

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



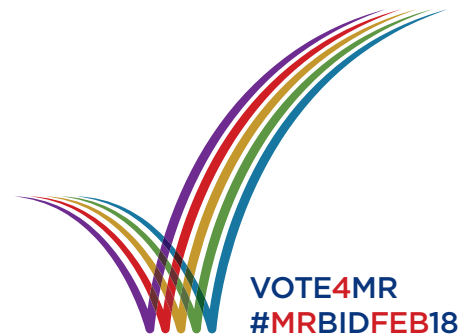
Manor Royal Business Improvement District (BID)

Business Plan Proposal (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

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1. Foreword

A message from the chairman

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We have gone from a place criticised for being “out of date” to one that wins awards.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



2. 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.

3. What a BID is and why we need one



What is a BID?

A Business Improvement District (BID) is a precisely defined geographical area within which 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 as set out in the Business Plan.

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 United Kingdom and Ireland.

More information about BIDs is available from British BIDs at 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 areas 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 make sure Manor Royal succeeds.

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

The key message is that 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.



4. How the BID works

the ballot



Purpose of the BID

The purpose of a BID is to provide new or expanded works and services within the prescribed BID area, funded via a BID levy. Those works and services are in addition to those already provided by local authorities, whether they be the Council or Police. The businesses in the area decide what they want to be delivered and set this out in a Business Plan which they the vote on.

Duration of the BID

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 much in the same way as the initial one.

Having completed its first term, the proposal is to extend the Manor Royal BID for a second term beginning 1st June 2018 and running until 31st March 2023.

The vote

A mandate to deliver the Business Plan is required from those companies that trade within the BID boundary and are likely to have to pay a levy to fund it. This takes the form of a 28 day postal ballot. For the proposals set out in this Business Plan to go ahead two requirements must be met:

1. More than 50 per cent of business ratepayers who vote have to vote ‘yes’.
2. Those in favour also have to represent more than 50 per cent of the combined ‘rateable values’ of those who vote.

If these two criteria 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.

Who can vote

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

Properties with a rateable value of less than £12,000 will be excluded from the vote and will not be liable for the levy.

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

Details of voting procedures and how you can confirm persons entitled to vote can be found by contacting Crawley Borough Council Legal and Democratic Services on 01293 438346 or by e-mail elections@crawley.gov.uk.

Details will also be made available via the Manor Royal BID website www.manorroyal.org

Alteration of arrangements

The Business Improvement District, its boundaries, term and the levy percentage cannot be altered without an alteration ballot. The BID board can, however, adjust projects and spend as they feel appropriate, provided the basic tenets of the Business Plan and its associated budgets are not compromised.

The levy

The levy is the amount businesses will be liable to pay. For the Manor Royal BID a levy of 1% of rateable value (RV) is proposed for businesses with an RV of £12,000 or more which comply with the levy criteria set out. This will generate around £2.6 million in ring-fenced funding over the term of the BID. This will be used to run the BID Company and fund the projects identified in this Business Plan.



5. Why the BID is being proposed

Evidence

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 specifically 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 development economic, 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

The results

Represent, promote and inform

| Activity | Very important | Very & Quite important |
|---------------------------------|----------------|------------------------|
| Provide a representative voice | 68% | 93% |
| Keep companies informed | 65% | 97% |
| Promote businesses | 62% | 90% |
| Build a sense of community | 56% | 89% |
| Attract new businesses | 54% | 86% |
| Reduce costs | 52% | 93% |
| Promote trade between companies | 46% | 87% |

93% of businesses valued the role the BID plays in representing Manor Royal at a strategic-level, which has helped to deliver increased direct investment to the area. It has also increased the profile of the Business District in strategic documents and plans, helped support the introduction by Crawley Borough Council of an Article 4 Directive to prevent commercial properties being converted to houses and flats, encouraged road resurfacing work to be fast-tracked and led to the inclusion of Manor Royal in a successful £multi-million bid for funding to address transport issues.

This role is articulated in the “Promote and Influence” objective with elements of the informing and promoting role important to businesses also included in the “Trade and save” objective.

