

# **Dorking Business Improvement District Business Plan**

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**2017 - 2022**

## Introduction

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The following pages set out the reasoning and rationale behind developing a Business Improvement District for Dorking, the projects that could be delivered, budgets and governance of the BID.

It also looks at risks and contingencies and what next steps to take in the event of a 'no' vote.

A BID in Dorking would raise in excess of £230,000 per full year and over £1.1million during the term of the BID. This money would be directly reinvested back into Dorking town centre, for the benefit of businesses trading there.

Over the last few months, town centre businesses have shown a great deal of enthusiasm for a BID in Dorking town centre. Since 2005, over 250 BIDs have been established in the UK. The message is clear – BIDs really work.

This Business Plan, and the Proposal which will be sent out to businesses prior to the ballot, has been written after a consultation with businesses, and takes into account what is working well in other BIDs.

## Our vision and values 2017-2022

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We have a clear vision for Dorking, borne out of many discussions with local businesses. We want to see a Dorking which is:

**Coordinated:** all groups working together and cohesively towards a common goal - a prosperous Dorking

**Invigorated:** to give all visitors and employees a warm welcome, a brilliant experience and a reason to keep coming back

**Celebrated:** to raise the profile of Dorking and put it back on the map for local, national and international visitors and businesses.

**Sustainable:** to work towards long term goals with a secure income to ensure the economic and operational resilience of Dorking over time

We know that businesses are trusting us with their money and that for some this may be a leap of faith. Our Board has a strong set of values, which will underpin everything that we hope to achieve through the BID. With a robust and ambitious Board and a dedicated and experienced staff team, we will achieve.

### Our values:

We will strive to deliver impactful and innovative projects, which address your business priorities, and deliver the best value for money from the BID levy that you entrust to us. Our Board will be transparent and accountable and the partnership inclusive.

## **What is a BID?**

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A Business Improvement District (or “BID” for short) is a way of businesses in a defined area to come together and collectively invest in the future of their town centre. In Dorking the BID would raise an income of £230,000 based on 2% of each business's rateable value.

A BID can only be formed when a majority of businesses vote for it in a ballot. The ballot must be won on two counts: a straight majority of votes in favour by number AND by aggregate rateable value. This ensures that the interests of both large and small businesses are protected.

Once formed, the BID levy is mandatory for all eligible businesses for a maximum term of five years. The funds collected are spent on projects that the businesses themselves have identified would benefit them and the area that they operate in. Before the end of the five year term, the BID could be renewed through another ballot if the businesses choose to do so.

The vast majority of BIDs are not-for-profit companies limited by guarantee and are governed by a Board made up of levy payers representing the BID area. Over 90% of BIDs are re-elected after their first term.

## **Where are other BIDs operating?**

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There are over 250 BIDs around the country, in town and city centres, and on industrial estates. They range in size from 25 businesses to 2,500 and the budgets also range greatly, from less than £25,000 to over £2,000,000 per year. The longest running BIDs began in 2005 and the majority have been making a real difference in the areas in which they operate.

After the first term, the majority of BIDs go through a renewal ballot. Over 90% of BIDs are voted back in. Of those that have gone for a third term, so far all of them have been voted back in. This shows that BIDs work. The majority of BIDs that have chosen not to renew are based on industrial estates, where the issues businesses face are larger than the budget available to address them.

Closest to Dorking are Love Oxted, Love Wimbledon, Brilliant Brighton and Experience Guildford. Epsom is developing a BID and both Reigate and Leatherhead may start to consider a BID in 2017. Dorking must not only keep up with, but exceed the competition.

## **Why does Dorking need a BID?**

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There is a need to improve the management of the town centre, to boost its present potential, to realise latent and as yet untapped tourist opportunities, and to safeguard its future. We need to create a well maintained and promoted commercial area with the quality standards of a managed centre.

The changing nature of retail means that customers are buying online, often without even venturing into a town centre. Dorking is also affected by the length of the high street, leading to a fractured retail and commercial offer and a lack of business connectivity.

Dorking, like all towns, suffers from competition from similar nearby towns, some of which already have BIDs (Guildford, Wimbledon, Oxted, Kingston, Brighton) or are developing them (Epsom, Richmond) or considering them (Leatherhead, Reigate).

However, Dorking is well located within a beautiful countryside setting, with a number of excellent opportunities on its doorstep. A BID could give the business community a chance to make full use of these surroundings and events and put businesses in the driving seat to make sure your priorities are being met.

