

FIVE YEAR  
**BUSINESS  
PLAN**

2023-2028

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# INTRODUCTION

**As a local business owner and president of the Cranleigh Chamber of Commerce, I fully support the Cranleigh Business Improvement District (BID) initiative. This initiative will ensure that our High Street remains at the heart of our community by investing in its improvement and growth.**

The High Street is more than just a place for commerce; it is a social hub where people meet, socialise, and build relationships. The BID will help maintain and improve our High Street's attractiveness, encouraging residents and visitors to spend time and money there, benefiting all businesses.

The BID will also give local businesses a stronger voice, enabling them to work together to shape the future of Cranleigh's economy. By pooling resources and expertise, the BID will create more opportunities for growth and development. As a ratepayer, I know that my investment in the BID will be returned to my fellow business owners and me many times over.

By supporting the BID, we are investing in the future of Cranleigh, ensuring that our community continues to thrive and grow.

**Martin Bamford, Chair, Cranleigh BID**

*"This initiative will ensure that our High Street remains at the heart of our community by investing in its improvement and growth."*



# THE CRANLEIGH BID

**CRANLEIGH is a picturesque and bustling village located at the foot of the Surrey Hills surrounded by countryside and is known as England's largest village.**

The welcoming High Street offers a variety of independent shops, larger retailers and a weekly village market together with a number of community events throughout the year including: Artisan markets, Christmas Lights switch on, Bonfire and Fireworks, The Classic Car Show and The Cranleigh Show.

Cranleigh Arts Centre provides a cultural hub running a varied programme of entertainment including live music, films, comedy nights and more.

With sporting opportunities, a leisure centre, Knowle Park, the Downs Link and access to stunning scenery for walking, cycling or riding Cranleigh has something for all ages and stages.



# BID STATS & FACTS

The BID boundary encompasses

**181 UNITS**

Investment in the village over

**5 YEARS**  
**£470,000**

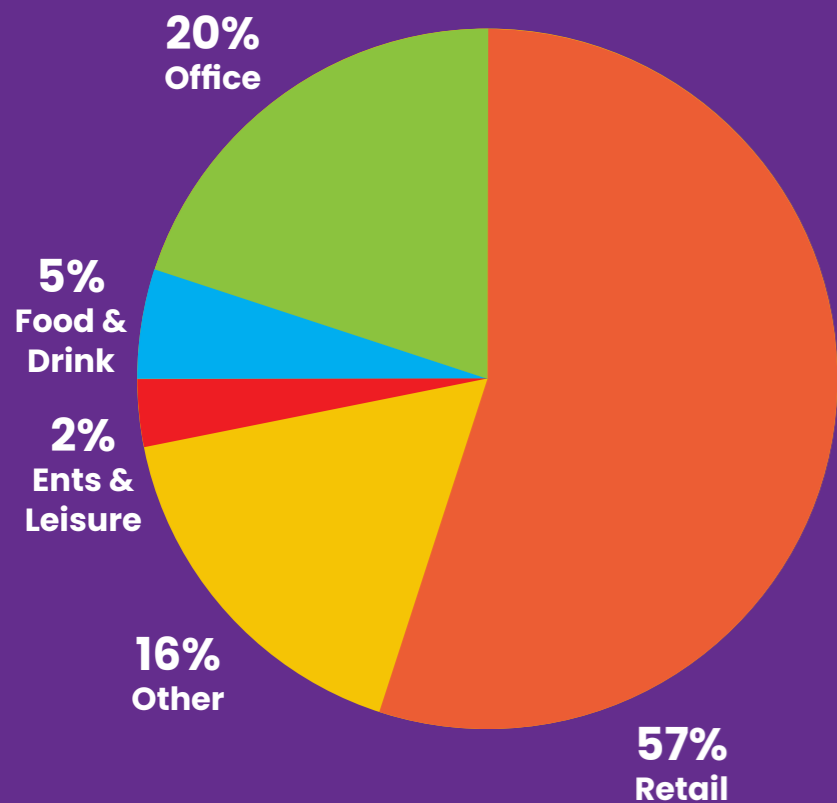
**Rateable**  
value total of

**£4.7M**

Annual BID income

**£94,000**

## SECTOR BREAKDOWN



## THE BID AREA

This map shows the area that will contribute and benefit from the projects outlined in this business plan.



