

BID Proposal and Business Plan

Bracknell Business
Improvement District
2020-2025



[Photo credit: Stewart Turkington]

www.bracknellbid.co.uk

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1 Forward

1.1 Bracknell – a strong base for a strong future 2020-25

Message from the Chair

I am proud to be writing the introduction to this Proposal and Business Plan for the Bracknell Business Improvement District (BID). Over the last two years we have been working hard conducting surveys, consultations, workshops and studying successful BIDs across the UK. Based on this work we have identified a set of initiatives that we believe will make a real difference to the success and prosperity of the Bracknell business community based in the Southern and Western areas.

Businesses and organisations in Bracknell's commercial areas are not alone in facing challenges of economic uncertainty, the pressures from changing lifestyles, increased mobility, new competition, greater customer choice and changes in working practises. However, it will be those places which are able to offer support to their businesses and the people who work in them which will be the most attractive and profitable operating and trading environments for business and investment.

For more than 30 years IT, communications and electronics firms have been drawn to this area. The appeal was proximity to London, great transport infra-structure, cheaper office space than the capital and the cluster of hi-tech firms creating a magnet for the skills required. However, working practises are changing rapidly and the once easy ride down the motorway is now a crawl of congested traffic. As a result, access to the client and customer is more difficult and commuting is a challenge for skilled people and a problem for business.

This BID Business Plan has been created by a volunteer working group of business people like you with a wide range of business experience, representing your interests. They have given their time freely because they believe in the future of this area and are willing to play their part in helping to address the challenges and re-invigorate the area as an exciting and profitable place to work and do business.

The Bracknell Investment Group which has acted as the BID Steering Group has welcomed representatives from other organisations such as Bracknell Forest Council, the Economic and Skills Development Partnership and the Chamber of Commerce who have shared their vision and projects. As a result, we see the BID working closely with these groups and organisations, complimenting work that is ongoing in wider infrastructure projects, attracting inward investment, creating a great operating environment and making a positive difference to your business.

Our cumulative investment will provide a business-driven focus to ensure essential improvements to Bracknell's commercial areas. This investment will also set standards which reflect our own aspirations as businesses and organisations, with a budget, over the five-year BID lifetime of more than £3 million.

Let's grasp this unique opportunity. We urge you to look carefully at the proposal and to give it your full support at the formal BID vote in October.

Maria Sabey - Head of UK&I Property, Fujitsu
Chair of the Bracknell Investment Group

2 Bracknell Investment Group

2.1 Current Steering Group Members

The Bracknell Investment Group has acted as Bracknell's BID Steering Group. This is made up of business representatives from across the Southern and Western Areas including members of Bracknell Forest Council. They have been guiding the development of this BID and is the body which has proposed the BID for the purposes of the BID Statutory Provisions.

A totally separate and independent company will be set up, limited by guarantee and be responsible for the implementation of the BID plan. The membership of the board of the company will be open to all businesses in the BID area.

The members of the BID Steering Group are as follows:

Name	Company
Maria Sabey (Chair)	Fujitsu
Eddie Lawrence	Access Storage
Gary Crane	Ambition Creative
Anneken Priesack	Bracknell Forest Council
Jonathan Scholefield	Caterpillar
Bob Collis	Economic and Skills Development Partnership (EDSP)
Daniel Baker	Fujitsu
Nicola Maxwell	Fujitsu
Lynda Perry	McKay Securities PLC
Nick Hardy	Page Hardy Harris
David English	Panasonic
Nicola Webb	Segro
Peter Smith	Thames Valley Business Advisers Ltd (Chamber of Commerce)
Andrew Smith	JLP / Waitrose Partnership
John McQuaker	3M

3 Executive summary

3.1 BID background

Business Improvement Districts are driven by participating businesses who work together to draw up a business plan which is voted on and, if agreed, is then funded through a levy based on business rateable values, as well as trying to lever in additional funding where possible for investment into the delivery of projects for the benefit of businesses.