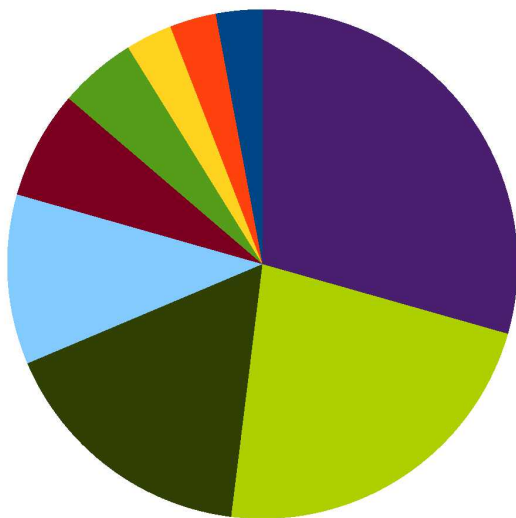
Unlike business rates, (which are collected by Mole Valley District Council but in the main passed on to central government and redistributed nationally), every penny collected via the Dorking BID levy would be invested back into the town.

## What you told us

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We spoke to 120 representatives of businesses liable for the BID levy during the consultation period, from a variety of sizes and types of business. This equates to 37% of the potential levy-paying businesses in Dorking. The full consultation report is available to download from [www.dorkingtowndpartnership.co.uk](http://www.dorkingtowndpartnership.co.uk)

### Feedback by business sector



Independent retail	30%
Multiple retailer	17%
Office occupier	23%
Pub/bar/restaurant/cafe/hotel	11%
Personal service eg gym	7%
Car park	5%
Leisure	3%
Industrial	3%
Other (library, museum)	3%

### Top issues for businesses

1 Traffic/congestion 74%



## Your top ten projects

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- 1 Advocating for solutions for the parking issues and traffic congestion 76%
- 2 Ensure that “grotspots” and minor repairs are dealt with e.g. removal of weeds and pigeon mess 60%
- = 3 Production of an adopted masterplan and vision for Dorking 55%
- = 3 Large scale and well publicised events including Christmas 55%
- = 5 Accessing additional funding sources to strengthen the BID budget 52%
- = 5 Ensure the Council meets and maintains their standards for cleanliness 52%
- 7 Making regional events work better for Dorking 50%
- 8 A co-ordinated marketing and promotional strategy including regular communications with employees, residents and visitors 48%
- 9 Provide a strong and coordinated voice on issues that matter to businesses 47%
- 10 A suitable brand for the town centre 43%

You also said:

***“Whilst not negatively impacting my business. The lack of strong economic development, cohesive long term planning and business consultation and communication in the last few years is beginning to impact on the businesses and the town as a whole. The loss of small office space is a BIG issue in my opinion.”***

***“Loss of office space particularly for our business 'entrepreneurial spirit', competition for quality staff from neighbouring towns, relatively high taxi fares, lack of affordable property for younger generations (both to rent and to buy) ... “***

***“Customers who come to our [shop] usually come with friends/family. They will go and investigate the town and are very disappointed with the lack of current shopping, such as clothes shops. So they don't come back. If the town was more 'up to date', then more people would come back and spend money in town and at our [shop].”***

***“The traffic congestion on the one way system South Street/Vincent Lane/West Street is now completely unacceptable and is primarily caused by a traffic light system in Dorking that does not correlate.”***

***“Traffic congestion down Vincent Lane where recent parking space allocation on the road outside the new housing estate causes two lanes to be reduced to one when cars or particularly large vans stop there.”***

You came up with many other great ideas which have been incorporated into the following pages.

## Introducing the Dorking BID projects

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Using feedback from town centre businesses, we have put together a series of projects that could be delivered by Dorking Town Partnership if the BID is successful at ballot. The projects range from getting the basics right, in the town centre, to more innovative projects which will help put Dorking back on the map and future-proof the town centre.

### **Inspirational Dorking - creating a vibrant and well-marketed town centre using the fantastic offer that is already here alongside new and ambitious projects.**

#### **We will**

**Create a strong brand for Dorking and use it in a local, national and international marketing campaign to attract more visitors.** This might include; advertising in specific magazines and on billboards at train stations and airports, creating specific day trip and weekend itineraries for tourist brochures and securing a tourist coach drop-off and pick-up point in the town centre.

**Manage and promote large scale and well-publicised events including Christmas and a celebration of the 400th anniversary of the sailing of the Mayflower.** There are many excellent events already taking place in Dorking but we think these could be marketed more cohesively and regional events, like RideLondon, should work better for Dorking.

**Investigate WorldHost training for businesses.** We believe Dorking should be a destination for local residents as well as visitors from further afield and abroad. WorldHost training (or similar) could be given to customer facing businesses enabling everyone to be an ambassador for the town centre.

