



Your BID

Stratforward BID

In love with our town

STRAT > FORWARD
BUSINESS IMPROVEMENT DISTRICT

Renewal Business Plan
2019 - 2024

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In love with our town

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STRAT > FORWARD
BUSINESS IMPROVEMENT DISTRICT

Welcome

from Sara Aspley, Chair of Stratforward BID Board

I am excited to be writing to you as Stratford-upon-Avon's Business Improvement District stands on the threshold of its third term, and, in anticipation of building on the success of the last ten years, in sustaining a town centre that is vibrant, thriving and viable.

Feedback from our recent formal consultation process informs us here at Stratforward that you value promotion and marketing of our world-famous town, along with our award-winning Events Programme, that you think savings for your business are important and that you recognise the value of our friendly and professional Town Hosts team.

In shaping this business plan we have carefully considered all that you have told us through our consultation as well as feedback received by our team. At a time of change in our national town centres and high streets, I am firmly of the belief that Stratford needs a Business Improvement District and one that our members fully believe responds to the changing nature of their business. Much of Stratforward's work goes unseen – from brokering cost-saving deals for you, to lobbying on your behalf and representing your views regarding key issues such as transport, safety and security.

We need your support to secure a vital third term of five years to enable Stratforward to continue our work for the prosperity of our town. Without Stratforward there would be no Christmas marketing campaign, no Motoring, River or Food Festivals, no Town Hosts, no Bard Watch, no access to aggregated business savings and no town-wide free Wi-Fi.

Please read through our plan, get in touch to ask any questions and look out for your ballot papers that will arrive by post on Friday 31st August, I would urge you to vote **YES** by 27th September!



S Aspley

Joe Baconnet, BID Director

Town centres across the UK are changing rapidly and here at Stratford we do not underestimate the task of doing business in Stratford, particularly in this rapidly changing environment. No one at Stratforward takes our position for granted. The team is committed to ensuring that all businesses benefit from the BID and, you will see increased marketing and promotion as a priority for BID3. We will continue to commit to be responsive to our members needs.

More than ever it is important that the BID, Stratford-upon-Avon, and all our members collaborate together and with us to ensure our wonderful town thrives. The BID team is committed to working with you in order to understand your business, your business needs and to build on Stratford's strengths and to continue to deliver benefits for all of our members.

We never forget that we are a business led organisation. We're your BID, it's Your Choice.

Joe Baconnet



What is a Business Improvement District?

A Business Improvement District (BID) is a business-led partnership within a given commercial area. Its focus is collectively agreed by businesses through a Business Plan which enables co-ordinated investment in the management and marketing of its area. The BID and its projects do not replace services statutorily provided by public agencies such as the councils and police.

There are now 300 BIDs in the UK – an increase of 120 since 2013; a demonstration of their growing importance to business communities across the country.

Locally, there are established BIDs in Leamington Spa, Coventry city centre, Rugby, Solihull, Worcester and Banbury.

A BID is typically created for a five-year period following a successful ballot, regulated by legislation contained in the Local Government Act 2003 and the Business Improvement District (England) Regulations 2004.

During the term of the BID all businesses defined within the BID Area are required to pay the mandatory levy, irrespective of their vote in the ballot.

Stratford-upon-Avon's BID

The BID represents in the region of 430 businesses in Stratford's town centre. Our remit is to promote, enhance and support our town to ensure it remains attractive to businesses and visitors, driving spend and inward investment.

Stratfordward is currently operating in its second five-year term which runs until 31st March, 2019. The third term would run from 2019 to 2024. The BID team's goal is to encourage more people to come to Stratford more often, to stay longer, to spend more and to leave happy – benefiting the businesses operating within the BID area.

BID activities are set out in our Business Plan and are carried out by the Stratfordward team under guidance and governance from the BID Board of Directors, comprising local business owners, organisational representatives, managers and representatives of the councils. All businesses and properties within the BID boundary with a rateable value (RV) of £9,500 and above, pay a levy equivalent to an agreed percentage of the RV of their property. This is collected annually by Stratford District Council on behalf of Stratfordward BID Ltd in April of each year.

Businesses with a RV less than £9,500 located within the BID boundary are eligible to join the BID scheme as an Associate Member. This voluntary membership fee costs £145. Associate Members enjoy all the benefits of BID members but are not entitled to vote at ballot.



Who runs Stratforward?

The Board

Stratforward's Directors volunteer their time and they meet at least six times per year. The Board of Directors is legally responsible for the management of the Company in the most efficient, effective and accountable manner.

The Board consists of 17 representatives of a cross-section of skills and sectors including: Independent Retail, Property Owners, Major Retail, Leisure, Professional Services, Tourism Attractions, Associate Members and Large Employer. Six positions are for permanent founder members – the Royal Shakespeare Company, the Shakespeare Birthplace Trust, Stratford Town Trust and the three Councils (Town, District and County).

