

*“5 years. 4 Objectives. 1 Manor Royal.”*



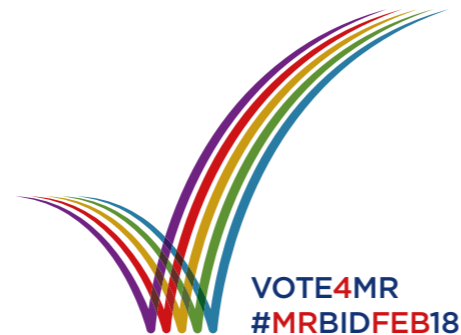
## Manor Royal Business Improvement District (BID)

### Business Plan Prospectus (2018-2023)



# The benefits of renewing the Manor Royal BID

Voting **“YES”** to renew the Manor Royal BID will provide the mandate to create a package of investment over a five year term (2018-2023) that will deliver the following benefits:



- > Improved infrastructure
- > Attracting additional investment
- > Action on transport and parking issues
- > Better standards of maintenance and security
- > Access to free and subsidised services for business and staff
- > Strategic-level representation of Manor Royal to key stakeholders and decision makers
- > Safeguarding and capitalising on the improvements and momentum already gained
- > Active involvement in projects and policy matters to get the best deal for Manor Royal
- > A tailored programme of locally delivered events and training
- > Promotion of Manor Royal and Manor Royal businesses
- > Regular and dedicated PR and communications
- > Dedicated point of contact and representative voice
- > High levels of satisfaction and pride in Manor Royal

## Foreword

Today the Manor Royal Business District is a very different place to the one we were all working and trading in a few years ago. There are more businesses, fewer empty sites and vacant buildings and masses of developments planned and underway.

We have gone from a place criticised for being “out of date” to one that wins awards. We have gone from a place where only 13% of businesses said they were satisfied to one where satisfaction levels regularly register 80% and higher.

The Manor Royal BID has been a big part of that and in many cases been the driving force and deliverer of those changes. From broadband, roads, security and infrastructure to new services, events, initiatives and staff benefits – the Manor Royal BID has been at the centre of it all.

My concern is that these improvements will be lost without the BID. More than that, without the BID we can't take Manor Royal to the next level, we will lose our collective ability to influence and we will not be able to deliver the projects outlined in this document.

As in the first BID, we have an opportunity now to make a positive difference for our businesses and staff. I urge you to read the Business Plan and hope you are as enthusiastic about it as I am and hope you will join me by voting in favour of the Manor Royal BID in February 2018.

**Trevor Williams**  
Manor Royal BID, Chair

*A  
Message  
from the  
chairman*



# Executive Summary

## An overview of the Manor Royal BID Business Plan 2018 -2023

### A track record of delivery

Since its creation, the Manor Royal BID has built-up a track record of achievement.

Guided by the original Business Plan, the Manor Royal BID has delivered a range of new and additional services, projects and infrastructure improvements for the benefit of Manor Royal based businesses and staff in line with its vision “to improve the trading and working environment of Manor Royal”.

### A vote to renew the BID

Having completed its first five year term, businesses must vote to extend the BID for a further five years in a renewal ballot taking place in February 2018, which will allow this new Business Plan to be delivered.

### A new plan and new projects

This Business Plan has been developed only after extensive research and consultation. A successful renewal would see the Manor Royal BID continue to deliver those services, projects and initiatives already valued by businesses and extend the remit of the BID but without increasing costs.

The levy rate - the contribution businesses would be expected to make annually for five years - will remain at 1% of the rateable value of the property occupied for those properties with a rateable value of £12,000 or more, but capped so that no single property would be liable for more than £3,500 per annum.

### Providing additionality and continuity

The Manor Royal BID adheres to the principal of “additionality” which means that what it delivers is in addition to and on top of what any other organisation currently delivers or will deliver. The Manor Royal BID is also the only organisation whose sole interest is the success of Manor Royal and, most importantly, is run by and for Manor Royal companies.

### A clear vision supported by four strategic objectives

The vision for the Manor Royal BID is “For Manor Royal to be widely regarded as the place where companies and people choose to be for the strength of its business community and the quality of its trading and working environment.”

#### Objective 1: Promote and influence

Promote Manor Royal Business District to secure investment and retain businesses, promote local companies and represent the interests of the business district at a strategic level with private and public sector partners.

#### Objective 2: Trade and Save

Provide opportunities for companies to trade with each other and benefit from subsidised or free services.

#### Objective 3: Infrastructure and Facilities

Ensure the infrastructure and facilities on offer meet expectations associated with a premier business destination so that businesses can function, staff are satisfied and visitors are impressed.

#### Objective 4: Manage and Maintain

Deliver enhanced levels of maintenance, public realm and security throughout the business district.

Details of the projects associated with each objective are set out in the relevant section of the Business Plan along with details of how the Manor Royal BID will be managed and run.

#### Your BID, your Vote, your Choice

If businesses vote to renew the BID this will allow for a fund of circa £2.6m to be generated over a five year period, plus any additional funds the BID team secure from other parties.

**A vote to renew the Manor Royal BID is the only way to ensure the additional services, projects and benefits outlined in this document are delivered.**

# The BID area

## Map of the proposed BID area

### Did you know?

Before the BID 31% of businesses were **dissatisfied** with Manor Royal as a place to do business. **Now it's just 3%**



- > Baird Close
- > Betts Way
- > Cobham Way
- > County Oak Lane
- > County Oak Way
- > Crompton Way
- > Faraday Road
- > Fleming Way
- > Gatwick Road
- > Hydehurst Lane
- > James Watt Way
- > Jenner Road
- > Kelvin Lane
- > Kelvin Way
- > Manor Royal
- > Maxwell Way
- > Metcalf Way
- > Napier Way
- > Newton Road
- > Priestley Way
- > Royce Road
- > Rutherford Way
- > Tinsley Lane
- > Tinsley Lane North
- > Wheatstone Close
- > Whittle Way
- > Whitworth Road
- > Woolborough Lane

**Napier Way**  
Zone 3

(\* ) The BID area includes any and all of the smaller business areas and parks located off these roads that are located within the boundary of the defined BID area, even if they are not listed above including County Oak Retail Park and Acorn Retail Park.