Valued projects

| Activity | Very important | Very & Quite important |
|--------------------------------------|----------------|------------------------|
| Even faster broadband | 47% | 84% |
| Improve entrances | 39% | 78% |
| Improve business directory | 37% | 74% |
| Additional maintenance | 31% | 93% |
| More networking | 27% | 64% |
| On-site renewables | 27% | 66% |
| Wi-Fi in public places | 26% | 62% |
| Business warden | 23% | 65% |
| Loyalty card | 22% | 59% |
| Cost saving/group buying initiatives | 21% | 71% |

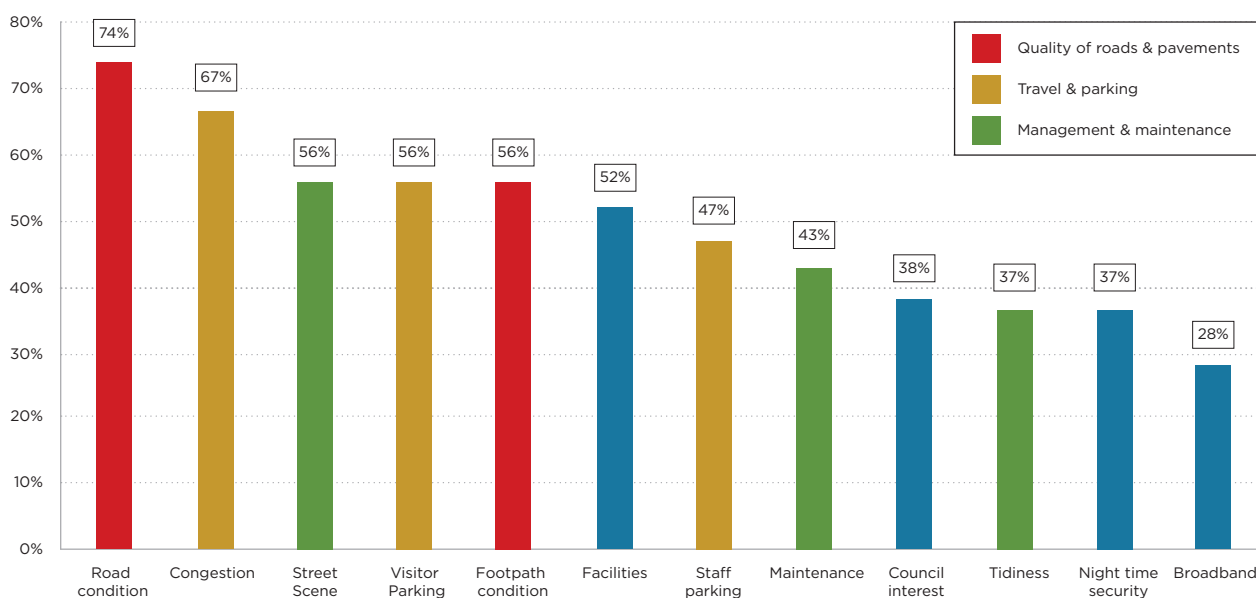
Following the success of the initial broadband project to make superfast broadband speeds available to all, at the time of the survey businesses had a desire for even faster broadband. Accordingly this has been listed as an activity as part of the “Infrastructure and facilities” objective. So too has an allowance to improve the entranceways into Manor Royal building on the three that have already been upgraded, as will the delivery of Gateway 1 (Hazelwick Flyover-Gatwick Road) which is currently at planning.

Improving the business directory is important to 74% of businesses and is included in the “Trade and Save” objective.

Given the importance attached to improving the overall standards of maintenance - highlighted as either “Very” or “Quite Important” by 91% of respondents, reinforced by the Green and Grey Audits and visits to other leading business parks - the BID is piloting a dedicated Maintenance Team. The early results are positive and an allowance has been made for making these arrangements permanent in the new “Manage and Maintain” objective.

The introduction of a dedicated Business Ranger service is also being trialled. A cross-cutting initiative that addresses a number of concerns from security, maintenance and parking. An allowance for this service has also been made in the “Manage and Maintain” objective working closely with the Maintenance Team.