Whilst there is no maximum number of board members as stated in the Articles of Association, there must be a minimum of 15 board members.

The Board currently comprises (brackets denote representative Organisation/sector):

- **Royal Shakespeare Company*** (RSC), Sara Aspley, Chair of Stratforward;
- **VH & Co Ltd** (Independent Retailer) Debbie Austin, Co-Owner
- **Arden Hotel** (Hotel Sector), Josefine Blomqvist, General Manager
- **Murphy Salisbury**, (Professional Sector) Mark Bullock, Partner
- **Stratford Town Council*** (Town Council) Cllr Ian Fradgley
- **El Greco** (Restaurant Sector) Fahir Gougoulia, Owner
- **Stratford District Council*** (District Council) Cllr Maurice Howse
- **Magic Alley** (Attraction) Dave Matthews, Co-Owner
- **ShoeMed** (Associate Member) Lisa Preston, Owner
- **Shakespeare Birthplace Trust*** (SBT) Philippa Rawlinson, Director of Operations and Marketing
- **Warwickshire County Council*** (County Council), Cllr Kate Rolfe
- **UK & European Investments Limited** (Property Owners), Toby Saggars, Asset Manager
- **Bright Ideas** (Independent Retailer), Joanne Sainsbury, Owner
- **Marks and Spencer** (Large national chain), Joanne Welch, Manager
- **Stratford Town Trust***, Justin Williams, Chief Executive
- **National chain** Currently vacant
- **Large employer** Currently vacant

*permanent company & organisational members of the Board



The Team

Stratforward BID is staffed by an experienced team of full and part time staff whose role is to implement and deliver the proposals set out in the Business Plan. The team boasts a broad range of experience from financial management and technical expertise to events management, administration and interpersonal skills that all contribute to helping Stratforward efficiently achieve our aims. The team is broadly divided into the Town Hosts, marketing & events and business administration.



Achievements of BID2

During our first two terms Stratforward has significantly contributed to Stratford-upon-Avon's business community. Our evolution continues as the Board and team respond to the changing needs of our businesses and the town centre as a whole.

The Town Host team

Our Town Hosts are on duty 362 days of the year, acting as the frontline face of the BID as well as its eyes and ears. In any given year the Town Hosts:



Carry out
7,500 business visits



Deter over
300 crimes in 2017



Provide management of
buskers



Distribute **28,000 brochures**



Delivered **six Ambassador** tours



Manage **Bardwatch** and
Warwickshire Retail Crime Initiative (WRCI)



Give **15,000 directions** to visitors and answer
7,600 enquiries last year



Hosted **travel trade** and
familiarisation visits

Campaigns

Stratforward runs at least four major marketing campaigns each year and has an extensive following on its social media accounts. These support the town's key events including an extensive Christmas campaign.

Brochures delivered to more
than **42,000 households**
four times a year

6,000+ strong
Twitter following

6,800 followers on Facebook

The Fashion-upon-Avon campaign in 2017
had a **social media reach** of **120,000**

Provision of
free town centre Wi-Fi

Events



Stratforward delivers three major events each year – the **Festival of Motoring**, the **River Festival** and the **Town Centre Food Festival**, attracting
132,000 visitors to Stratford-upon-Avon



Award-winning – the River Festival won Tourism Initiative of the Year at the Pride of Stratford Awards in 2016 & 2018

The BID also supports events such as the **Shakespeare Birthday Celebrations**, **Literary Festival**, **Christmas Lights** and **Christmas Markets** both financially and operationally



BID members get discounts and reduced rates on pitches and advertising at Stratforward Events



Savings

Stratforward facilitates savings for businesses through funding of a joint procurement scheme for members to reduce costs on items including utilities, telecoms, water, pest control and merchant services.



BID member employees have collectively saved **more than £100,000 pa** through discounted parking with NCP brokered by Stratforward



Our members have identified **annual savings of around £80,000** through this initiative



The **Stratforward BID Card** offers savings on a wide range of goods and services for BID members and their staff

A Voice for Business

Stratforward acts as a voice for local businesses, representing members' interests and lobbying on their behalf, keeping them informed of developments, issues and opportunities at a local, national and international level. The BID Director represents the BID members in a number of key forums. These range from The Town Transport Group to Shakespeare's England, the Markets Forum, Stratford Business Forum to Stratford in Bloom, amongst others.



Life **WITHOUT** the BID in Stratford would be very different. There would be...