**Ensure Dorking is promoted as part of a wider Surrey Hills offer.** Dorking will gain if the BID can set up reciprocal partnerships with other Surrey Hills venues. A Dorking BID with an independent budget will be perfectly placed to ensure we have a 'seat at the table'.

**Coordinate marketing and tourism campaigns with local hotels and tourist attractions.** This could be achieved through a Tourism and Marketing Forum. The BID can make the case for conferences to be hosted in Dorking, for joined up tourism campaigns and could ensure each hotel room and coach company has a local map and guide to Dorking, listing local businesses and little known local tourist attractions, such as the caves, alongside major destinations like Denbies Vineyard.

### **Operational Dorking - making Dorking work on a day-to-day level and providing a warm welcome to our visitors, customers and clients.**

#### **We will:**

**Advocate for solutions to the traffic and parking issues.** We know that the income from the BID is not enough to solve these complex issues on its own, but we believe there are a few simple changes that could be made that would ease the flow of traffic and parking issues. We will lobby MVDC and SCC to affect these changes, where appropriate.

**Ensure MVDC and SCC maintain their standards.** We have set out a series of agreements with MVDC and SCC which cover their cleansing and maintenance schedules for Dorking town centre. This will allow the Dorking BID to advise the councils when standards are

slipping or cleansing/weeding schedules need to be reviewed. More details on these agreements are on page 16.

**Bring Dorking together.** Businesses noted that there are many groups and organisations working for the good of Dorking. The BID could act as a hub and facilitator to bring these groups together with key officers in MVDC and SCC and work together to solve problems collectively rather than individually.

**Improve access routes to Dorking and around.** The routes from Dorking stations into the town centre are currently not well signposted and are quite unattractive. The Dorking BID would work with MVDC and SCC to secure funding to improve these aspects through signage, planting and artwork. The BID would work with Friends of Dorking to provide floral display within the town centre.

**Provide every business with an online presence.** Through the business directory on the Visit Dorking website we will ensure that all businesses have their own “home page”. The Dorking BID will also work hard to promote businesses through social media and in print where possible.

**Encourage local employment, quality staff.** Working with businesses, our local recruitment agencies, local schools, colleges and the Council, the BID will investigate how to attract larger numbers of quality staff to employment in Dorking. Encourage young talent in all areas of business to see their future in the town centre.

**Aspirational Dorking - Working towards a strong future for Dorking with a business community that is able to affect long term change in the town centre through collaborative leadership.**

**We will:**

**Produce an adopted vision and shared masterplan for Dorking.** You told us that Dorking lacked a cohesive vision. MVDC is writing its Economic Prosperity Strategy and will soon start to write the Local Plan for Mole Valley. This is a unique opportunity for the business community to have dialogue with MVDC in order to influence these two long-term strategies to ensure a continued prosperous future for Dorking. By becoming more actively involved in these discussions, you can raise the issues that are most important to you and help influence future policy formulation.

**Produce an Investment Prospectus to attract new businesses into the town.** We will make a business case to specific businesses, particularly retailers, to bring their store to Dorking. We will take care not to dilute the current retail offer, or to damage the strong independent community, but to enhance it by bringing in complementary retailers that attract greater footfall and fill a gap in the current offer.

**Lobby for better accessibility by public transport to Dorking.** This might include increasing the planned signage and more attractive routes into Dorking from train stations, weekend bus services and a link to the nearest North/South Crossrail hub to ensure a coordinated service for Dorking.

**Provide a strong voice on issues that matter to local businesses.** BIDs have been proven to be successful at lobbying for change on behalf of their businesses. With a strong YES vote at ballot, the BID would have a business mandate and a strong relationship with Councillors and officers at MVDC and SCC to act on your behalf on issues that matter to you.

**Help Dorking businesses compete with large online marketplaces.** We will investigate an



online trading arena and Dorking delivery service for smaller businesses. This will help businesses compete against the likes of Amazon, who will soon be delivering purchases within two hours.

**Access additional funding sources to strengthen the BID budget.** This might be voluntary contributions by non-levy paying businesses, through sponsorship or through applying for grants for specific projects.

## **What are the alternatives to a BID?**

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Throughout this process we have asked ourselves “what are the alternatives to a BID?”. We have also asked you to tell us if you have any other ideas. The alternatives are below, but it is our belief that none of them provide a suitable alternative that will work as well, or have as much potential as a BID for Dorking.

**Wait for MVDC to commit funding to Dorking town centre** - Some business do not support the Dorking BID. They feel that MVDC and SCC should be funding projects that benefit businesses in the town centre. However, it is highly unlikely that either Council will fund a Dorking Town Centre Manager in the future, and that post certainly wouldn't come with the amount of funding that the BID would garner, to be able to deliver projects. In fact, Councils across the country are under continuing pressure to make cost savings. Importantly, some Councils, like Mole Valley, only retain some of the business rates that you pay them. The rest is distributed to less prosperous areas of the UK by central Government.