Events at which businesses and staff can learn and network as a bi-product will continue under the “Promote and influence” objective, the desire to see the BID continue to deliver cost savings for businesses and employees is included in the “Trade and save” objective while the feasibility of looking into on-site renewables features as a new project in the “Infrastructure and facilities” objective.



5. Why the BID is being proposed (continued)

Evidence

When 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. The Transport Study and the Grey (Hard) Infrastructure Audit pick up these issues and provide expert insight into the size, scale and specific areas in need of improvement.

Discussions are already underway to address these issues - including a successful £multi-million bid for funding - but it will take a renewed BID to see these through and to continue to champion the cause for investment in Manor Royal. These items are included in the “Infrastructure and facilities” objective.

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 broadband appears further down the list this time and night time security is a priority for over a third of Manor Royal companies. We understand from the reported crime statistics and from liaison with the police that Manor Royal can be more vulnerable at night, which is part of the logic behind the Business Ranger service.

These findings were further reinforced by the verbatim comments provided, of which there were over 270. At the Manor Royal Showcase (2016) voting by delegates using electronic voting pads seemed to pre-empt the survey results with 59% feeling the standards of appearance and maintenance were issues, closely followed by a need to take action on parking and transport (52%). The need for better facilities (45%) and opportunities to meet (33%) also ranked 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 were impressive with 97% indicating they 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, while at the Showcase event (2017) 92% believed a second term BID ought to be pursued.

It is these findings that have informed this Business Plan and the case for renewing the Manor Royal BID.

6. 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 **£40,000¹**



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: Crawter's Brook People's Park and The Terrace Pocket Park



2 subways upgraded: Green Lane and Woolborough Lane subways

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

7. 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



"Improve the trading and working environment of Manor Royal."

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

8. BID2 (2018-2023)

(Selected highlights)



Detailed here are some of the projects and services a renewed Manor Royal BID will deliver:

- > Digital advertising boards at strategic locations managed by the BID
- > Dedicated full-time maintenance team
- > Improved entranceways Transport improvements as part of a £multi-million programme
- > Business Rangers providing day and night cover
- > Regular programme of exclusive and free events
- > Area-wide of 25 security cameras (CCTV/ANPR)
- > Subsidised training and bespoke staff and business offers
- > PR and marketing to boost trade and promote Manor Royal
- > Dedicated and free to use jobs board
- > Additional winter maintenance / gritting service
- > Delivery of the projects pack to improve facilities and public realm

9. How success will be measured

Performance

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 present and be available
- > Regular surveys, including a mid-term review, to measure business and staff satisfaction
- > As far as possible to accommodate interest from those that 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 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 specific agreed measures related to specific BID services and are discrete, service-specific measures. |