- ❌ No **Town Hosts** acting as a link with visitors and businesses
- ❌ No **management of the retail radio system** – a valuable security asset for businesses
- ❌ No **Ambassador Tours** and **on-street visitor support**
- ❌ No **busker management**
- ❌ No **town centre Wi-Fi** and accompanying analysis of footfall
- ❌ No **co-ordinated marketing** to a regional and national audience of Stratford's town centre as a whole
- ❌ No **Christmas marketing** at one of the busiest times of the year, including brochures and radio campaigns promoting the town
- ❌ No **Stratford Festival of Motoring, River Festival & Stratford Town Centre Food Festival**
- ❌ No **£10k BID contribution** to the Christmas Lights on behalf of BID members
- ❌ No **contribution of up to £100 per business** for membership of the Warwickshire Retail Crime Initiative
- ❌ No **business savings** through the BID-funded joint procurement programme
- ❌ No **BID-brokered parking discounts** for staff and weekend customers
- ❌ The **end of BID card savings** and information on opportunities
- 😞 A **reduced voice** for businesses on issues affecting the town and championing independent business



The Consultation

In preparation of this Business Plan, Stratforward conducted a consultation with all BID member businesses in the town centre. A consultation document in both printed and digital format was distributed to all BID businesses during February 2018.

As part of the consultation we suggested four themes for our third term. All BID Businesses were asked to select the proposed themes and services that were of value to their business. Non-responses to the themes did not indicate opposition.

The four proposed themes are:

THEME 1 HOSTING

the welcome to the town and its environment 66% in favour

THEME 3 SAVING

delivering valuable savings for businesses and staff 52% in favour

THEME 2 PROMOTING

the town & businesses, including events 87% in favour

THEME 4 REPRESENTING

acting as a voice for businesses 64% in favour

Support for specific services was as follows:

Town Hosts 76% in favour

Events 82% in favour

Marketing and Campaigns 82% in favour

Business Savings 57% in favour

Savings for Staff 63% in favour

Representing business 45% in favour

The BID Levy

A total of 79% of respondents thought that the proposed BID levy was at the appropriate level.

The BID Boundary

84% of responders were supportive of the proposed boundary for the BID area.

Value

The consultation showed that businesses place considerable value on the BID and its activity. It also identified where businesses feel the BID needs to place more emphasis in a third term.

This included:

- A much greater emphasis on the marketing of the town and our businesses to customers & potential visitors. To include more promotional activity aimed at quieter periods of the year.
- Greater collaboration with other business organisations
- Better engagement with all BID member sectors
- Greater Board visibility and engagement
- Addressing car parking and transport issues for the town

Challenging Times

Our Response

Town centres across the UK are facing huge challenges and Stratford is no different. Stratforward is committed to responding to the needs of all of our town centre businesses, in all sectors: evening economy; retail; the professional sector; hospitality; leisure and tourism. All these make up our town centre and all need to thrive in order for the town to benefit more widely.

Over the years Stratforward has proved to be flexible, agile and responsive to your needs in order to tackle these and will continue to do so.

Our commercially-minded team is aware that customers and visitors want an experience. Therefore, attracting footfall, spend and return visits is critical. In turn, this means that positive management of the public realm, be it begging, busking or crime, is also critical.

Businesses face rising costs and increased competition from alternative destinations as well as online retailing. We will help our members face these challenges through cost-reduction measures and access to training, advice, support and representation.

Our Mission:

To celebrate our **world-famous local town.**
To promote Stratford-upon-Avon, create and enhance the welcome, support and represent our member businesses.

Our Promise:

To build on the hard work of the past 10 years and address your priorities head-on through the delivery of the Business Plan set out in the following pages under four key objectives:

SAVING

REPRESENTING

HOSTING

PROMOTING

Making Stratford
work for our businesses





Savings

We deliver real commercial savings to businesses, their employees and their customers.

Within BID3, Stratforward will continue to deliver savings for businesses and staff.

In BID3, we will:

- Explore new savings opportunities for staff, such as reduced rate bus travel
- **Tender for a preferred waste supplier contract for BID businesses to access** *PRIORITY*
- Deliver and facilitate reduced-rate or free training for BID businesses such as PR, planning, business rates and other areas of interest to BID businesses
- Continue to provide discounted access to crime and disorder prevention measures such as Warwickshire Retail Crime Initiative (WRCI)

We will continue to...

- Deliver a Joint Procurement Scheme to reduce costs on items including utilities, telecoms, water, pest control and merchant services
- Secure staff savings through reduced rate parking at the NCP car park
- Alert staff to significant saving opportunities through the BID Discount Card
- Offer reduced rate advertising in Stratforward brochures and free inclusion in Christmas brochures
- Offer discounted stalls at Stratforward events
- Offer subsidised rates for joining Shakespeare's England Destination Management Organisation (DMO) that works domestically & internationally to promote tourism to our region

Our Members say:

"The BID's commissioning of a Joint Procurement Scheme has resulted in direct savings to SWFT Clinical Services of £16,000 on our merchant services contract. We are delighted to be part of the BID area."

John Coyne, Managing Director,
South Warwickshire Foundation Trust –
Clinical Services Ltd

"The Joint Procurement Scheme offered us the opportunity to check the prices we are currently paying for utilities which enabled us to be reassured that we were getting value for money with our current provider."

