensive Proposal and Business Plan, which will then become the mandate for Leatherhead BID Ltd to implement starting in January 2026.

Let's move Leatherhead forward – **together with a YES vote for our BID.**

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CONCLUSION

Leatherhead has a proud history and tremendous potential. This BID Proposal is our chance to secure the investment and take the actions needed to revitalise our town centre. By coming together as a BID, we can achieve things that none of us could accomplish alone – from major cleaning operations to town-wide events and collective marketing that puts Leatherhead back in the spotlight. The BID gives us a powerful unified voice and the funding to make that voice heard. It ensures that the money we contribute is spent by us and for us, on local priorities we've chosen.

All that remains is your decision in the upcoming ballot. The Leatherhead businesses on the Shadow Board, and many of your fellow business owners, strongly believe in this plan – it is both ambitious and realistic, with a clear roadmap to a better Leatherhead. We urge you to vote YES for the Leatherhead BID. A YES vote unlocks five years of guaranteed improvements and support. It means gaining an extra £190k a year working for your business and the town. It means cleaner streets, safer trading, more customers, and a louder voice. Ultimately, a YES vote is a vote for growth, for community, and for a brighter future for Leatherhead.

Let's make Leatherhead the success story we know it can be – together.

Vote YES by 1 December 2025 and let's get to work on delivering this exciting programme from January 2026 onwards.

Thank you for your time and support.

Leatherhead BID
c/o Swan Centre Office
High Street
Leatherhead
KT22 8AH

0330 0431891 (BID Consultant)
info@leatherheadbid.co.uk
www.leatherheadbid.co.uk

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