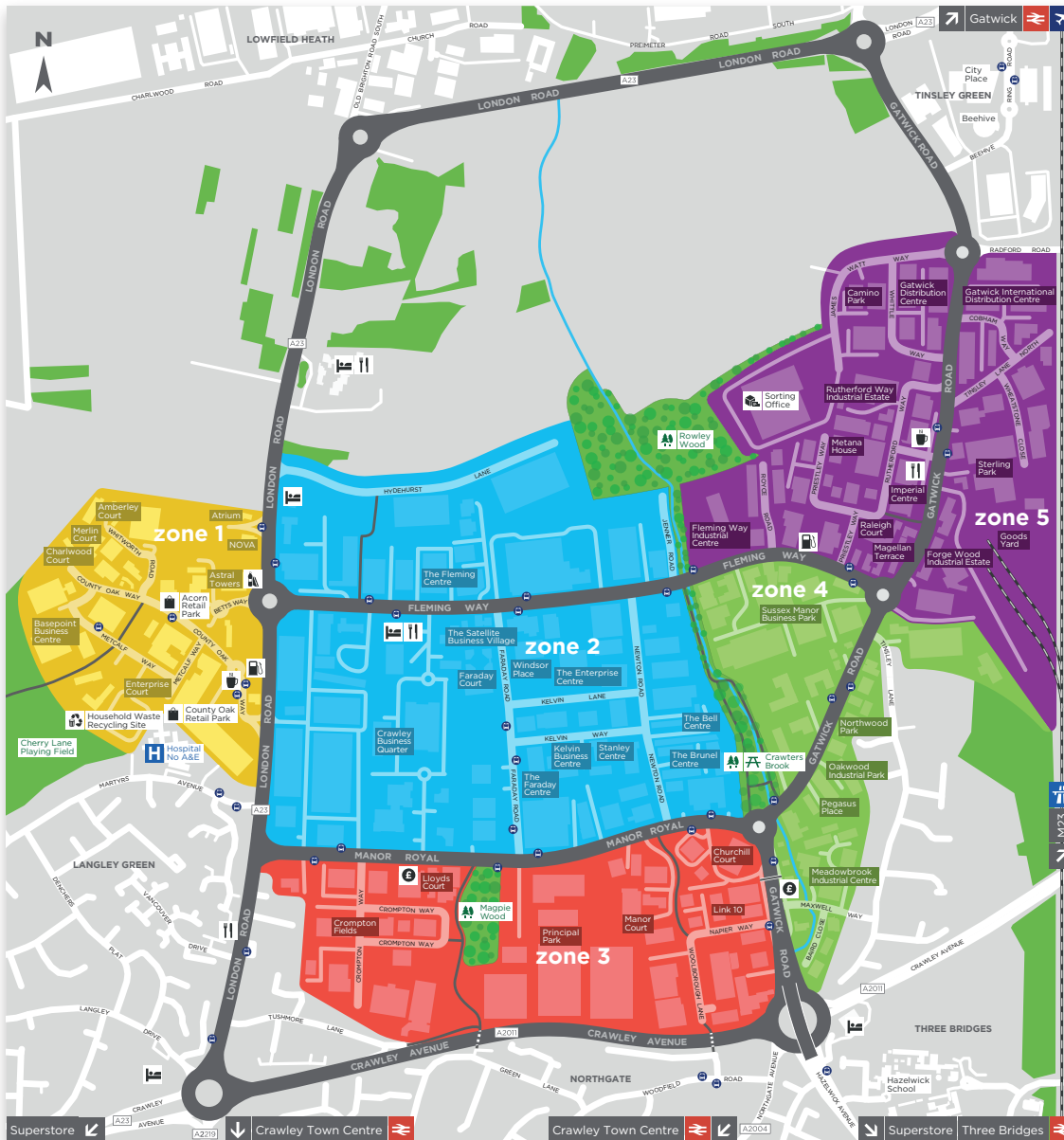
Indirect performance measures

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 |

10. Where the BID will operate

Geography



- > 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



(*) 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.

11. How much the BID will cost

The budget

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Full Term |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------|
| INCOME | | | | | | |
| 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 |
| TOTAL INCOME | £559,510 | £560,500 | £571,710 | £583,144 | £594,807 | £2,869,672 |
| OPERATING EXPENDITURE | | | | | | |
| 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 |
| TOTAL OPERATING EXPENDITURE | £75,195 | £76,699 | £78,233 | £79,798 | £81,394 | £391,320 |
| PROJECT EXPENDITURE | | | | | | |
| 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 |
| TOTAL PROJECT EXPENDITURE | £484,289 | £483,775 | £493,450 | £503,319 | £513,386 | £2,478,218 |
| 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. This could be from voluntary contributions from organisations outside the BID area or not liable for the BID Levy, sponsorship, grants or contributions from Local Authorities. 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.

11. How much the BID will cost (continued)

The budget



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. The Manor Royal BID Company will be empowered to move funds between budget headings to provide the services that best meet the needs of businesses in the BID area. It will be the responsibility of the Board to ensure that all the main aims of the BID business plan as voted for by businesses are being met and any adjustments will be fully accountable to the businesses and duly monitored and reported.

Accountable

The BID Company will produce monthly management accounts and financial forecasts for the Board, nominated by the levy payers. Appointed auditors will produce end-of-year accounts, made available publically to all and these will be filed at Companies House in the normal way. The regular meeting with Crawley Borough Council related to the Operating Agreement will allow the Authority to monitor the fiscal probity of the BID Company and fulfil the obligations that the BID legislation places on it to ensure the BID Company trades in a legitimate fashion and remains solvent.

The Company will be VAT registered to ensure that the tax can be reclaimed on expenditure. It is also anticipated that it will benefit from mutual trading status meaning that it is exempt from any Corporation Tax liability.