**Form a business guild or town centre management scheme** – Other town centres have business guilds or town centre management schemes, based on voluntary contributions. These models have limited budgets, limited influence and we believe would add to the large number of groups already working hard but will little funding in Dorking. The BID would provide this voice and act as a hub for these groups to come together and work collectively.

**Do nothing** – Without positive action and a contribution from all, Dorking's future is uncertain. Doing nothing is not an option.

We believe that a Business Improvement District in Dorking is the only way that the businesses in the town centre will be able to positively affect their future. The Dorking BID is a one time offer. No other town in Mole Valley has a BID but undoubtedly they will be considered soon.

## Risks and contingencies

<b>Risk</b>	<b>Risk factor</b>	<b>Impact</b>	<b>Mitigation</b>
Lack of business support between now and the ballot	medium	high	There will be ongoing communications both in the form of newsletters and face-to-face meetings and phone calls etc between now and the last day of the ballot, to keep keep businesses informed about the progress of the BID development.
Lack of support from MVDC	low	high	The BID has been supported by MVDC both financially and through Officer time since the start of BID development. DTP enjoys good relationships with MVDC.
A 'no' campaign started by businesses	medium	high	We are aware that not all businesses support the idea of the BID, however by remaining open and transparent we aim to ensure that all businesses are able to cast their vote from an informed position.
Lack of buy-in from multiple retailers	low	high	We have already had significant support from multiple retailers at Head Office level, based on our summary of proposed BID projects.
A poorly managed ballot	low	high	Meetings have been held with MVDC to ensure the ballot is run openly. MVDC have chosen to work with ERS on the ballot.
A low turnout at ballot	medium	medium	There is always the danger of voter apathy at ballot stage. We have tried to keep momentum going with visits and phone calls to businesses, as well as flyers and e-newsletter to keep them updated. An event will be held in February to answer any questions businesses may have, and there will be ongoing visits between now and the end of the ballot, to encourage businesses to use their vote.
A 'no' vote at ballot	low	high	We would not take the Dorking BID to ballot if there was a strong chance of a 'no' vote, however there are many businesses that still have not engaged in the process so far and if voter apathy on th part of supportive businesses combines with sudden action from

			unengaged businesses, the ballot may result in a no vote. We keep an updated spreadsheet of business support and ongoing business visits will help to engage and explain the benefits of the BID.
Legal challenge in relation to ballot processes	low	low	Good project planning and external technical support from a specialist consultant to ensure correct processes are followed as outlined in BID Regulations 2004 e.g. correct notices submitted to secretary of state, ballot carried out to guidelines.

## **The first 100 days - our plan**

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If the ballot is successful, the BID will start operating 1st July 2017. We will immediately:

1. Communicate the ballot result to all businesses and recruit the new BID Manager.
2. Lobby Mole Valley District Council and Surrey County Council to deliver on some of the outcomes of the traffic study (ending April 2017 tbc).
3. Tender for, and appoint consultants to work on a brand and identity project for the town centre so that we can start to market it effectively.
4. Complete a visual audit of the town centre and report back to MVDC and SCC
5. Set up the Tourism and Marketing Forum and put together a coordinated marketing and events campaign, targeting residents, visitors from London and further afield, both nationally and internationally.
6. Hold the first Dorking BID Annual General Meeting, to appoint the Directors to the Dorking BID Board.

## **How will we measure success?**

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We want to be sure that the BID is delivering what you want and what you need. We want it to be good value for money. We want it to be able to flex and adapt to changing needs of businesses within the town centre.

The Dorking BID Board will monitor the progress of the BID team in delivering the activities as agreed in the business plan. The business plan will be subject to an annual review, and where appropriate it will be updated.

- We will undertake half yearly vacancy audits with an aim to reduce the vacancy rate over time.
- We will record the numbers and types of new businesses coming into Dorking
- We will perform a mid term review with businesses.
- We will undertake regular surveys with visitors to the town centre to assess customer

satisfaction.

- We will aim for percentage improvements in Dorking's retail ranking.
- We will measure marketing and PR campaign reach and social media interactions.

## **What area will the BID cover?**

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The BID will cover the retail, commercial and leisure core of Dorking as shown in the map below. This comprises approximately 350 hereditaments (rateable units of property) on or over the threshold of £8,000, all of which have a vote in the BID ballot. This number may increase or decrease over time, as new property comes onto the ratings list and others are removed from it. It also accounts for splits and mergers. Please see page 12 for more details on the BID levy and which businesses will be eligible.