# What a BID is and why we need one

## What is a BID?

A Business Improvement District (BID) is a precisely defined geographical area where the businesses vote to invest collectively in local improvements to enhance their trading environment.

The businesses decide what they want the BID to do, they vote to create it and they run it by the rules they agree.

BIDs were enabled by Parliament through the Business Improvement Districts (England) Regulations in 2004. This legislation was based on the experience of successful BID activity in America, and originally in Canada where they have been operating since the 1960s.

BIDs have to comply with these Regulations but are designed to allow businesses to create them to meet their needs and to operate how they want them to. BIDs can only be created for a maximum of five years through a vote (a ballot). In order for a BID to carry on businesses must vote in a renewal ballot every five years.

There are now almost 300 BIDs operating in town centres and business parks throughout the United Kingdom and Ireland.

More information about BIDs is available from British BIDs at [www.britishbids.info](http://www.britishbids.info)

## Why we need a BID in Manor Royal

The reason businesses voted to create the Manor Royal BID in 2013 was because the business district needed to improve in a number of ways and there was no one else with the necessary means to deliver them.

Independent research highlighted that Manor Royal had struggled to keep pace with other areas and that the business community itself was uncoordinated in ways that weren't helpful.

Things have improved significantly since the creation of the BID but some of the same challenges remain. In some respects the challenge is even greater. Specifically, there is still no other organisation or mechanism that will generate the necessary funds or whose sole purpose is to ensure Manor Royal succeeds.

Manor Royal is a very different place now to what it was but there is no room for complacency.

**Many of the improvements experienced in Manor Royal in recent years have been delivered by or involved the Manor Royal BID. If we want to keep these and build on them it is essential to retain the BID as the influential "voice" of Manor Royal and the self-determining organisation for business-led delivery because no one else is going to do it.**



*"Being part of the BID has allowed B&CE to be at the heart of the decisions that impact the area we call our home. Recent examples have been the provision of outside space, low cost training for staff and involvement in the transport study commissioned specifically to attract funding for local transport improvements. The BID continues to have a tangible impact on the success of the local business community."*

**Zoe Wright**  
Director of People & Premises, B and CE

# A proven track record

## A record of success - highlights from the first BID term

Since its creation in June 2013 the Manor Royal BID has been about delivering on the objectives of its first Business Plan. The BID now has a track record of delivering on its promise.



**Recipient of 3 awards** (two regional, one national), 1 commendation by the Landscape Institute and short-listed for 2 other national industry awards



Launch of the **dedicated Manor Royal Jobs Board** providing free and unlimited job postings



**Over 500 hours of free to access conservation based volunteering** organised with Sussex Wildlife Trust



**9,000 users of the easit transport initiative** each **saving £480 per annum** (on average)



**50,000 copies of the quarterly Manor Royal News magazine** published to promote the business district and its companies



**76 registered companies using easit** enjoying a collective saving on membership of **£75,000 per year**



**45 activations of the Manor Royal BID winter gritting service** since its inception in year three, covering those areas not otherwise treated. This equates to **225 kilometres of additional gritting**



**Significant road resurfacing works negotiated** and carried out on Manor Royal road, Fleming Way, Gatwick Road, Faraday Road, County Oak Way, London Road A23 and Gatwick Road Parade



**25 security cameras installed** at entry points and strategic locations monitored by Sussex Police



**Over 60 monthly eBulletins** issued providing Manor Royal companies with the latest news and information



**380 employees** have attended over **50 bespoke Manor Royal BID discounted training events** saving Manor Royal companies over **£40,000**<sup>1</sup>



**200 new signs installed** including new street name signs, directional signs, welcome signs and lamp post banners



**Over 50 events** have been organised attended by over **5,000 delegates**



**Over £1million attracted** in additional funding to **BID projects**



**All 23 broadband cabinets upgraded** for faster fibre-based broadband



**1 new entranceway opened**, 1 more at planning and a newly designed **footbridge re-opened**



**2 new parks** opened: Crawler's Brook People's Park and The Terrace Pocket Park



**2 subways** upgraded: Green Lane and Woolborough Lane subways

<sup>1</sup> Figures do not count those training events delivered in the final year of the BID likely to be a further 30 sessions.

# Our Journey

The Manor Royal BID has delivered many new and additional services, projects, improvements and events. It's impossible to capture them all. Here are some selected highlights of the story so far.

June 2013

**1. BID starts**

July 2013

**2. First BID event**

Virgin Atlantic host first Manor Royal BID event at which the partners and benefits programme is launched and key announcements on the first projects are made.

Nov/Dec 2013

**3. Better roads**

Road repairs are fast-tracked by at least two years due to BID lobbying and close working with West Sussex County Council.

December 2013

**4. Broadband & security measures**

Contracts are signed and work packages agreed to introduce fibre broadband infrastructure to everywhere in Manor Royal and to work with Sussex Police to improve security, including introducing security cameras.

September 2015

**12. Faster broadband**

Faster broadband project completed.

April - June 2015

**11. Subway upgrade**

Woolborough Lane subway upgrade completed.

January - March 2015

**10. New website & directory**

Website is re-vamped and new business directory is launched CCTV infrastructure is installed.

November 2014

**9. People's Park opens**

Crawter's Brook People's Park is officially opened by HRH The Duke of Gloucester.