This is your opportunity to see Cranleigh build on its potential through a Business Improvement District with over £470 k of investment over 5 years. This document sets out what businesses have said they would like a BID to deliver.

# WHAT IS A BID?

## WHAT IS A BID?

A BID is an arrangement whereby businesses come together and decide which improvements they feel could be made in their village, town or city centre, how they will implement these improvements and what it will cost them. BIDs are financed and controlled by the businesses within the selected area. BIDs deliver additional projects and services over and above those already provided by public bodies.

## WHY DO BUSINESSES SUPPORT BIDS?

A BID is a mechanism which allows businesses to raise a sum of money to manage and deliver projects that they have identified and believe will improve their trading environment, ultimately increasing trade for those businesses who are paying for the improvements.

## HOW IS THE BID FUNDED?

Once the projects and services have been agreed by businesses, along with how they are going to be delivered and managed, they are costed and set out in a detailed business plan. The cost to each business is worked out on a pro rata basis. This is called the 'BID LEVY'.

This investment is ring-fenced and can only be spent within the BID area on the projects detailed in the business plan. It is important to note that the levy has nothing to do with normal business rates which pass straight to the government. An independent and formal vote then takes place and if the majority vote is YES then ALL eligible businesses within the BID area are required to pay the BID levy.

## HOW DOES AN AREA BECOME A BID?

Normally a 'BID Task Group' is set up which is responsible for putting together a business plan setting out the projects it aims to deliver on behalf of the businesses in the BID area. This is based on a consultation process with businesses. The business plan will include the projects, cost, delivery guarantees, performance indicators and the management structure. A confidential postal vote is held with all the businesses that would pay the BID levy getting a vote. To become a BID a majority of those that vote must be in favour by number and rateable value. A successful BID then has a mandate for a maximum of 5 years after which the BID would need to seek a re-ballot.

## HOW IS A BID MONITORED?

Like any good business plan, specific key performance indicators (KPIs) are set and performance is monitored against the KPIs by the BID board. The BID Company is answerable to the businesses that pay the BID levy, and will be required to monitor and inform its members on its progress towards the agreed KPIs.

## DOES THIS MEAN THE LOCAL AUTHORITY WILL STOP DELIVERING SERVICES? **NO.**

BID money can only be used to carry out projects/services which are ADDITIONAL to those that the public agencies are required to provide. Prior to the BID business plan being produced, the current services being delivered by all public agencies including the Local Authority and Police are set out in Baseline Statements. Baseline Statements for the following areas are available for the Cranleigh BID:

- i) Police
- ii) Cleansing
- iii) Street Lighting

The BID company can agree to provide additional resources to deliver a higher level of service over and above the benchmarked level if this is what businesses have identified they want.

# PROJECTS WE WILL DELIVER

**Marketing the Village - £183,000 over 5 years**

We will invest £183,000 over the next five years to improve the marketing of the village both in communications to local residents as well as the wider catchment area. This will be achieved by creating a distinctive brand identity for the village consistent across all platforms and activities including a new website focused on promoting levy paying businesses and driving visitor numbers to Cranleigh. This will work in conjunction with social media and other promotional tools to build a sense of place and raise our profile driving footfall and spend.

To date, events such as the Christmas lights switch on and Artisan markets have been run by members of the Chamber of Commerce who have undertaken this work on a voluntary basis but no longer have the capacity to continue this. The BID will take over the running of the events programme so that they no longer depend on the goodwill of volunteers and extend the calendar to introduce seasonal trails and ad hoc events which cover the full length of the BID area.