During the consultation it became clear that businesses in Vincent Lane and in the more industrial areas on the periphery of the town centre would not support the Dorking BID as they felt that their needs were different to those of town centre businesses. DTP took the view that the BID boundary should be drawn to exclude these businesses and give the town centre BID the best chance of success.

There will be opportunities for voluntary contributions from businesses outside the core BID area if it is successful at ballot and some businesses have already indicated their desire to get involved in this way, which will supplement the income from the BID levy.



## How will the money be raised?

The levy income has been set at 2% of the Rateable Value based on the 2017 ratings list, which will generate sufficient income to deliver the activities contained within the BID Proposal. The estimated collection rate has been set at 98%, which is typical of collection rates in other BID areas, and accounts for potential non-payments of the levy.

1. The BID levy will be the principal source of income for the BID.
2. The BID levy will be set at 2% of the rateable value of each hereditament (rateable property) within the BID area valued at £8,000 or more, subject to the 'closed financial year' rule. (The following types of hereditament will be excluded from voting and from paying the BID levy: advertising hoardings, communication stations/telecom masts, schools, places of worship and ATMs.)
3. This low threshold ensures that a wide range of businesses contribute to the BID – both large and small.



4. Premises with a rateable value of less than £8,000 will be exempt from paying the levy and therefore will not be eligible to vote in the ballot. Currently this means approximately 350 rateable properties will be eligible for the vote. This number may increase or decrease over time, as new property comes onto the ratings list and others are removed from it. It also accounts for splits and mergers.
5. The BID levy will be applied to properties listed in the 2017 ratings list throughout the lifetime of the BID and updated for changes in ratepayer appeals, additions and removals from the list.
6. The BID levy will be extended to occupiers of business premises built or first occupied in the BID area during the life of the BID.
7. There will be no relief (small business, charitable, industrial relief, historical, etc) applied to the BID levy.
8. The BID levy will be chargeable to the property owner where a hereditament becomes vacant. Owners with empty properties receiving 100% business rates relief will still be required to pay the levy on their empty properties.
9. The BID levy is subject to the daily charging principle, therefore, where an occupier moves out of a property, they will receive a refund for the remainder of the year, subject to the 'closed financial year' rule. Where an occupier moves into a property part-way through the year they will be charged from that point.
10. The BID term would be for a period of four years and nine months, commencing on 1st July 2017 and ending 31 March 2022. Before the end of this period, the BID Board may choose to seek renewal of the BID for a further term through a renewal ballot.

Mole Valley District Council will bill businesses on an annual basis and collect the levy in two annual instalments on behalf of Dorking BID and pay the funds directly into the Dorking BID bank account. This is governed and administered within the guidelines set out in the BID (England) Regulations 2004 and by an Operating Agreement between Dorking Town Partnership and Mole Valley District Council.

This Operating Agreement will be available to download on [www.dorkingtowpartnership.co.uk](http://www.dorkingtowpartnership.co.uk)

The collection rate of BID levies is regularly above 95% across the country.

## **How much will it cost me?**

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The cost of the BID will be 2% of the rateable value (not the business rates) of your business premises, based on the 2017 rateable values. Some examples are given in the table below. If you are not clear what your levy might be, please contact us.

80% of businesses will pay less than £2 a day, into an annual budget of £230,000. That is less than a cup of coffee a day, matched with greater contributions from those businesses with larger units. Together we can achieve more.

	Daily	Monthly	Yearly
£8,000	£0.44	£13	£160
£15,000	£0.82	£25	£300
£20,000	£1.10	£33	£400
£30,000	£1.64	£50	£600
£40,000	£2.19	£67	£800
£50,000	£2.74	£83	£1,000
£100,000	£5.48	£167	£2,000
£250,000	£13.70	£417	£5,000
£500,000	£27.40	£833	£10,000
£1,000,000	£54.79	£1,667	£20,000

## How will the money be spent?

The projects and running of the BID will be covered by the BID levy. Any additional income that is brought in will supplement this and allow more services to be provided.