July - Sept 2014

**8. Broadband and awards**

First fibre broadband cabinets go-live. Manor Royal wins South East in Bloom BID category.

April - June 2014

**7. Using influence**

£600,000 grant secured for CCTV and facilities. Manor Royal BID responds to runway proposals and writes to Government concerning Permitted Development Rights.

April-June 2014

**6. Know Your Neighbour**

First HR Forum and Manor Royal football tournament take place. The first Manor Royal Projects Pack is unveiled at Know Your Neighbour Expo setting out designs for new facilities, signage, entranceways and other interventions.

Feb 2014

**5. Park work begins**

Work begins on Crawter's Brook People's Park.

Sept - Oct 2015

**13. Awards & training**

Crawter's Brook People's Park receives South East in Bloom award. Bespoke Manor Royal Training programme is launched. Planning permission granted for Gateway 3 and signage projects.

November 2015

**14. National BID recognition**

Crawter's Brook People's Park wins national British BIDs Project award.

Nov - Dec 2015

**15. Manor Royal Matters**

First Manor Royal Matters conference takes place. Gatwick Road Parade parking restriction comes into force. Additional winter maintenance service launched. Signage manufacturers appointed.

May 2016

**16. Signage project completed**

June - August 2016

**17. Better infrastructure**

Green Lane subway upgrade is completed. Gatwick Rd North is resurfaced. New Hawth partnership. Gateway 3 works begin. Transport Study begins.

September 2016

**18. Gateway 3 structure**

Practical completion of works at Betts Way.

September 2016

**19. Better security**

Security camera project officially completed. Agreement signed with Sussex Police. Information Pack published. Grey (hard) and Green (soft) infrastructure audits published.

October 2016

**20. Footbridge opens**

Re-designed Gatwick Road Footbridge re-opened.

June 2017

**28. Cheaper energy**

Re-Energise Manor Royal (on-site energy generation feasibility project) starts with £500,000 EU grant.

May 2017

**27. More new services**

Dedicated Manor Royal Jobs Board is launched providing free and unlimited job postings. Waste & Recycling Service launched and insurance partner announced.

April 2017

**26. New Pocket Park**

The Terrace Pocket Park is officially opened.

April 2017

**25. BID breaks £1m**

BID writes to Government about Business Rates review and breaks the £1m mark from additional investment attracted for Manor Royal projects.

March 2017

**24. Better maintenance**

Additional Grounds Maintenance Team appointed.

January 2017

**23. Transport and Gateway**

Transport Study Final Report published. Gateway 1 (Gatwick Road) upgrade planning application submitted.

January 2017

**22. Terrace work begins**

Work begins on construction of The Terrace Pocket Park

November 2016

**21. More recognition**

Crawter's Brook People's Park "highly commended" by the Landscape Institute.

July 2017

**29. Economic work starts**

Economic Impact Study to assess Manor Royal's present and potential future contribution to the economy begins.

September 2017

**30. New Ranger service**

Launch of the dedicated Business Ranger (day time and night time) Service to provide additional security and reassurance and to identify and resolve problems more quickly.

September 2017

**31. Improved cyclepath**

Upgraded cyclepath connecting Ifield Station to Metcalf Way is opened.

October 2017

**32. Going digital, getting smoother**

Planning application submitted for 6 digital display boards and advertising screens. County Oak Way re-surfaced.

November 2017

**24. Better maintenance**

Additional Grounds Maintenance Team appointed.

Feb18 and beyond

**34. February 2018 and beyond**

Businesses vote in the Manor Royal BID Renewal ballot. Only a positive "yes" vote will allow the journey to continue until 2023.

November 2017

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\* This timeline does not include the delivery of free to attend events and seminars organised by the BID that take place throughout each and every year including; the Manor Royal Know Your Neighbour EXPO, Manor Royal Matters Conference, Manor Royal Showcase, Annual General Meeting, Manor Royal Training Programme, quarterly HR People Forums, Christmas Celebration events, Annual 6-a-side football tournament, team building and volunteering events, Crawley STEMfest launch & Manor Royal Comedy Night and other one-off events.

# The Research

Informed by YOU

Fundamental to how the Manor Royal BID operates is the opinion of businesses. To inform the renewal process, a variety of methods have been used to ensure the widest possible participation and feedback about what the priorities ought to be and how the BID Levy fund ought to be invested.

## An evidence-based approach

To formulate this Business Plan the Manor Royal BID has drawn on a number of sources of information, including:

- > Manor Royal BID Survey (2016) to which almost 30% of businesses responded.
- > Manor Royal Showcase event (2017) where BID 2 priorities were discussed and opinion cast using electronic voting pads. Attended by over 100 delegates representing 66 companies.
- > Manor Royal Transport Study (2016) which included employee surveys and business consultation.
- > Manor Royal Economic Impact Study (2017) an independent economic assessment by leading economic development, planning and regeneration consultants, Lichfields, to assess performance, weaknesses and gaps.
- > Presentations at public events including Know Your Neighbour Expo (2017) attended by over 100 companies.
- > Coverage in Manor Royal News magazine, monthly eBulletins and online inviting comment.
- > Other studies including the Manor Royal Grey (Hard) and Green (Soft) infrastructure audits (2016).
- > Face-to-face meetings and interviews as well as gathering views submitted directly to the BID during the normal course of business.



VOTE4MR  
#MRBIDFEB18

*“With our Depot based in Manor Royal, we are BID members as well as providers of bus services to employees all over Manor Royal and the surrounding areas. We have found the BID to offer great opportunities to promote our services and the highly proactive stance they take to get stuck into the local issues that matter most, mean that we consider the Manor Royal BID to be one of our most valued partnerships. We hope you will join us by voting ‘yes’ to support BID2.”*

**Patrick Warner**  
Business Development Manager  
Metrobus

## The results

### Represent, promote and inform

93% of businesses valued the role the BID plays in representing Manor Royal at a strategic level, which has delivered increased levels of investment to the area and influenced the plans and policies that directly impact Manor Royal. Keeping companies informed, promoting businesses and helping to reduce costs also featured highly.