Jenny Pullman, Estates, RSC



Representing Stratford

Representing businesses with an influential voice.

We will continue to...

- Provide quarterly networking opportunities, regular newsletters and updates
- Speak up and lobby on strategic issues representing business issues at key meetings with partners on subjects such as parking, business support and security
- Actively work with partners to deliver better outcomes on issues, such as crime and disorder
- Influence policy-making through constant dialogue with partners and representation of business interests on working groups including the Town Transport Group
- Consult with our members on policy matters so Stratforward can represent these interests effectively
- Liaise with other Warwickshire BIDs to ensure a focused town centre view is represented to major strategic partners for example Stratford District Council, Warwickshire Police, Warwickshire County Council
- Support business awards to recognise and reward excellence within our business community

Data Gathering

We will:

- Monitor the town's economic 'health' to enable an informed position (footfall, car parking data, customer profiles) to responding practically and proactively to issues and concerns
- Continue to work with property owners, investors, Invest in Warwickshire agency and local agents to monitor the business mix understand demand and attract investment, commissioning research when needed
- Share information regularly with our BID members on the performance of the town



In BID3, we will:

- Carry out research and evaluation on important issues that impact on our business community and which will assist in policy formation, for example on parking issues facing businesses and staff, begging, homelessness. Carry out a Car Parking Survey with all BID member businesses

PRIORITY

- Reinststate Street or Sector representatives of BID members to increase business engagement



Promoting Stratford

Our marketing and events attract visitors and customers to Stratford-upon-Avon

In BID3, we will:

PRIORITY

- Implement a brand development exercise and develop a new marketing strategy to promote our town to as wide a market as possible. Activity will include the creation of a town-wide image library for use by members, print production and distribution, digital marketing and PR

PRIORITY

- Redevelop the B2B website for Stratford BID and create a consumer facing website for Stratford-upon-Avon
- Continue to develop, deliver and support award-winning events with campaigns that promote our town attracting visitors and encouraging them to discover all that Stratford has to offer
- Develop measures aimed at increasing local spend in the town centre, for example through the development of a Stratford Gift Card
- Offer individual PR support to BID members to gain positive coverage in local and regional media
- Collaborate with partner organisations in projects to promote the town
- Carry out research and evaluation to develop an action plan of how to spread customers and visitors across the town centre area

We will continue to...

- Continue to invest in Stratford's Christmas Lights on behalf of BID members and to work with the Lights company to secure the future of the lights
- Create brochures and compelling marketing campaigns aimed at target ABC1 households
- Engage with and build a growing presence across various social media platforms including Twitter, Instagram and Facebook
- Create a town centre map
- Send monthly emails to all BID Card holders
- Arrange tax-free Stratford promotions to non-European nationals
- Gain positive coverage of Stratford and its businesses across local and regional print and digital media

"The nature of town centres has changed and Stratford needs a BID to compete. People now want places to experience, not just to buy."

Dave Matthews, Co-owner Magic Alley, Bell Court (Board member)



Hosting & Welcome

We offer a warm welcome to visitors and locals and connect the BID to businesses

We will continue to...

- Manage the retail radio system and deliver training for business
- Liaise with businesses and carry out more business visits annually
- Distribute brochures to promote the town
- Provide a welcome for visitors, providing directions and answering enquiries
- Manage crime and disorder reduction initiatives for businesses
- Provide first aid cover to BID members and employees, visitors and residents
- Deliver Ambassador Tours for BID members and familiarisation visits for journalists and buyers
- Report public realm and highways issues in the town centre to the responsible council
- Manage busking
- Support public bodies around town centre issues such as homelessness and begging

The Town Hosts have been an integral part of Stratford's business life since the inception of the BID in 2009. They act as the 'ears' of the BID and a link between members and the Stratforward team, passing on issues and concerns as well as communicating information and opportunities. They also act as the face of Stratforward BID to visitors, giving information and ensuring a safe and welcoming environment.

"I am very supportive of the BID and what it brings to Stratford-upon-Avon."

Andy Smith, Branch Manager, Handelsbanken

"The Town Hosts add value in a direct and tangible way. Helping us to get intelligence from the ground and to address issues immediately."

Stuart Danskin, CCTV Manager



In BID3, we will:

- Work with partners to further develop a thriving evening economy
- Support initiatives to assist the business community by dealing with issues of concern eg: diverted giving initiative to address begging



What will I get from BID?

We will work to ensure that we are responsive, and agile to your needs, delivering value for your businesses – no matter what sector you are in.