	Year 1 2017/18	Year 2 2018/19	Year 3 2019/2020	Year 4 2020/2021	Year 5 2021/22
<b>INCOME</b>					
BID levy income	£172,500	£230,000	£230,000	£230,000	£230,000
98% collection	£169,050	£225,400	£225,400	£225,400	£225,400
Balance brought forward from previous year	£0	£1,507	£1,637	£6,767	£1,897
Additional funding	£20,000	£50,000	£50,000	£50,000	£50,000
<b>TOTAL</b>	<b>£169,050</b>	<b>£226,907</b>	<b>£227,037</b>	<b>£232,167</b>	<b>£227,297</b>
<b>EXPENDITURE</b>					
<b>Project expenditure</b>					
Inspirational	£47,300	£70,400	£75,400	£90,400	£60,400
Operational	£27,300	£39,400	£39,400	£39,400	£39,400
Aspirational	£20,300	£30,400	£15,400	£15,400	£15,400
<b>Other expenditure</b>					
Staff costs	£40,500	£50,400	£50,400	£50,400	£50,400
Mid term review	£0	£0	£5,000	£0	£0
BID renewal	£0	£0	£0	£0	£25,000
Contingency/flexible expenditure (6% of income)	£10,143	£11,270	£11,270	£11,270	£11,270
<b>Overheads</b>					
Insurance and other professional fees	£3,000	£5,000	£5,000	£5,000	£5,000
Office costs	£0	£0	£0	£0	£0
Laptop and mobile phone	£1,000	£400	£400	£400	£400
Levy collection/software purchase/licence	£12,000	£12,000	£12,000	£12,000	£12,000
Loan repayment to MVDC	£6,000	£6,000	£6,000	£6,000	£6,000
<b>TOTAL OVERHEADS</b>	<b>£22,000</b>	<b>£23,400</b>	<b>£23,400</b>	<b>£23,400</b>	<b>£23,400</b>
<b>TOTAL EXPENDITURE</b>	<b>£167,543</b>	<b>£225,270</b>	<b>£220,270</b>	<b>£230,270</b>	<b>£225,270</b>
<b>BALANCE</b>	<b>£1,507</b>	<b>£1,637</b>	<b>£6,767</b>	<b>£1,897</b>	<b>£2,027</b>

## **NOTES ON THE BUDGET**

1. 2017/18 is calculated as 9/12ths (July 2017 to March 2018)
2. The BID Board reserve the right to make changes within the BID budget according to the ongoing and changing priorities of businesses within the BID area.
3. Development of the BID and the BID Proposal was funded through an interest-free loan from MVDC. This loan will be repaid over the first three years of the BID.
4. The cost of holding the ballot will not be recovered from the BID levy.
5. Enforcement costs have been allowed for within the contingency amount. Where the contingency is not sufficient, the Board may reprofile spend from other areas to make up any shortfall.
6. No changes will be made to the BID levy multiplier or the BID area during the term of the BID.
7. The above expenditure figures are based on BID levy income ONLY and do not include any potential voluntary contributions or grant funding.
8. Any additional funds raised through sponsorship or commercial activities will be re-invested directly into the BID.

Board members will be updated on the budget (income, expenditure and any issues) at each Board meeting. A report will also be sent to the Financial Manager at MVDC. Any points of concern will be subject to a meeting between MVDC and DTP.

The BID accounts will be subject to an annual audit and the audited accounts will be available to BID levy-payers as well as an annual review of the activities of the BID.

The BID Board and staff will communicate regularly with levy-payers through hard copy and e-newsletters as well as face to face meetings. There will be a review of the BID activities in year three to ensure business needs are being met and to re-prioritise the projects and budget if necessary.

## **Who will run the BID?**

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You will. The Dorking business community. The Dorking BID has been proposed and will operate through Dorking Town Partnership, which is a not-for-profit Company Limited by Guarantee; it is not part of the Council, and the projects and services that a BID delivers do not replace existing services already provided by the Council or the Police. Funds raised through the BID levy will be ring-fenced and held in a separate account and only spent within the marked BID area.

It's crucial that the activities of the Dorking BID clearly add value over and above the services provided in the area by the Council and other bodies: we are therefore drawing up Baseline Agreements for this very purpose.

You will be able to nominate representatives from local businesses to form a Board of Directors. The Board will oversee a very small staff team which will manage the day-to-day projects and services for you. With little red tape, good local relationships and some specialist



knowledge, the Dorking BID will be able to get things done, quickly, on your behalf.

We will also be looking for people to support each of the three sub groups shown on page 16 – to help us with ideas, feedback on our suggestions and ensure the BID remains focused on your concerns.

## **The Board**

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The interim Board consists of a number of local businesses and organisations interested in the successful future of Dorking.