The Christmas Lights are keenly anticipated by residents and visitors giving the High Street that important seasonal feel. They are funded by voluntary donation which means an annual scramble for funds. A BID will allow a more consistent, planned approach and the extension of the lights along the Ewhurst Road plus a more equitable funding model so all businesses who benefit will be contributing.



**Rosemary French OBE**, Chamber of Commerce

*“Cranleigh stands out because it has a wonderful High Street populated by so many independent shops and small businesses. A BID will increase footfall through raising awareness far and wide of what the village has to offer and is a more equitable way of paying for the marketing, security, improved broadband, events, floral displays and Christmas lights that it can deliver. We can no longer rely on councils who are increasingly short of funding and it will be the BID businesses that will make their own decisions about what will make a real difference to their trading.”*

**Digital High Street - £60,000 over 5 years**

Shoppers and businesses all suffer from the lack of dependable mobile coverage when out and about in the High Street or when trying to pay for parking. The overwhelming response from businesses is that you want access to public WiFi and the BID will look to deliver this over the five-year term.

The footfall counter which currently tracks High Street activity will also come under the remit of the BID when Waverley BC stops funding it from June next year. This provides useful data when encouraging inward investment from new business.

**Security & Wayfinding - £33,000 over 5 years**

The BID will coordinate with businesses, the police and the local authority to create a joint Crime Reduction Partnership to tackle anti-social behaviour and low level crime in the High Street. We will look to better monitor and record incidents using new affordable apps which can feed information to the police and alert other businesses in a timely manner.

A village map and better signage will also support wayfinding throughout the village and will provide a welcoming environment for visitors. This will be co-ordinated with Surrey CC to ensure communication and a consistent approach with the High St improvements project team. The BID will also consider funding additional seating and hanging baskets extended to the length of the High Street.

**Business Support - £40,000 over 5 years**

There are many ways that businesses can work collectively to make savings and efficiencies. Central procurement initiatives will deliver a return on investment by providing opportunities to save on costs which you currently incur on a day-to-day basis. Examples include merchant services, waste collection charges, utilities and insurance costs.

We will act as a conduit to represent business interests at local and national government level ensuring that we access all funding and investment opportunities as they arise bringing benefits for the whole business community.

A programme of business networking and training events will be offered to ensure businesses can share experience and keep up to date with best practice.

**How will the projects be delivered?**

One of the biggest challenges to taking advantage of funding and marketing opportunities has been the lack of a paid resource to manage the work required. A part time BID manager together with specialist third party contractors will ensure a structured and consistent approach to delivering the business plan as well as monitoring and ongoing evaluation.