### Valued projects

84% of businesses regarded delivering even faster broadband as either “very” or “quite” important. 93% wanted to see better standards of maintenance. Efforts to improve the major entranceways into Manor Royal was rated as important by 78% of businesses. Improving the business directory scored highly (74%) and 64% wanted to see more ways to connect businesses.

## Addressing the priority issues

When businesses were asked directly about their priorities, a number of trends emerged. First among them were the quality of the roads and footpaths and transport related issues. Five of the top ten issues fall into one of these two areas.

Maintenance, street scene and tidiness also feature prominently and are dealt with in the “Manage and Maintain” objective. Over half of respondents highlight facilities as an issue and 28% mentioned broadband speeds. Night time security is a priority for over a third of Manor Royal companies.

These findings were borne out by the verbatim comments provided, of which there were over 270.

At the Manor Royal Showcase (2016) voting by delegates using electronic voting pads indicated that 59% felt the standards of appearance and maintenance were issues closely followed by a need to take action on parking and transport (52%) with the need for better facilities (45%) and opportunities to meet (33%) also ranking highly.

## Improving levels of satisfaction and support for the principle of a second term BID

On the important matter of satisfaction with Manor Royal as a place to do business the survey results indicated that 97% were either “satisfied” or “very satisfied” and 54% feeling it had improved in the previous year. A more consistent level of reported satisfaction is provided by the Showcase results gathered year on year where roughly 60% indicate they are “satisfied” or “very satisfied” with negligible amounts reporting dissatisfaction (2-3%).

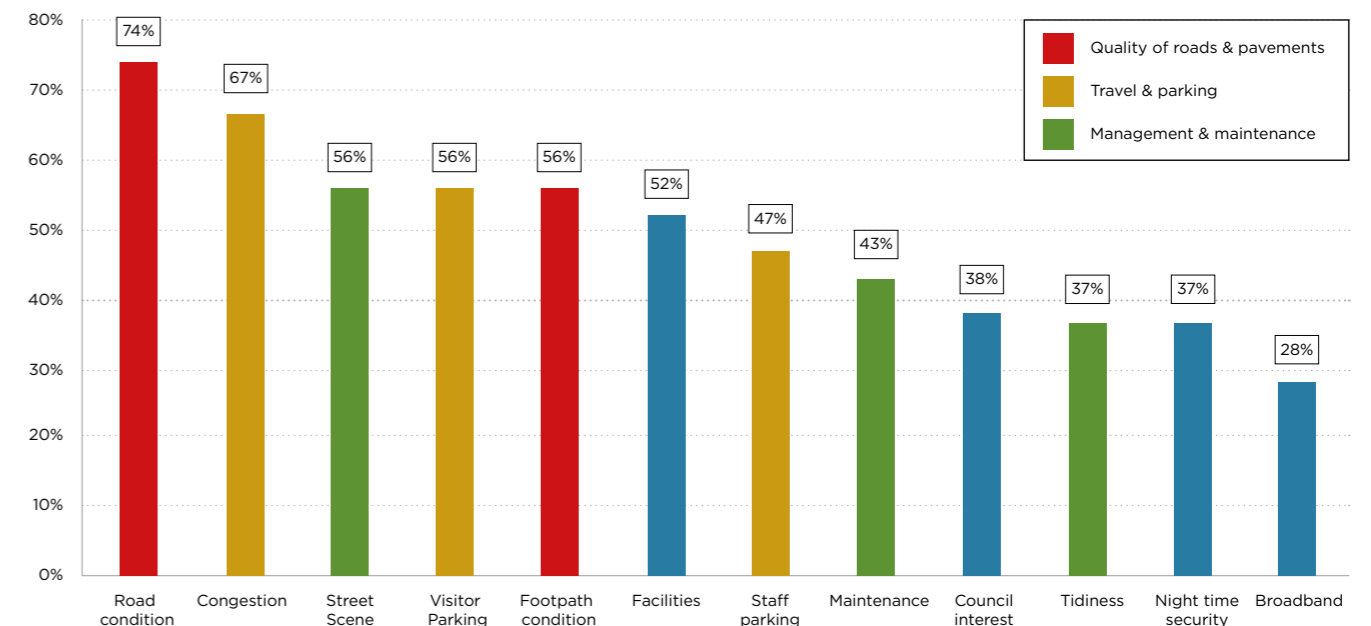
From the survey 72% claim to be supportive of the BID with 19% undecided. At the Showcase event (2017) 92% believed a second term BID ought to be pursued.

These findings have informed this Business Plan and the case for renewing the Manor Royal BID.



## Priorities identified by Manor Royal businesses

Source: Manor Royal BID Survey, 2016



# Vision, objectives & deliverables

(Projects & services)

*“For Manor Royal to be widely regarded as the place where companies and people choose to be for the strength of its business community and the quality of its trading and working environment.”*

How our vision to improve Manor Royal relates to our strategic objectives and specific actions that together contribute to a better trading and working environment.

## Vision

The stated vision for the business district area is:

*“For Manor Royal to be widely regarded as the place where companies and people choose to be for the strength of its business community and the quality of its trading and working environment.”*

This vision captures a future for Manor Royal that works for businesses and staff through a shared commitment to collaborate to deliver that vision where the BID provides the necessary momentum, energy and drive. Based on this vision the central purpose of the BID is to:

*“Improve the trading and working environment of Manor Royal.”*

## Objectives

The Manor Royal BID will act on four objectives in support of our vision.

## Objective 1: Promote and influence

Promote Manor Royal Business District to secure investment and retain businesses, promote local companies and represent the interests of the business district at a strategic level with private and public sector partners.