Andrew Fuller (Chair), SC Fuller  
Nick Boot (Secretary, Bullimore's  
Wendy Saunders, Squiggle Design and Friends of Dorking  
Jo Thomas, Waitrose  
Molly Pinner, Too Many Cooks  
Gillian Harris, The Gillian Gladrag Fluff-a-torium  
Lorraine Hockey, Red Bar and Lounge  
Sally Elias, Transition Dorking  
Jacqui Hamlin, Transition Dorking  
Simon Loomes, Resident with BID Director experience

The Board members have signed up to a Terms of Reference which sets out the broad role of the Board:

1. Act as a representative group for levy-paying businesses within the BID area, working together to promote and develop the BID Proposal (business plan) through consultation with the wider business community.
2. Monitor the development of the BID, provide guidance and give feedback. The Proposal will include the BID area, BID levy and the projects in the business plan.
3. Drive forward the production of project proposals upon which businesses will vote.
4. Ensure the BID remains business-led and business-focussed.
5. To act as a decision making group with regards the final and formal Proposal of the Business Improvement District.
6. Ensure good governance, financial management and compliance.

During the BID development period, the Board will also be responsible for:

Managing the Consultant  
Managing the funding agreement

In taking an active role on the Board, members become ambassadors for the developing BID in the town centre. The role of members is wide-ranging and will include, for example, taking responsibility for actions from meetings and communicating with their wider group of town centre contacts and reporting progress.

### **Board Members will:**

1. Attend and contribute to meetings; representing their own views and/or those of the organisation they represent; bringing their own particular skills into play.
2. Consult others within their range of influence and contacts, in order to gain a range of views to inform discussion and help delivery.
3. Report back on the information from those consultations/discussions.
4. Act as a critical friend and provide challenge throughout the process.
5. Assist with focus groups and workshops that may be necessary as part of the consultation process.
6. Be prepared to operate by consensus and allow the Chair to resolve any disagreements.
7. Act with integrity to ensure fairness, transparency and inclusivity.

If the ballot is successful, businesses will be invited to nominate themselves to sit on the Board. The first Annual General Meeting will deal with the formal appointment of Directors to the DTP BID Board. The Board will be governed by a Memorandum and Articles of Association.

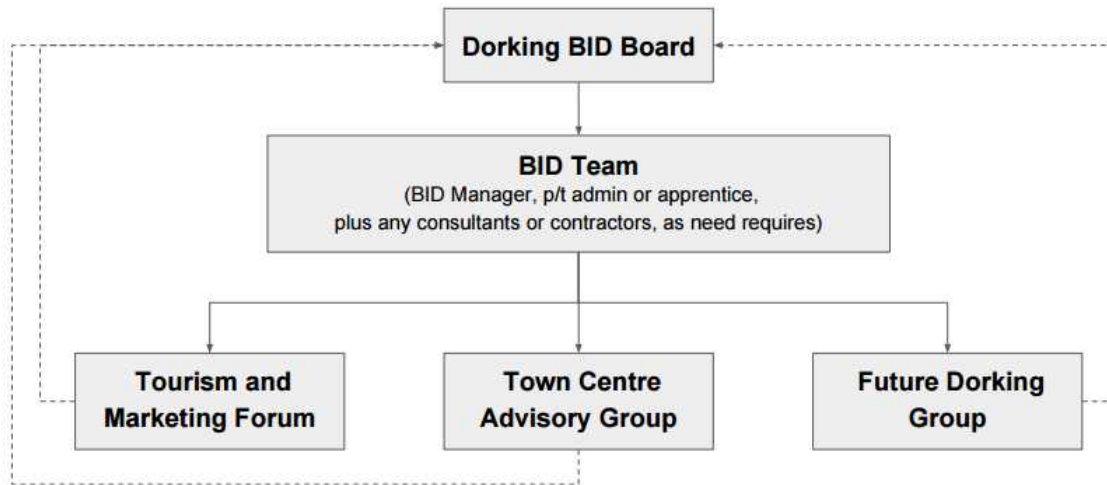
The BID Board will be representative of the different size and type of business in Dorking:

Independent retailer	3
Multiple retailer	3
Office	2
Leisure and tourism	2
Night-time economy	2
MVDC (Relevant Executive Member)	1
Resident (Dorking North or Dorking South Ward Councillor)	1
MVDC Officer (Economic Development Manager or equivalent) (observer only)	1
Police (observer only)	1
Resident (observer only)	1

## **Dorking BID organisational structure**

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We believe that the job of the BID is to get things done, so our meeting schedule will be for essential purposes only. However, we also want to ensure that you have the opportunity to feed into the activity of the BID, whatever your interest, via one of the groups below.



## Alteration and termination of the BID

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The streets and hereditaments to be included in the BID area may change due to alterations in Mole Valley District Council's ratings list. Hereditaments may be additionally included if their rateable value at any time during the BID period meets or exceeds £8,000 or they are newly added to the ratings list and the rateable value criteria is met.