Saving

Joint procurement scheme to significantly reduce utility, telecom & merchant services costs for BID members

Discounted staff parking for BID card holders in town

Reduced public transport cost for BID business' staff

Offer reduced rates for event stalls and brochure advertising for BID businesses

BID Card to offer savings for BID business staff

Investment in Stratford's Christmas Lights

Representing

Consultation on policy and emerging issues to understand concerns

Regular networking opportunities and updates for BID businesses and partners

The voice for BID businesses on key issues such as parking, markets and count

Actively work with partners to deliver better outcomes on issues like crime and

Liaison with other Warwickshire BIDs to ensure town centre businesses have a

Promoting

Award-winning events to raise Stratford's profile and to drive footfall

Regional marketing campaigns to promote footfall to our town

Promotion of BID member services to BID card holders

Platforms for BID members to promote your business

Tax-free and shopping initiatives to increase spend

Market and footfall research to better understand the town's economy

Hosting & Welcome

Town hosts to welcome and orientate visitors/customers

BID business liaison with regular face to face visits

Management of the retail radio systems and other crime reduction initiat

Support public bodies with homelessness and begging reduction

Management of busking

Voice of businesses in public realm development and management



	I run an office based business providing services	I am in retail, beauty, leisure or entertainment	I run a pub, cafe, restaurant or provide accommodation
	✓	✓	✓
	✓	✓	✓
	✓	✓	✓
	✓	✓	✓
	✓	✓	✓
	✓	✓	✓
	✓	✓	✓
	✓	✓	✓
er terrorism	✓	✓	✓
d disorder	✓	✓	✓
voice at County level	✓	✓	✓
		✓	✓
		✓	✓
	✓	✓	✓
	✓	✓	✓
		✓	✓
	✓	✓	✓
	✓	✓	✓
ives	✓	✓	✓
	✓	✓	✓
	✓	✓	✓
	✓	✓	✓