*The Manor Royal BID will:*

- > Promote Manor Royal as a premier business location
- > Represent your views as we work with policymakers to deliver a healthy environment for businesses to succeed on Manor Royal
- > Influence economic development activities as they impact on Manor Royal
- > Attract additional investment to fund new projects for the benefit of all
- > Provide a dedicated point of contact for enquiries from business, staff and investors
- > Communicate effectively with stakeholders via public relations, marketing, events and digital channels
- > Liaise with public partners, including local authorities, the Police and Gatwick Airport

## Objective 2: Trade and Save

Provide opportunities for companies to trade with each other and benefit from subsidised or free services.

*The Manor Royal BID will deliver:*

- > A tailored programme of exclusive and free events
- > Subsidised staff travel initiatives, including easit membership
- > Subsidised and free services, eg. Business Watch, Volunteering, Waste & Recycling etc.
- > Schemes to deliver savings on business overheads
- > High quality, subsidised training programme
- > Free to use dedicated Manor Royal Jobs Board
- > Manor Royal News magazine produced quarterly and eBulletins produced monthly
- > New, dedicated and bespoke Business Directory
- > Negotiated staff benefits

## Objective 3: Infrastructure and Facilities

Ensure the infrastructure and facilities on offer meet expectations associated with a premier business destination so that businesses can function, staff are satisfied and visitors are impressed.

*The Manor Royal BID will deliver:*

- > New programme of infrastructure improvements, including major entranceways and area enhancements
- > Travel, transport and parking improvements
- > Investigate the potential to generate energy on-site from renewable sources
- > Lobby and help to deliver new facilities for staff to meet, rest and enjoy
- > Even faster broadband
- > New digital outdoor media signs managed by the BID for use by Manor Royal companies

## Objective 4: Manage and Maintain

Deliver enhanced levels of maintenance, public realm and security throughout the business district.

*The Manor Royal BID will deliver:*

- > Enhanced levels of additional maintenance provided by a dedicated Maintenance Team
- > Improved day and night security
- > Dedicated Manor Royal Business Ranger service
- > Road and footpath improvements
- > Maintenance of the signs, parks and assets for which the BID is responsible
- > Maintenance of the area-wide security cameras with Sussex Police
- > Additional winter maintenance and gritting service




*“The Manor Royal BID adds value by allowing us to operate as a collective group of companies working together to make the business district a better place to work in for companies and their employees. The BID is making a difference. Without the BID we would lose momentum and the great projects that have been undertaken would be a thing of the past.”*

**Tony Maynard**  
Facilities Manager,  
CGG


# BID2 (2018-2023) in Pictures

Some of the projects and services a renewed Manor Royal BID will deliver.


**1.** Digital advertising boards at strategic locations managed by the BID




**2.** Dedicated full-time maintenance team




**3.** Improved entranceways




**6.** Transport improvements as part of a £multi-million programme




**5.** Business Rangers providing day and night cover




**4.** Regular programme of exclusive and free events




**7.** Area-wide of 25 security cameras (CCTV/ANPR)




**8.** Subsidised training and bespoke staff and business offers




**9.** PR and marketing to boost trade and promote Manor Royal




**12.** Delivery of the projects pack to improve facilities and public realm



**11.** Dedicated and free to use jobs board



**10.** Additional winter maintenance / gritting service



# What it will cost An agreed set of rules

Every BID has to establish its own levy rules. Reference has been made to the use of the 'Industry Criteria and Guidance Notes' (source: British BIDs 2017) in developing the rules which will apply to the Manor Royal BID.

Levy payments will be calculated at 1% of the rateable value of the premises businesses occupy on all properties in the BID area with a rateable value of £12,000 or more. A cap will be in place so that no individual property attracts a levy charge of more than £3,500.

The levy charge will be payable annually based on the Valuation Office Agency's 2017 ratings list on 1st February each year.

With a 1% levy, the indicative costs to a business would be:

Rateable Value	Annual levy	This equates to: Weekly	This equates to daily
Less than £12,000	£ -	£ -	£ -
£12,000	£120	£2.31	£0.33
£15,000	£150	£2.88	£0.41
£20,000	£200	£3.85	£0.55
£30,000	£300	£5.77	£0.82
£50,000	£500	£9.62	£1.37
£100,000	£1,000	£19.23	£2.74
£150,000	£1,500	£28.85	£4.11
£250,000	£2,500	£48.08	£6.85
£350,000 plus	£3,500	£67.31	£9.59

You can check the rateable value of your property at [www.voa.gov.uk](http://www.voa.gov.uk)



*"I'm backing the BID because by working together in this way we are getting results. The Manor Royal BID has delivered beyond expectations during the last 5 years and is looking positively to build on this. The BID levy is small compared to the vast improvement in the area examples of which are a better environment, security, cheaper travel and well maintained roads."*