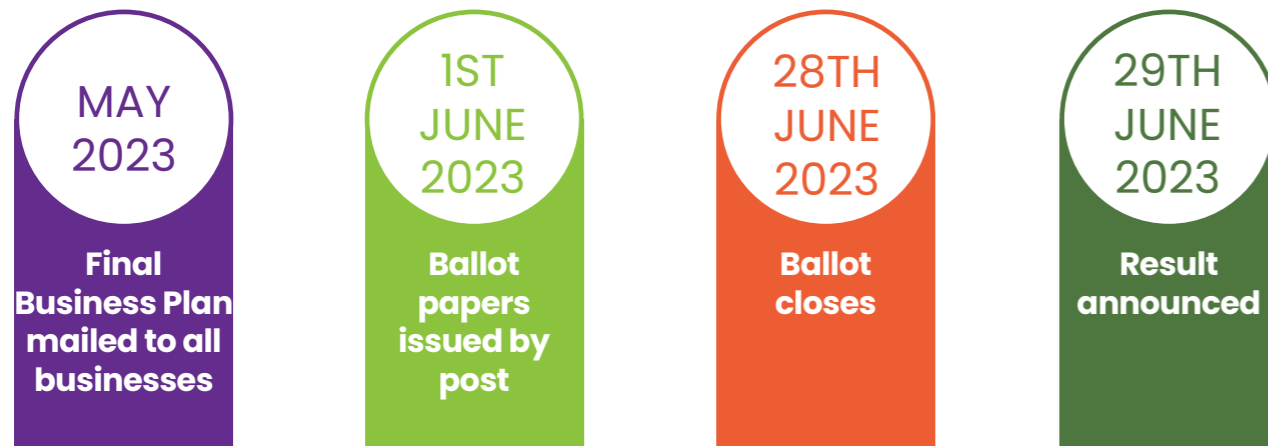
# BUSINESS ENGAGEMENT

Since October 2022 we have undertaken a consultation process in Cranleigh to hear how businesses would like it to be improved. Activity has incorporated a dedicated website, a survey, newsletters, face to face meetings and workshops to give businesses the opportunity to share their ideas with the BID team. These suggestions have helped us to shape the 5-year business plan reflecting businesses priorities as outlined in this document.

## For a BID to be introduced, the vote must meet two conditions:

- Over 50% of businesses that vote must vote in favour of the BID.
- The businesses that vote yes must represent a greater total rateable value than those that vote no.

## NEXT STEPS



If you vote YES for the Cranleigh BID you will be saying YES to investing circa £470,000 in the village centre over the next 5 years.

Over 320 BIDs have been set up across the UK already with local BIDs including Guildford, Camberley, Dorking, Cobham, Epsom, Walton-on-Thames, Caterham and Oxted. Several other BIDs are currently being developed in Surrey.



**Brian Belcher**, Cranleigh Arts Centre

*"Here at the Arts Centre, we are passionate about seeing the High Street prosper and develop - a sign that what Cranleigh offers is what people want. So, we support the BID initiative and will play our part in improving the services and facilities in the village."*

# THE BID LEVY What will you pay?

Every eligible business located within the BID boundary will pay the BID levy which is calculated as 2% of the rateable value of its premises. The levy rate will not change throughout the duration of the BID term.

The levy will be collected by Waverley Borough Council on behalf of the BID Company and transferred to the BID Company's bank account.

This income is then ring-fenced and only used to fund the priorities included in this business plan.

## Examples of what you will pay

Rateable Value of Premises	Annual Levy Payable
Below £5,000	Exempt
£5,000	£100
£10,000	£200
£20,000	£400
£40,000	£800
£60,000	£1,200
£100,000	£2,000
£250,000	£5,000

The Cranleigh BID will raise approximately £94,000 per annum from the levy – raising £470,000 over 5 years. We will use that income to leverage additional funds from grants and other opportunities as they arise.

**BID Membership**

Any BID levy payer can become a member of the BID Company. This enables them to take part in the decision making process, as well as stand for and vote during Board of Director elections.

**Voluntary Contributions**

Voluntary investment can be made by any businesses that are exempt such as those that have a rateable value of £1,000 or less and businesses located outside the BID area. This will entitle them to all the projects and services outlined in this business plan as well as full rights as members in the management and governance of the BID company. Details and eligibility will be set by the Board.

# THE BUDGET FORECAST

## 2023 – 2028

BID Income	2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL
Levy	94,000.00	94,000.00	94,000.00	94,000.00	94,000.00	470,000.00
Assume 15% add income	14,000.00	14,000.00	14,000.00	14,000.00	14,000.00	70,000.00
Total Income	108,000.00	108,000.00	108,000.00	108,000.00	108,000.00	540,000.00