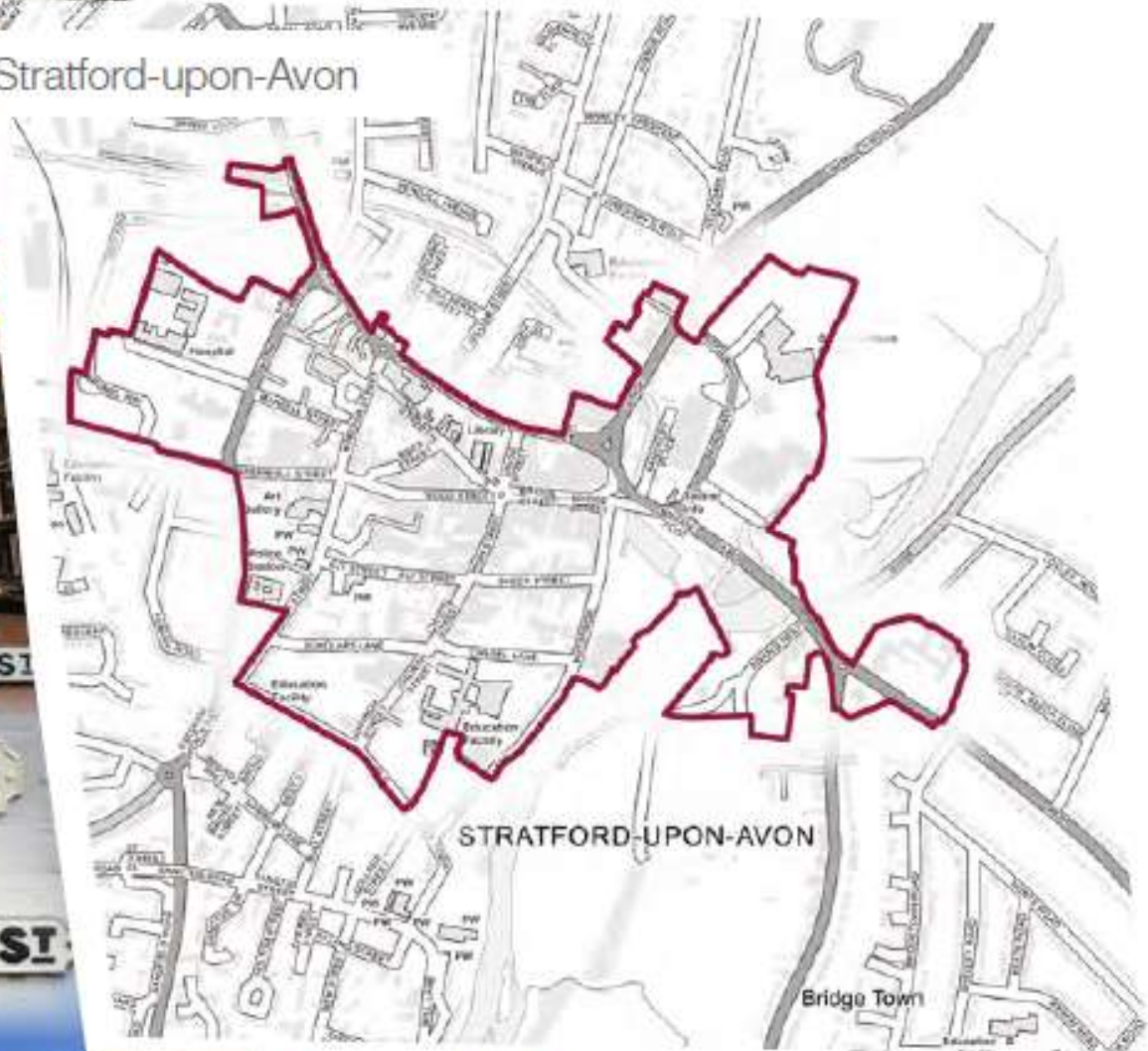




The BID Area

There are in the region of 430 business properties within the proposed Business Improvement District (BID) area shown here.

Stratford-upon-Avon



Proposed boundary

This boundary is a natural evolution of the first and second term BID boundaries.

Streets within the BID Area include (either in full or part):

Alcester Road, Arden Street, Bancroft Place, Bards Walk, Bell Court, Birmingham Road, Bridgefoot, Bridgeway, Bridge Street, Brunel Way, Chapel Lane, Chapel Street, Chestnut Walk, Church Street, Clopton Bridge, Cooks Alley, Ely Street, Greenhill Street, Guild Street, Henley Street, High Street, Mansell Street, Meer Street, Old Red Lion Court, Old Town, Payton Street, Rother Market, Rother Street, Scholars Lane, Shakespeare Street, Sheep Street, Shipston Road, Shrieves Walk, Southern Lane, Station Road, Swans Nest Lane, The Minories, The Waterways, Union Street, Warwick Road, Waterside, Western Road, Windsor Court, Windsor Street & Wood Street.



Vote Yes

The BID Ballot Your BID, Your Vote

The ballot process will run from 31st August to 27th September 2018, giving you the opportunity to vote on this Renewal Business Plan. A successful vote will mean that Stratforward will continue for a third term of five years.

To ensure neutrality, the BID Ballot will be administered by Electoral Reform Services (ERS) on behalf of Stratford District Council (SDC) who is the legal ballot holder as set out within the BID regulations 2004.

Before the ballot begins, SDC will have completed a canvass process to create a voter list.

Each hereditament subject to the BID levy will be entitled to one vote. Businesses that occupy more than one hereditament in the area are entitled to more than one vote.

To be successful, the ballot will need to satisfy two independent tests which apply to those papers returned by the close of the ballot period:

- (a) the number of businesses voting in favour must exceed those voting against
- and
- (b) the total rateable value of those hereditaments which vote in favour must exceed the total rateable value of those voting against.

VOTING PROCEDURE

- The Secretary of State was notified of the ballot in May 2018.
- The notice of ballot will reach you by 17th August. This will include instructions about the ballot process.
- Your ballot paper will reach you by Friday 31st August 2018. Voting is by postal ballot only.
- You will need to cast your vote and return your postal vote by 5pm on Thursday 27th September 2018.
- **Papers received after 5pm on 27th September 2018 will not be counted.** The result of the ballot will be announced on Friday 28th September 2018.

Please keep this document safe. If successful at ballot, Stratforward will commence delivery of services on 1st April 2019, continuing for a period of five calendar years to 31st March 2024.





The BID Levy Rules

1. From April 2019, the levy rate to be paid by each hereditament is to be calculated as 1.47% of its rateable value as at the selected 'chargeable day' (1st April annually).
2. The rateable value is that appearing in the 2017 Rating List on 1st April of each financial year.
3. All new hereditaments entering the Rating List after 1st April 2019 will be levied at 1.47% of the prevailing list.
4. A threshold of £9,500 Rateable Value will be applied, thereby exempting any businesses within the BID area falling below £9,500 as at 1st April annually.
5. The BID levy may increase by an inflationary amount of up to 2% in successive years (i.e. up from 1.47% to 1.49% in year 2). The Board of Directors will assess if an increase is appropriate each year, giving careful consideration to the economic environment.
6. The levy will be charged annually, in advance for each chargeable period, from 1st April to 31st March each year. No refunds will be made should the BID member vacate a property during the chargeable period.
7. Any adjustments to the rateable values will only be adjusted at the fixed date of the subsequent chargeable year.
8. The third term of the BID will be five years from 1st April 2019 to 31st March 2024.
9. In the case of an empty or untenanted premises, the property owner will be liable for the BID levy with no void period, and will be entitled to vote.
10. Hereditaments providing a 'free at point of service' NHS healthcare service will be exempt from the levy. This excludes pharmacies and dentists are not exempt.
11. The BID levy will not be affected by the small business rate relief scheme, exemptions, reliefs or discount periods in the non-domestic rate regulations prevailing at the time.
12. VAT will not be charged on the BID levy.
13. There will no discounts for tenants paying an existing service charge to their landlord.
14. Educational hereditaments providing a 'free at point of use' service will be exempt.