12. Who will be liable to pay and benefit

The Levy rules

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.

Business Improvement Districts use rateable values of businesses as a means of calculating levy and determining the associated criteria. This provides the basis for an equitable approach to charging to reflect the value which businesses will receive in services and support from the activities of the BID. The Manor Royal Business District has decided on a levy structure which takes account of the potential benefits of businesses dependent upon their size.

1. Assuming a positive BID vote by a majority of businesses by number and rateable value of those who vote, the BID levy will be charged on all hereditaments listed in the local Non-Domestic Rating List located within the BID area. This applies irrespective of whether or how a business has voted in the formal BID ballot. Legislation within the Local Government Finance Act (2003) enables the local authority to issue a bill for the levy. The levy is collected by the billing authority, Crawley Borough Council. The Manor Royal BID Company will invoice the billing authority, Crawley Borough Council, for the levy collected for exclusive use of the BID.
2. All businesses which will be liable for the BID Levy who are shown on the Crawley Borough Council Rating Database as at the publication date of Notice of Ballot will be entitled to vote for the BID proposal in a 28 day postal ballot which will commence on 2nd February 2018, with the close of ballot at 5pm on 1st March 2018. The result will be announced as soon as possible thereafter.
3. If successful at the ballot, the BID will be fixed for a term commencing on 1st June 2018 and will run until 31st March 2023. Levy bills will be issued for the first payment due 1st June 2018 and 1st April each BID year thereafter. (see section 17 for more detail)
4. The levy amounts will be applied as follows:
 - a. The annual BID levy will be 1% of the rateable value as shown on Valuation Office Agency's 2017 rating list for Crawley Borough Council (the billing authority) on 1st February each year for each defined business within the scope of the BID, with the exception of those premises with a rateable value of less than £12,000. For the avoidance of doubt, any formal revaluation of Rateable Values (due 2022) shall be ignored and the 2017 rating list shall continue to apply.
 - b. Ratepayers with a RV of less than £12,000 will not pay a levy for these properties and will not have a vote for these properties.
 - c. The maximum levy payable for any individual hereditament will be £3,500.
5. The levy will be due from businesses that are liable to pay business rates, including empty properties other than those that are exempt within the stated criteria (Section 12).
6. The liable person is the ratepayer liable for occupied or unoccupied premises for 1st February each year of the collection of the levy (or a later date when subsection 8 applies). In accordance with the Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989 (S.I. 1989/1058) and the Non-Domestic Rating (Collection and Enforcement) (Miscellaneous Provisions) Regulations 1989 (S.I. 1989/1060), Crawley Borough Council will be responsible for the imposition, administration, collection, recovery and application of the BID levy. The Council will also be responsible for any enforcement action that may be appropriate in case of non-payment of the levy.
7. There will be an annual inflationary increase of all levy charges year on year for the duration of the Business Improvement District. No later than 1st February each year, the BID Board may opt to either maintain the BID levy at its current rate for the following Financial Year or to increase it by a maximum inflation rate of 2% Inflation will not apply for the first billing cycle in 2018.