Hereditaments may also be excluded from the BID area and the BID levy charge in cases where amendments are made to the ratings list and this results in either a removal of hereditaments from the list or an alteration of the rateable value to below £8,000.

BID arrangements may be altered without an alteration ballot as long as there is no proposal to alter:

1. The geographical area of the BID
2. The BID levy in such a way that would: a) Cause any person to be liable to pay the BID levy who was not previously liable to pay; or b) Increase the BID levy for any person.

Any alteration made to the BID arrangements will be first subject to a consultation between the BID and MVDC where the BID will set out the rationale for the alteration, which should be backed up by feedback from BID levypayers.

In the event of any challenge (including veto) the BID start date may be deferred at MVDC's discretion until the challenge has been determined. Where the challenge is in favour of the BID proceeding the new date will be determined by agreement between the two parties (acting reasonably).

Mole Valley District Council may terminate the BID if: a) In the Council's opinion, the BID has insufficient finances. Before this happens, however, the Council must offer the BID body a reasonable opportunity to arrange for financing the shortfall or for a reduction in the works or services which is sufficient to offset the shortfall. In addition, the Council must give those

businesses that are liable for the BID levy an opportunity, at a public meeting, to make representations in relation to the termination of the BID arrangements. b) The Council is unable, due to any cause beyond its control, to provide works or services which are necessary for the BID to continue and the authority has consulted the BID and conducted a consultation with such representatives of the business community for the BID area as the authority considers appropriate.

Dorking Town Partnership may terminate the BID arrangements if: a) The works or services to be provided are no longer required. b) It is unable, due to any cause beyond its control, to provide works or services that are necessary for the BID to continue.

## About the Baseline Agreement

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A baseline is an agreed level of service provided by the Council. Regular monitoring and evaluation of the standards within the BID area will ensure that the services provided by public agencies, including the Council, are up to the standards and requirements set out in the Baseline Agreement. The Baseline Agreement also ensures the services directly delivered by the Dorking BID do not duplicate those of MVDC or SCC and are therefore an efficient, effective and productive investment of the BID income. To this end, annual reviews and status reports on the services will be provided, and their contribution to achieving our objectives and the impact they have had on businesses, workers, residents and visitors of Dorking town centre will be assessed. The following baselines have been drawn up in partnership with MVDC and SCC and will be downloadable from the DTP website.

Mole Valley District Council	Surrey County Council
<ul style="list-style-type: none"> <li>● Tree pruning, weed control, hedge cutting, planter maintenance</li> <li>● Car parks, parking enforcement/traffic wardens</li> <li>● Maintenance of street furniture (cleaning, painting, replacement)</li> <li>● General street cleaning (litter picking, bin emptying, sweeping, spot cleansing)</li> <li>● Economic development, events and the visitor economy</li> </ul>	<ul style="list-style-type: none"> <li>● Road/pavement maintenance (signage, pavements, potholes, gully cleansing)</li> <li>● Economic development and the visitor economy</li> </ul>

## Dorking BID Ballot Timetable

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Ballot opens: 30 March 2017 – ballot papers issued to businesses

Ballot closes: 27 April 2017 – ballot papers must be received no later than 5pm

Members of Dorking Town Partnership will endeavour to contact every businesses within the BID boundary to discuss this Business Plan. Each business must nominate a named contact who will receive the ballot papers. To do this or check who your representative is, please email [georgina@dorkingtownpartnership.co.uk](mailto:georgina@dorkingtownpartnership.co.uk)

## How to Vote

MVDC is responsible for managing and paying for the ballot, to ensure it is carried out fairly and not influenced by the BID. A ballot paper will be sent to each rateable business unit, to be completed by placing a cross in the box marked 'YES' or 'NO' in response to the question:

“Are you in favour of the proposals for the Dorking Business Improvement District.”

The ballot paper should be signed by the person that completed it and returned in the pre-addressed postage-paid envelope. The BID will proceed over 2017-2022 if two tests are met:

1. A simple majority of those voting in the ballot must vote in favour.
2. Of the votes cast, those voting in favour must represent a majority by rateable value of the hereditaments (rateable properties).

If a business has more than one rateable business unit, it will receive a ballot paper FOR EACH UNIT. Each paper counts as one vote. It is important that EVERY paper received is completed and returned.

## Timeline

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Notification to Secretary of State of intention to hold a ballot – November 2016

Dorking BID Business plan published – February 2017

Notice of ballot sent to all businesses – February 2017

Start of ballot campaign – March 2017

Ballot period – 30 March – 27 April 2017

Ballot result announced - 28 April 2017

28 day challenge period – 28 April – 26 May 2017

BID term starts – 1st July 2017 (64 days after ballot result is announced)

Dorking Town Partnership

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