If you are unsure about the rateable value of your property please contact the Valuation Office on 03000 501501 or visit their website: www.gov.uk/correct-your-business-rates

Governance

Private sector led

THE BOARD OF DIRECTORS

The BID is managed by Stratfordward Business Improvement District Limited (the 'Company'), a not for profit company, limited by guarantee.

The Stratfordward BID Board of Directors lead the BID's work and will continue to advise on operational and service delivery issues, oversee performance measurement and act as the primary consultative and advisory body on BID services. It also has responsibility for financial arrangements, contractual obligations, human resources, standards and compliance and strategic direction. The Board will meet six times a year as a minimum.

Applications to the Board of Directors will be invited for vacant positions annually. If there are more applicants for a position than places available, levy payers will be balloted. If a position becomes vacant, individual representatives can be co-opted to the Board. Directors can be re-elected. Nominated representatives from Stratford Town & District Councils and Warwickshire County Council will not be subject to the annual election process.

Board Directors may agree to allow other non-voting regular attendees if felt beneficial to the aims of the company. There are currently four regular (officer) observers from Stratford District Council, Warwickshire County Council, Shakespeare's England and Stratford Town Council.

Each year, the Board elects a Chair from its private sector members. The Chair and Vice Chair must be a Director of the Company and can be re-elected.

Any variation to the percentage theme allocation beyond 15% of the whole will be subject to an EGM, but providing the BID is meeting its overall objectives, the Board has discretion to vary these according to changing demands of levy payers and the business environment. Any change to the BID boundary or levy rate requires an alteration ballot of members.

A Baseline Service Agreement will be in place by commencement of the ballot and an Operating Agreement will be in place by commencement of the new BID term. Copies of these agreements will be available to members on request.

FINANCIAL MANAGEMENT

The BID Board of Directors will monitor financial performance at every Board meeting.

The Company will provide copies of statutory accounts and financial statements to the Billing Authority annually.



Finances

Projected five year budget 2019 - 2024

Total Budget of £1.62m investment by BID Businesses over five years (2019-2024)

The BID finances table represents an indicative budget based on estimated levy income from the ratings list at the time of writing.

Proposed Budget 2019 – 2024	Year 1	Year 2	Year 3	Year 4	Year 5	Total Budget (all yrs)
Levy rate	1.47%	1.49%	1.51%	1.53%	1.55%	
Income						
BID Levy	325,387	329,814	334,241	338,668	343,095	£1,671,204
Additional income (events & sponsorship)	100,000	101,500	103,000	104,500	106,000	£515,000
Voluntary Contributions/ associate membership	5,000	5,000	5,000	5,000	5,000	£25,000
Total Income	£430,387	£436,314	£442,241	£448,168	£454,095	£2,211,204
Expenditure						
Hosting	70,000	70,230	70,946	71,661	72,376	£355,212
Promoting*	181,887	183,986	187,344	190,701	194,060	£937,978
Saving	28,500	26,587	26,858	27,129	27,399	£136,473
Representing	10,000	10,033	10,135	10,237	10,339	£50,745
BID Management & Operational costs	125,000	125,412	126,688	127,965	129,242	£634,308
Contingency	15,000	20,066	20,270	20,474	20,679	£96,489
Total Expenditure	430,387	436,314	442,241	448,167	454,095	£2,211,203

Notes:

Stratford BID Limited has typically collected over 98% of BID Levies owed and this rate has been applied throughout the financial projection. The collection rate achieved by Stratford is above industry average.

The annual inflation rate on levy income has been assumed at 2%.

The BID board of Directors will have the discretion to withhold applying inflation to the levy during BID3.

Stratford expects a similar level of additional revenue as BID2 but this cannot be guaranteed.

The levels of budgets allocated to core expenditure areas will be assessed and reviewed annually.

Management and overhead costs of the BID include BID Manager, administrative staffing, premises, rent, levy collection, professional fees associated with running the BID.

*Promoting includes staffing for delivery at £51,000 inc on-costs.

The levy collection charge made by Stratford District Council amounts to 1.45% of the total levy (£4,500 or £10.46 per unit) – well below the industry standards of £35.00.

Contracts of £10,000 or more will be subject to formal tendering procedures agreed through the Board.

What's the weekly cost of Stratforward to your business?