12. Who will be liable to pay and benefit (continued)

The Levy rules

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8. The levy will normally be charged in advance upon service of a Demand Notice. Any business which ceases to become the liable party during the year must apply to the Crawley Borough Council for a refund for the remainder of the period if an apportionment is required between the outgoing and incoming liable parties, and the new liable party will be charged on a pro-rata basis.
 9. The BID levy is payable in one instalment. This instalment date will be specified on the Demand Notice. The notice will be served as soon as practicable after the Council becomes aware of a BID levy liability.
 - a. If a new property comes in to the Rating List within the BID area mid-year no charge will apply until the following year's levy becomes due.
 - b. If a property undergoes a split or merger in the Rating List mid-year the levy will not be amended to reflect the change until the following year.
 - c. If a property's rateable value is decreased/increased mid-year the levy will not be amended to reflect the change until the following year.
 10. New premises, or properties which were not in the Rating List but become subject to rates in the BID area or new streets or roads raised in the BID area after the BID is in force will be expected to pay a BID Levy based on the annual levy charge appropriate in relation to its new/current rateable value. The charge will not become applicable until the following year's levy becomes due.
 11. No other relief will be given to any class of non-domestic ratepayer and there is no distinction made between occupied or unoccupied hereditaments, both occupancy status attracting the full BID levy, unless it is a hereditament: -
 - a. whose liable party is prohibited by law from occupying it or allowing it to be occupied;
 - b. which is kept vacant by reason of action taken by or on behalf of the Crown or any local or public authority with a view to prohibiting the occupation of the hereditament or to acquiring it;
 - c. which is included in the Schedule of monuments compiled under section 1 of the Ancient Monuments and Archaeological Areas Act 1979(b);
 - d. where, in respect of the owner's estate, there subsists a bankruptcy order within the meaning of section 381(2) of the Insolvency Act 1986(c);
 - e. whose owner is entitled to possession of the hereditament in his capacity as trustee under a deed of arrangement to which the Deeds of Arrangement Act 1914(d) applies;
 - f. whose owner is a company which is subject to a winding-up order made under the Insolvency Act 1986 or which is being wound up voluntarily under that Act;
 - g. whose owner is a company in administration within the meaning of paragraph 1 of Schedule B1 to the Insolvency Act 1986 or is subject to an administration order made under the former administration provisions within the meaning of article 3 of the Enterprise Act 2002 (Commencement No. 4 and Transitional Provisions and Savings) Order 2003(e);
 - h. whose owner is entitled to possession of the hereditament in his capacity as liquidator by virtue of an order made under section 112 or section 145 of the Insolvency Act 1986.
- in which case the hereditament will be exempt
12. For clarity a hereditament which is the subject of a building preservation notice within the meaning of the Planning (Listed Buildings and Conservation Areas) Act 1990(a) or is included in a list compiled under section 1 of that Act will be subject to levy unless its use is covered by any of the other exemptions listed in this section.

13. The BID levy contribution will not be reassessed if the rateable value is amended after the end of the BID. New or altered properties entered into the valuation list will become liable for the levy, but no charge will apply until the following year's levy becomes due.
14. Businesses with a rateable value of less than £12,000 will be exempt from the levy and will not be permitted to vote in the ballot. Any business with an RV which falls below this will be encouraged to enter into a voluntary arrangement direct with the BID Company so that they can benefit from the full range of services provided by the BID.
15. Places of religious worship will be exempt from the levy for that hereditament and will not be permitted to vote for this hereditament in the ballot. No other discounts or reductions shall apply.
16. Subject to this criteria stated above and within the BID boundary as defined in this document, the BID levy is a statutorily compulsory payment regardless of whether the business exercised its vote or voted against the BID.
17. Provided that the BID is meeting its overall objectives the Board shall have the ability to vary service delivery and expenditure allocation according to the changing demands of levy payers. However, any change to the BID boundary or to the levy rate proposals (other than proposed inflationary increases) would require an Alteration Ballot.

With a 1% levy, the indicative costs per property 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

13. How the BID will be run

Governance & accountability

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 predominantly from those paying a levy in the area and made up of a representative cross-section of the businesses. It will be driven by the private sector and will include one Councillor from Crawley Borough Council to serve as a Local Authority Director.

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..

The Management Group will report to the Board. Through specific Project Teams, the Management Group will be instrumental in prioritising the requirements of the levy payers into deliverable projects which address their needs, within the framework of the Business Plan.

The Board and Management Group will provide a consistent, collective and effective voice for the businesses in the Manor Royal Business District on all matters of concern to the levy payers.

All roles on the Board, Management Group and specific Project Teams will be voluntary and undertaken with a commitment to represent the interests of all businesses in the BID area.

Collaborative working will be actively encouraged to build upon the sense of business community in the area and ensure that the skills and resources available for delivery of the BID are enhanced and deliver best value.

Appropriate project and contract management support will be provided to the initiatives overseen by the Management Group and Project Teams to ensure cost-effective and efficient delivery of projects.

The Manor Royal BID will be independently audited annually and the effectiveness of the measures undertaken will be gauged by Key Performance Indicators for each project area, including business surveys, photographic evidence, vacancy levels, levels of new investment into the area and engagement by Manor Royal businesses and staff with BID activities.