BID Expenditure	2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL
Marketing, Promotion & Events	33,000.00	33,000.00	39,000.00	39,000.00	39,000.00	183,000.00
Digital High Street	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	60,000.00
Security & Wayfinding	6,000.00	6,000.00	7,000.00	7,000.00	7,000.00	33,000.00
Christmas Lights	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	75,000.00
Business Support & Procurement	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	40,000.00
Delivery & Running Costs	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	100,000.00
Levy Collection Costs	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	35,000.00
Loan Repayment CoC & PC*	7,000.00	7,000.00	0.00	0.00	0.00	14,000.00
	108,000.00	108,000.00	108,000.00	108,000.00	108,000.00	540,000.00

\*Repayment of BID development costs

### Additional Income

BIDs across the UK on average generate 15% in additional income over a 5 year term. The Cranleigh BID will endeavour to do this through grant funding and other income generating opportunities. It is expected that this will generate over £14,000 additional funding per annum to be invested back into the projects outlined in this plan.

# BID GOVERNANCE & MANAGEMENT

**If the BID Ballot is successful, an independent, not-for-profit company, limited by guarantee, will govern the BID. The Board will have up to 15 Directors made up of representatives from levy paying businesses or voluntary contributors. Additional, non-levy paying members may be co-opted, as required.**

Board Director positions are unpaid and voluntary and include a mix of all sectors of business that operate within the BID area as well as having the necessary skills and experience required to deliver the Cranleigh BID business plan.

Board elections will be held and any levy paying business or equivalent financial contributor will be eligible to stand as a BID Board Director. Nominated representatives from Waverley Borough Council will also be present at board meetings.

By becoming a member of the BID company you can have your say in controlling how the funds are spent and also holding the BID company accountable throughout the 5 year term.

The BID company will not be able to make a profit and any surplus must be spent on the projects and services agreed by the levy payers and Board of Directors.

In the first year, the BID Task Group who have been involved with the development of the BID will form an interim Board to allow for continuity. Elections to the Board will then take place in the second year. One of the Directors will then be voted in as Chairperson by the Directors.

There will be regular updates via newsletters and e-bulletins. The annual reports and accounts will be produced at the end of each year and available to members.



### Measuring Performance

The board will set key performance indicators (KPIs) and criteria upon which to measure the BID's performance. Examples include:

Footfall numbers, visitor numbers, car park usage, business feedback, media coverage, website & social media interaction

The BID will keep businesses updated on a regular basis through the website, newsletters, face to face meetings and annual meetings.

# BID LEVY RULES & BALLOT

1. The BID Regulations of 2004 (as amended), approved by the Government, sets out the legal framework within which BIDs will have to operate, including the way in which the levy is charged and collected, and how the ballot is conducted.
2. The BID levy rate will be fixed for the full term and will not be subject to variation by the annual rate of inflation. This will be set on the 1st of April each year using the most current Non-Domestic Ratings list. It will be updated for any changes in ratepayer appeals, additions, or removals.
3. The BID Levy will be applied to all eligible business ratepayers within the defined area with a rateable value of £5,000 or above.
4. The following exemptions to the BID Levy apply:
  - Those with a rateable value of less than £5,000
  - Non-retail charities with no paid staff, trading arm, income or facilities
  - Not-for-profit subscription and entirely volunteer-based organisations
  - Business that fall in the following sectors – industrial, manufacturing, storage and workshops
5. The minimum levy amount payable will be £100
6. The BID levy will be paid by any new ratepayer occupying any existing hereditaments (a business rated property) within the BID area.
7. New hereditaments will be charged from the point of occupation based on the rateable value at the time it enters the rating list, even though they did not vote on the initial proposal.
8. If a business ratepayer occupies premises for less than one year, the amount of BID levy payable will be calculated on a daily basis.
9. Empty properties, those undergoing refurbishment or being demolished will be liable for the BID levy via the registered business ratepayer with no void period.
10. The BID levy will not be affected by the small business rate relief scheme, exemptions, relief, or discounts prescribed in the Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989 made under the Local Government Finance Act 1988.
11. VAT will not be charged on the BID levy.