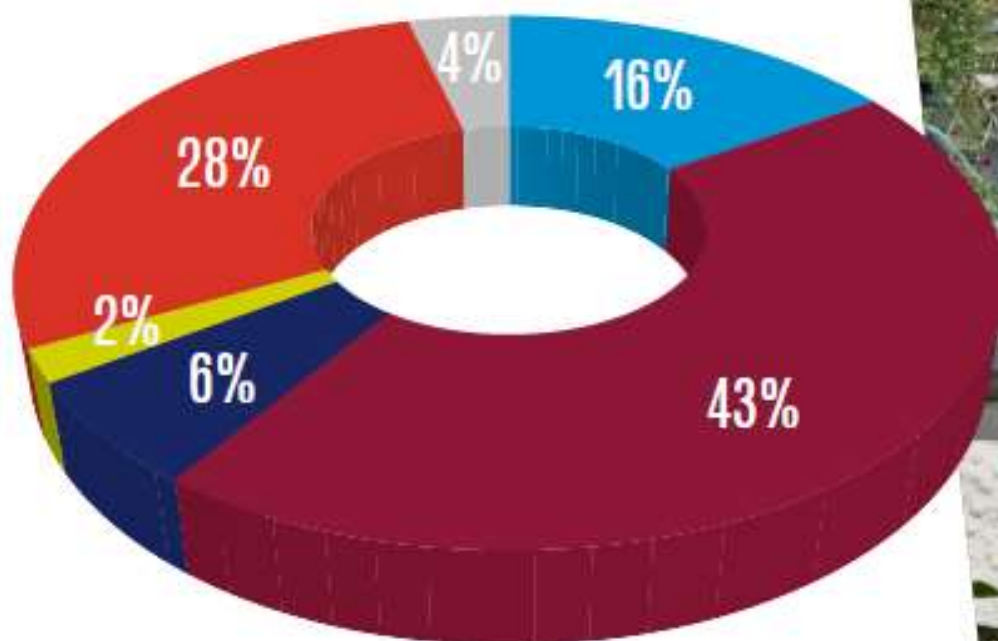
Rateable Value	Levy Amount at 1.47% levy rate
£9,501	£2.89 per week (£139.65 pa)
£35,000	£9.89 per week (£514.50 pa)
£100,000	£28.27 per week (£1,470 pa)
£150,000	£42.40 per week (£2,205 pa)

An Associate Membership scheme for businesses within the BID area falling beneath the levy threshold is well established. This gives smaller businesses the opportunity to engage with and benefit from the BID. For those Associate Members the annual contribution is fixed at £145+VAT. Associate Members have representation on the BID Board of Directors.

For BID3, there will be a Supporters Scheme that will allow members from outside of the BID area to join.

Expenditure by Area

- Hosting
- Promoting
- Saving
- Representing
- BID management & Operating Costs
- Contingency



What our members say...

"I thought it was the right time to join the BID board and to help steer Stratforward towards a successful vote."

Debbie Austin, VH&Co & Vinegar Hill, Sheep Street

"The BID team has worked to support our business and that's been important when things are tough."

Sara Young, Hoorays, High Street

"High streets are facing unprecedented challenges. Those that will survive and thrive will be the ones where businesses work together. We are incredibly fortunate to have a BID in which to facilitate this. Let's not throw this away!"

Flair Gougolia, Owner, El Greco, Wood Street

"I am convinced that Stratford needs a BID to compete with other towns."

Dave Matthews, Co-owner Magic Alley, Bell Court

"We support the BID because it exists to specifically support and promote our town. Through its Town Host scheme Stratforward provides a much needed official uniformed presence on the streets. It generates and maintains exciting initiatives like the River and Motoring Festivals, and the various other events helping keep Stratford on the 'place to visit' map. We would surely miss a BID presence and once lost it is unlikely to return thereby losing momentum gained."

John and Helen Hogg, Stratford Town Walks

"The BID is fantastic, it brings so much to Stratford. The events increase our footfall and the team is brilliant. Stratford would be lost without our BID."

Mat Faulkner, Manager, The One Elm



What next?

- 1 Read the business plan and contact Stratforward on 01789 292718 or drop into the office on Sheep Street or ask any Board member if you have any questions.
- 2 A Notice of Ballot will be sent to you on Friday, August 17th setting out the BID arrangements.
- 3 The Ballot Papers will arrive by post on Friday, 31st August 2018.
- 4 Complete the Ballot Papers and return in the postage paid envelope provided.
- 5 Voting 'YES' will ensure that the BID is retained for a further five years. Ballot papers must be received at Electoral Reform Services (ERS) Offices in London by 5pm on Thursday 27th September for your vote to be counted.
- 6 If a majority of BID members by number and rateable value are in favour, Stratforward services will continue and the additional commitments set out in this Business Plan will be delivered. The new term would commence in April 2019.
- 7 Delivery of Priority Items and development of the detailed delivery plan in conjunction with our members.

 VOTE YES



For further information please contact:

Stratforward BID
10-11 Sheep Street
Stratford-upon-Avon CV37 6EF

Phone: **01789 292718** or **01789 299011**

Email: **info@stratforward.co.uk**

Full ballot arrangements are available at:
www.stratforward.co.uk