**Michael Deacon-Jackson**  
FTD Johns



# The Budget

## The Manor Royal BID 5 year budget: 2018 - 2023

	Year 1	Year 2	Year 3	Year 4	Year 5	Full Term
<b>INCOME</b>						
Annual BID Levy Income (1)	£499,510	£509,500	£519,690	£530,084	£540,686	£2,599,470
Surplus from BID1	£10,000	£ -	£ -	£ -	£ -	£ 10,000
Other income	£50,000	£51,000	£52,020	£53,060	£54,122	£260,202
<b>TOTAL INCOME</b>	<b>£559,510</b>	<b>£560,500</b>	<b>£571,710</b>	<b>£583,144</b>	<b>£594,807</b>	<b>£2,869,672</b>
<b>OPERATING EXPENDITURE</b>						
Central running costs (2)	£52,695	£53,749	£54,824	£55,921	£57,039	£274,229
Levy collection charge	£15,000	£15,300	£15,606	£15,918	£16,236	£78,061
Renewal Fund	£7,500	£7,650	£7,803	£7,959	£8,118	£39,030
<b>TOTAL OPERATING EXPENDITURE</b>	<b>£75,195</b>	<b>£76,699</b>	<b>£78,233</b>	<b>£79,798</b>	<b>£81,394</b>	<b>£391,320</b>
<b>PROJECT EXPENDITURE</b>						
Objective 1: Promote and influence	£54,546	£55,637	£56,750	£57,885	£59,043	£283,861
Objective 2: Trade and save	£53,296	£54,362	£55,449	£56,558	£57,690	£277,356
Objective 3: Infrastructure and facilities	£116,600	£108,732	£110,907	£113,125	£115,387	£564,751
Objective 4: Manage and maintain	£249,846	£254,843	£259,940	£265,139	£270,442	£1,300,210
Contingency	£10,000	£10,200	£10,404	£10,612	£10,824	£52,040
<b>TOTAL PROJECT EXPENDITURE</b>	<b>£484,289</b>	<b>£483,775</b>	<b>£493,450</b>	<b>£503,319</b>	<b>£513,386</b>	<b>£2,478,218</b>
Surplus (3)	£26	£26	£27	£27	£28	£134

### Notes:

1. Includes an allowance for bad debts
2. Central running costs include staff admin costs, office costs and fixed overheads
3. In addition to this surplus the BID has a retained surplus of £50,000 as a reserve
4. All income and expenditure figures have been increased by 2% year-on-year to allow for inflation although inflation on BID Levy Income is at the discretion of the Board and may not necessarily be applied

### Additional Income

The Manor Royal BID is committed to attracting additional funding other than that provided by the businesses through the BID Levy. A modest additional income generation target has been set. If the BID is more successful in attracting additional funds this will be allocated to projects consistent with this plan and its stated objectives.

### Application of funds

The BID funds are ring-fenced and will be controlled by participating businesses via the BID Company and used in accordance with this plan.

### Accountable

The BID Company will produce monthly management accounts and financial forecasts. Appointed auditors will produce end-of-year accounts, made available publicly to all and these will be filed at Companies House in the normal way.

# Monitoring performance

### Did you know?

97% of levy paying businesses report being either "satisfied" or "very satisfied" with Manor Royal as a place to do business compared to just 13% before the BID

The performance of the BID will be monitored and publicly reported in the following ways:

- > A detailed Annual Report produced for each AGM and published online.
- > Accounts independently audited, presented at each AGM and published online.
- > A levy leaflet distributed to every business describing at the start of each year how funds were invested in the previous year and how they will be invested in the next financial year. Again this will be published online.
- > Regular public meetings where the BID Team and Directors will be present and available.
- > Regular surveys, including a mid-term review, to measure business and staff satisfaction.
- > As far as possible to accommodate interest from those who wish to be involved in the operation of the BID.
- > Regular reporting online and in other communications, including monthly eBulletins and quarterly printed magazine.

### Direct performance measures

Typical key performance measures monitored by the BID include:

WHAT	HOW
Levels of satisfaction among businesses and staff	Surveys
Projects delivered	Public reporting of projects delivered
Businesses and staff attending events	Event monitoring
Businesses and staff benefiting from activities	Review of engagement and savings from training, transport (easit users), business watch etc.
Additional investment generated (additional to levy)	Annual Audited Accounts / Annual Report
"Mood" scores	Quantifiable measures consistently gathered on BID activities e.g via electronic voting at Annual Showcase
Service specific performance indicators e.g. relating to additional maintenance team, Business Rangers, winter gritting, job board usage and savings etc	These are agreed measures related to BID services which are discrete, service-specific measures.

### Indirect performance measures

A number of measures will be monitored by the BID to assess the overall performance of Manor Royal as an area. These measures are influenced by external factors as well as BID actions so cannot be directly attributed to the BID. However, they are strategically and operationally useful to assess wider performance and to inform our place shaping and influencing role.

WHAT	HOW
Site availability	Local knowledge and site monitoring
Levels of occupancy	Empty properties data
Crime statistics	Sussex Police reported crime statistics
Measures of productivity	Objectively obtained measures of GVA

# Governance

## A not-for-profit company run by businesses

The Manor Royal BID Company (MRBD Limited) is a not-for-profit BID Company, limited by guarantee. It will be legally and operationally responsible to the businesses in the BID area for all BID activities and will act on their behalf.

The structure of the BID will be a Board responsible for governance, a Management Group responsible for coordinating activity and delivery, and Project Teams to develop the individual projects.

The Board will be elected by the members of the Manor Royal BID Company, drawn from those paying a levy in the area and made up of a representative cross-section of the businesses.

The main role of the Board is to safeguard the interests of levy payers, ensuring that the business operates in line with the BID Business Plan, is professional and offers consistent value for money in line with its targets.

All levy payers shall be entitled to be members of the BID Company. There will be an Annual General Meeting at which all members are invited to attend and vote and at which Directors will be retired by rotation and new Directors elected in accordance with the articles of the company.



*"I'm voting Yes for the renewal of the BID because we can now positively influence changes in our local area. Improvements to the roads, lighting on the cycle paths & new signage have made it easier for our team & our tenants to access our business centre safely & comfortably. Being able to give our tenants access to discounted training courses, networking events & other avenues of business support is exceptionally valuable & would be sorely missed if they were no longer available. Manor Royal has improved greatly since the introduction of the BID."*

**Stephanie George**  
Centre Manager,  
Basepoint Centre

# Meet the Board

## The Board

The Manor Royal BID Company (MRBD Limited) is a non-profit company limited by guarantee set up to run the BID. It is led by a Board of Directors drawn from member businesses who are elected at the Annual General Meeting by fellow members of the BID Company that all levy paying businesses can freely join. Members of the Board give their time on a voluntary basis.