Besides regular newsletters and other forms of bulletins, there will be an annual report providing details on activities and performance of the company against the objectives of the delivery plan for the previous year.

All levy paying businesses will be encouraged 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.

All matters of concern raised by levy payers will be investigated and acted upon by the Management Group. If anything remains unresolved then the attention of the Board can be drawn to it via a letter, providing it is signed and supported by at least ten levy payers.

Significant issues such as a major deviation from the business plan or its attendant budget can be raised by levy payers. In such cases it would be necessary for at least 10% of all levy payers to sign a letter outlining the matter and suggesting a solution. Failure of the Board to act on such a challenge will inevitably lead to a demand for a re-ballot, following a material change to the terms and conditions under which the BID was set up.

14. Services provided by Local Authorities

Additionality

Ensuring quality in the provision normal and additional services for BID businesses

A fundamental principle of BIDs is to provide new, better or additional services over and above those that would usually be provided. This is referred to as the principle of additionality. To ensure that happens the Manor Royal BID has agreed a series of agreements that set out a commitment by the authorities to support and work with the Manor Royal BID Company for the benefit of local businesses and local economic development objectives as well as protecting the principle of additionality for Manor Royal Business District.

These agreements help provide reassurance that what the Manor Royal BID provides is over and above normal baseline service provision provided by other organisations.

Local Authorities support for Manor Royal BID

Crawley Borough Council, West Sussex County Council and Sussex Police fully support the Manor Royal BID. In particular, they endorse the fundamental principle of additionality. This means that both Councils and the Police agree to maintain the provision of existing services to businesses in the Manor Royal BID area and that any reductions in service are in line with those being made in other parts of the town and county and not preferentially being made in the BID area. Thus, in line with BID legislation, BID services within the Manor Royal BID will be additional to (not in substitution for) those provided by both Councils and the Police.

These commitments to the Manor Royal BID are set out in complementary documents agreed between both Councils, Sussex Police and Manor Royal BID Company.

Memorandums of Understanding and an Operating Agreement define the working relationship between the Councils and Manor Royal BID Company and set out the Councils' Operational Support to the BID on a number of specific issues.

A set of Baseline Agreements, define the benchmark for a specific service provided by the Councils and other agencies to the businesses in the area.

Council services for business

Businesses will continue to benefit from all the standard council services provided for the benefit of all stakeholders in Manor Royal (cleaning, lighting, access, safety and highways maintenance). In addition, the Councils deliver certain services either directly or indirectly specifically for businesses. Details of these services are provided on the dedicated business pages of the Councils' web sites.

Individual Baseline Agreements

In full support of the above commitments, both Councils and the Police have agreed a series of Baseline Agreements on the specific services they are responsible for. These documents define the benchmarks for the provision of these services and how these will be measured. These agreements cover:

- > Sussex Police
- > Community Safety
- > Highways and Visitor and Information Signs
- > Street lighting
- > Highways Maintenance
- > Winter Gritting
- > Parking - On and Off street operations
- > Public transport
- > Cycling
- > Street Cleansing (waste collection, trade waste, fly posting, graffiti removal, street furniture maintenance, gully emptying etc)
- > Grounds Maintenance and Arboricultural services
- > Trading Standards

The process of creating the baseline agreements proves valuable to both the service providers and the BID Company.

The development of these partnerships and the additional focus on the services provided in the area, will give tangible benefits over and above those derived from the BID projects outlined. Also by defining baseline services, it becomes possible to monitor their delivery and ensure that standards are maintained at high level.

14. Services provided by Local Authorities (continued)

Additionality



BID legislation requirements for the Councils

The BID regulations also determine that the Crawley Borough Council meets the following obligations:

- > Conducting, through the council's Democratic Services, the formal BID vote in accordance with current BID legislation and procedures
- > Assuming a positive outcome to the BID vote, collecting the BID levy defined in the BID Business Plan from Manor Royal businesses and transferring the levy sums direct to the Manor Royal BID Company. The Council proposes to make a charge for the BID levy collection and will transfer the levy sums to Manor Royal BID Company within 30 days of collecting it.
- > Paying the appropriate BID levy set out in the Business Plan in respect of all its own hereditaments within the Manor Royal BID area.