12. The billing body is authorised to collect the BID levy on behalf of the BID Company.
13. The levy income will be kept in a separate ring-fenced account and transferred to the BID monthly.
14. Collection and enforcement arrangements will be like those for the collection and enforcement of non-domestic business rates with the BID Company responsible for any debt write off. The BID area and the levy rate cannot be altered without a further ballot.
15. The BID projects, costs and timescales can be altered subject to Board approval providing the changes fall within the income and overall objectives of the BID.
16. The levy rate or boundary area cannot be increased without a full alteration ballot. However, if the BID Company wishes to decrease the levy rate during the period, it will do so through a consultation, which will, as a minimum, require it to write to all existing BID levy payers. If more than 25% object in writing, then this course of action will not proceed.
17. The BID Board will meet at least six times a year. Every levy paying business or equivalent financial contributor will be eligible to be a member of the BID Company and attend General Meetings.
18. The BID Company will produce a set of annual accounts available to all company members.
19. The BID will commence on the 1st November 2023 and will last for five years. At the end of five years a ballot must be held if businesses wish the BID to continue.



**Vanessa Ford-Robbins**, For Earth's Sake

*"I believe the BID can work with BID members to support a vibrant, sustainable and cohesive village centre. Introducing green initiatives can save businesses money as well as creating a greener environment. Encouraging people to shop local also helps the environment and supports the local economy."*



**Paul Miller**, Windmill Computing

*"As a non-retail business owner, I support Cranleigh's BID because it will improve services and amenities. By pooling resources, our businesses can invest in initiatives that benefit everyone, such as shared waste collection and recycling. In addition, by working together to improve the village, Cranleigh businesses can attract more visitors and customers, leading to increased revenue and a more vibrant local economy."*

# THE BID BALLOT

All eligible businesses have the opportunity to vote.

The ballot will be conducted through an independent, confidential postal vote conducted by the Returning Officer at Waverley Borough Council which is the responsible body as determined by the BID legislation.

Each eligible ratepayer will have one vote in respect of each hereditament within the BID area, provided they are listed on the National Non-Domestic Rates List for the defined area as provided by Waverley Borough Council. Organisations occupying more than one hereditament will have more than one vote.

A proxy vote is available and details will be sent out by the Returning Officer at Waverley Borough Council.

Ballot papers will be sent out to the appropriate organisation from 1st June 2023 to be returned no later than 28th June 2023.

For the BID to go ahead, two conditions must be met:

- More than 50% of businesses that vote must vote in favour
- Of the businesses that vote, the 'yes' votes must represent more than 50% of the total rateable value of all votes cast.

The results of the ballot will be declared on 29th June 2023.



**Tim Cocking**, Bright Care

*"The opportunity to take localised ownership for the development, improvement and commercial appeal of a local area is a tremendous opportunity and that is why the BID has my full support. The ever increasing reduction in public sector resources to keep villages like Cranleigh attractive places to live, work and do business makes achieving more local control through a BID so important. Cranleigh is a strategic commercial gateway to the Surrey Hills, the BID will ensure it can meet its full potential by improving local facilities, increasing the visual appeal, introducing new safety and security measures which all contribute to attracting investment from local and national businesses and generally enhancing the experience for residents and visitors alike."*

# MEET THE TASK GROUP

The BID Task Group members include the following people from the Cranleigh business community.



**Paul Arding**  
Cranleigh Furniture



**Martin Bamford**  
Informed Choice



**Tim Cocking**  
Bright Care



**Simon Cornwall**  
Celebration Cakes



**Vanessa Ford-Robbins**  
For Earth's Sake



**Catherine Knight**  
Waverley Borough Council



**Dominic Lazarus**  
Astra House



**Paul Miller**  
Windmill Computing



**Peter Slinger**  
The Three Horseshoes

**Brian Belcher**  
Cranleigh Arts Centre



**STAKEHOLDER**  
**Rosemary French OBE**  
Cranleigh Chamber of  
Commerce



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