The Articles of the BID Company allow for Board membership of up to nine individuals. Each year a third of the Board is required to stand-down but can stand for re-election.

## The Management Group and Project Teams

Other Manor Royal companies, partners and stakeholders are involved in the running of the BID either as part of the Management Team, which has operational responsibilities, or in one of a number of BID Project Teams. This structure provides good representation of Manor Royal by size, sector and geography as well as ensuring probity and good decision making. The involvement of Manor Royal companies is welcomed and encouraged.



**Trevor Williams**  
**Thales UK**  
BID Director and Chair



**Keith Pordum**  
**Bon Appetit**  
BID Director & Vice Chair



**Anthony Maynard**  
**CGG**  
BID Director



**Jeremy Taylor**  
**Gatwick Diamond Business**  
BID Director



**Markus Wood**  
**Avensys**  
BID Director



**Zoe Wright**  
**B&CE**  
**The People's Pension**  
BID Director



**Michael Deacon-Jackson**  
**FTD Johns**  
BID Director



**Paul Searle**  
**P&H Motorcycles**  
BID Director



**Cllr Peter Smith**  
**Crawley Borough Council**  
BID Director  
(Local Authority)

# The Ballot

## How the voting works

The “lifetime” or “term” of the BID is prescribed by the Regulations and is set at no more than 5 years. It is possible for a BID to be extended by proposing a new Business Plan at the end of the current BID term, with a renewal ballot taking place in much the same way as the initial one.

The ballot takes the form of a 28 day postal ballot. For the BID to go ahead two requirements must be met:

1. More than 50% of business ratepayers who vote have to vote ‘yes’.
2. Those that vote “yes” have to represent more than 50% of the combined ‘rateable values’ of those who vote.

If these two requirements are met, the Business Plan is activated. In accordance with the agreed rules of the BID Company, those businesses in the BID area who meet the criteria will be required to pay the levy each year for five years, regardless of whether or not they voted or how they voted.

The ballot will be administered by Crawley Borough Council’s Electoral Services Team in strict accordance with the BID Regulations (2004).

### Who can vote

Those businesses that pay rates on a property within the BID area with a rateable value of £12,000 or more will be entitled to vote. If they occupy more than one such property they will be entitled to more than one vote.

Details of the levy criteria can be found in the full Business Plan Proposal at [www.manorroyal.org](http://www.manorroyal.org)



*“FASTSIGNS will definitely be voting yes in the BID ballot as it has made such a difference to the area in so many ways. For us as a business there are many noticeable changes. The communication on what’s happening in the BID area is superb and cosmetically Manor Royal looks much smarter and more welcoming. It is definitely easier for visitors to navigate the area now”*