Monitoring and Review

Both Councils and the Police are committed to the regular monitoring of the operation of the BID Operating Agreement and Baseline Agreements and to reviewing their effectiveness in conjunction with Manor Royal BID Company. This will be carried out as follows:

An annual monitoring of each of the specific services for which there is a Baseline Agreement. This will be led by the respective responsible officer within the Council and Police who will provide an account to Manor Royal BID Company of how the service commitments have been actually delivered during the period.

An annual review of the overall effectiveness of the Operating Agreement. This will be led by the Crawley Borough Council Cabinet Member with responsibility for the BID and will reflect the Cabinet's commitment to address any shortfalls and propose measures to evolve the partnerships to the mutual benefit of the Council and Manor Royal BID Company. These reviews will be scheduled to best effect for the Council's and Manor Royal BID Company's yearly budgeting cycles.

Monitoring of basic service provision

Both Councils and the Police are committed to sustaining core or basic services to the district for the duration of the BID so that the activities of the BID will be totally additional and complementary. Provision of Baseline Assessments will allow the BID Company to regularly appraise the delivery of core services and compare them with the details stated in the agreements. This process helps to ensure that money via the Business Rates system is well spent and that standards are maintained providing businesses with a mechanism to influence the quality of local service provision they receive.

15. When things happen

Dates & milestones



| | |
|--|---------------------|
| Notice to Secretary of State with copy to the Local Authority of the intention to hold a ballot (84 days before BID Proposal and letter of request to local authority) | 07 July 2017 |
| Draft BID Proposal and letter of request to Local Authority to hold a ballot | By 15 December 2017 |
| Finalise voter list with Local Authority Electoral Services | By 15 December 2017 |
| Ballot holder issues notice of ballot, including the arrangements for the ballot. Final date for publishing Business Plan (42 days prior to ballot) | 17 January 2018 |
| Ballot holder posts ballot packs (minimum 30 days prior to ballot day) | 29 January 2018 |
| First day of ballot (minimum 28 days) | 02 February 2018 |
| Deadline for proxy nominations (10 days prior to ballot day) | 18 February 2018 |
| Deadline for replacement of lost/spoilt ballot papers | 25 February 2018 |
| Day of ballot (up to 5pm) | 01 March 2018 |
| Count and declaration | 02 March 2018 |
| End of BID1 | 31 May 2018 |
| Start of BID2 | 01 June 2018 |

16. Appendices

1. Definitions

This document is a BID proposal for the purposes of the Act. If approved it will become the BID arrangements which govern the way in which the BID levy can be used.

The following terms, used throughout this Proposal document, shall have the same meaning as provided in the Local Government Act 2003 and the Business Improvement Districts (England) Regulations 2004: “the 2003 Act” means the Local Government Act 2003

- > “the 1988 Act” means the Local Government Finance Act 1988
- > “BID” means Business Improvement District
- > “BID ballot” means a ballot under section 49(1) of the Local Government Act, 2003
- > “BID body” means, the body (whether corporate or not corporate) responsible for the implementation of the arrangements: the Manor Royal BID Company (MRBD Limited)
- > “BID proposer” means a person who draws up BID proposals.
- > “commencement date” subject to regulation 9(12) of the Business Improvement Districts (England) Regulations 2004, means the day, pursuant to section 53 of the 2003 Act, the BID arrangements are to come into force
- > “hereditament” means anything which is or is treated as being a hereditament by virtue of the provisions of or any provisions made under section 64 of the 1988 Act including any hereditament to which regulation 6 of the Non-Domestic Rating (Miscellaneous Provisions) Regulations 1989 applies but otherwise excluding any hereditament to which regulations made under section 64(3)(b) of the 1988 Act apply
- > “renewal ballot” means a ballot under section 54(2) of the 2003 Act

2. List of roads included in the BID area

| Road (Listed Alphabetically) | Associated business area |
|------------------------------|--|
| Baird Close | |
| Betts Way | Including Astral Tower and Acorn Retail Park |
| Cobham Way | |
| County Oak Lane | |
| County Oak Way | Including County Oak Retail Park |
| 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 | |

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

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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