**Melanie Martinez**  
Fastsigns

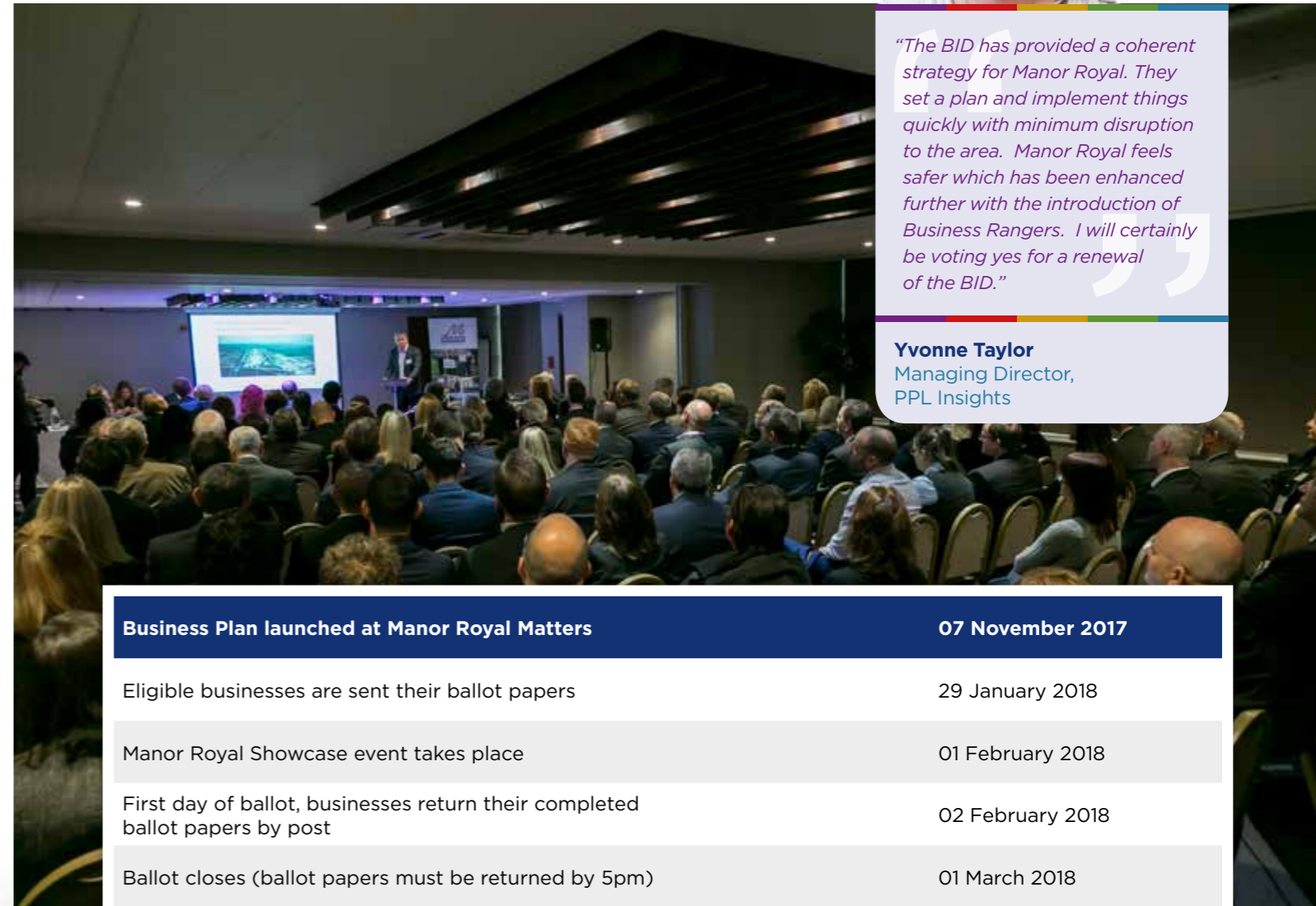


# The timetable



*“The BID has provided a coherent strategy for Manor Royal. They set a plan and implement things quickly with minimum disruption to the area. Manor Royal feels safer which has been enhanced further with the introduction of Business Rangers. I will certainly be voting yes for a renewal of the BID.”*

**Yvonne Taylor**  
Managing Director,  
PPL Insights



### Business Plan launched at Manor Royal Matters 07 November 2017

Eligible businesses are sent their ballot papers	29 January 2018
Manor Royal Showcase event takes place	01 February 2018
First day of ballot, businesses return their completed ballot papers by post	02 February 2018
Ballot closes (ballot papers must be returned by 5pm)	01 March 2018
Count and declaration	02 March 2018
End of BID1	31 May 2018
Start of BID2	01 June 2018



### Did you know?

The **BID** worked with West Sussex County Council and Crawley Borough Council to secure a **£14.6m from the Coast-to-Capital Local Enterprise Partnership** to address **transport issues**.

# Testimonials

Thank you for taking the time to read this Business Plan.

*“The investment in ANPR and CCTV coverage around the Manor Royal is a major contribution to safety and security. It is a very powerful tool for investigating crime and cannot be understated. Many other business districts simply do not have the same security and the vision of the Manor Royal BID.”*

**Paul Palmer**  
ANPR Manager,  
Surrey Police and Sussex Police  
Operations Command

*“Manor Royal BID brings a degree of cohesiveness and common cause. Just being able to talk to other local businesses about issues that are affecting them would be reason enough to renew Manor Royal BID but the infrastructure projects (from the signage to improved broadband) make even more invaluable. I'll certainly be voting 'Yes' to renew the BID for another term.”*

**Jack Bedell-Pearce**  
Managing Director,  
4D Data Centres Ltd

*“The BID has played an invaluable role in enabling West Sussex County Council to understand the aspirations and challenges of Manor Royal businesses. This has enabled us to work together to great effect to deliver a number of improvements including Broadband and Highways projects as well as influencing the development of key programmes like the £60m Crawley Growth Programme.”*

**Louise Goldsmith**  
Leader,  
West Sussex County Council

*“The BID is a critical partner to Crawley College and has been instrumental in bringing together discussions and actions around local skills needs and gaps. Without the BID we would lose the opportunity to offer bespoke and discounted courses to Manor Royal businesses and the opportunity to engage, listen and react to business needs through one effective channel.”*

**Julie Kapsalis**  
Managing Director,  
Crawley College

*“It is important we keep this momentum going with another 5 years of the BID to achieve the same vast amount that was achieved in the first 5 years. Without the BID we would lose the impetus and sense of neighbourhood drive that I have seen happen these past few years.”*

**Oliver Ellingham**  
Owner,  
Lok'nStore

*“We are strongly in favour of the BID being renewed as we have benefited from the work that the BID has done to improve the landscape, security and signage around Manor Royal. The opportunities to network at BID events has also helped us to raise our profile and make links with local businesses.”*

**Martha Burnige**  
Trustee,  
The Gatwick School

*“Manor Royal has huge economic significance for Crawley area and the wider Coast to Capital region. The Manor Royal BID is critical in providing strong leadership to represent and promote this to businesses, key partners and policy makers. Without the BID there would be significant challenges in addressing the priorities of the district and opportunities for coordinated initiatives would be lost.”*

**Jonathon Sharrock**  
Chief Executive,  
Coast to Capital

*“By giving businesses a collective voice the BID has kept the focus on Manor Royal at a time when local authorities are having to make tough spending choices and ensured that the district has received the investment it needs to go on growing. If Manor Royal is to continue to find solutions and weather the storm of current economic uncertainties, it needs a strong collective voice for the district with the revenue to back it up.”*

**Cllr Peter Lamb**  
Leader of Crawley  
Borough Council

*“Since we celebrated our first birthday on Manor Royal on 31st October 2017, I have been very interested to see all the different projects that the Manor Royal BID are working on. For example the transport study to highlight traffic congestion and implement possible solutions, the CCTV coverage and most recently the launch of our new Business Rangers. There is no doubt that without the ongoing work of the BID, Manor Royal would not be the environment that we enjoy today.”*

**Nicola Blake**  
Marketing Manager,  
Creative Funding Solutions

We hope you can see how seriously the Manor Royal BID takes its responsibilities and how it has to date delivered on its promise “to improve the trading and working environment of Manor Royal”.

We cannot be complacent about the progress that has been made. Progress that could not have been made without businesses working together in the way they have since 2013.

The potential for the second term of the BID beginning in June 2018 is even more exciting.

That depends solely on each positive vote cast at the ballot in February 2018 which would allow for us to continue the journey that we have only really just begun to help create an even better place for our businesses, staff and visitors.



Should you have any questions about the Manor Royal BID and this Business Plan, please contact the BID Office:

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Manor Royal Business District  
Crawley  
West Sussex  
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