This levy is collected by the Bracknell Forest Council and paid directly to the Business Improvement District company. This is a not for profit company which will be set up by the businesses and will be accountable to the businesses in the Bracknell BID area to manage the business improvement district business plan.

3.2 The benefits of the Bracknell Business Improvement District

With the economic uncertainty of 'Brexit' and the dynamic change of the commercial world impacting on the way we live and work, the need for businesses to work together for a better future has never been greater.

The benefits of a BID do not just come from the ability to deliver projects and services from a guaranteed budget but come from the collective influence of the businesses in the BID area. It will have the influence to change key issues which impact upon the operation and success of our businesses such as transport, attractiveness of the area for our clients and customers, the ability to recruit and maintain the right people and protect our businesses from crime.

The collective voice of businesses working together also translates into productive relationships and outcomes, and the ability to influence more strategic issues such as road and rail networks when working with other organisations and public bodies.

The BID business plan has been developed to ensure that it:

- is balanced to cover all business sectors
- clearly defines the role of the BID
- seeks to create and take advantage of new opportunities
- has focused activities that will remain relevant for the next five years
- has deliverable and achievable objectives

The plan clearly lays out a business-led programme of investment to tackle issues identified by businesses with the aim of creating a positive and even more profitable trading environment which will benefit all business sectors. To achieve this, the BID levy will be set at 1.5% of rateable value (RV). The levy will be readjusted each of the five years to allow for inflation.

3.3 Finance

The levy will be collected on behalf of the Business Improvement District (BID) by the 'Billing Authority' which is Bracknell Forest Council, which has responsibility for the public administration and collection of business rates of the area covered by the BID. The levy will then be paid directly to the BID Company in its entirety. This charge is payable by non-domestic rate payers in the defined BID area, regardless of whether or not they voted in the BID ballot, or how they actually voted. It is collected by the 'Billing Authority' in much the same way as business rates. The manner in which the BID Levy charge is calculated is defined in Section 13.

A not for profit company will be set up, directed and controlled by nominated business people from the BID area who will be directly accountable to the businesses operating and trading in the Bracknell Southern and Western areas and responsible for the delivery of this BID Proposal.

3.4 The area

The Bracknell Southern and Western areas comprise of some 400 acres of retail, trade counters, industrial, warehousing and office space and are located to the west of Bracknell town centre. The area is home to approximately 255 businesses, many are key, not to just Bracknell and the county, but also nationally and internationally.

3.5 The Vision

Through a business-led programme of investment our vision is for:

The Bracknell BID area to be recognised as the place where businesses develop and grow through collaboration and investment.

3.6 Strategic objectives and activities

The BID investment programme will be delivered through the two key strategic objectives and their related activities:

Objective 1 – Infrastructure

Provide a great infrastructure and a smart working environment for businesses to operate and people and services to communicate, access and move around, safely and effectively,

Objective 2 – Business Growth and Investment

Support businesses in Bracknell to grow, develop and invest by creating a great working environment to operate effectively and attract and retain the best people.

Subject to a successful vote in October 2019, the new BID will start on 1st April 2020.

4 How a BID works

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

BIDs were enabled by parliament through the Business Improvement Districts (England) Regulations 2004. This legislation was based on the experience of some twenty years of successful BID activity in America and Canada. Since 2004, over 300 BIDs have been proposed and approved by business communities in England and Wales. These include Reading, Guildford, High Wycombe and many London boroughs.

The “lifetime” of the BID is prescribed by the Regulations and is set at no more than 5 years. It is possible for a BID to be extended by proposing a new Business Plan at the end of the BID, with a renewal ballot. The purpose of a BID is to provide new or expanded works and services or environmental enhancements within the prescribed BID area, funded via a BID levy. BIDs have brought significant improvements to the trading environment of the businesses based in these locations. Further details are available on the Association of Town and City Management web site: www.atcm.org.

We intend that all services/improvements within the Bracknell BID will be additional to those already provided by local authorities and public bodies which have administrative responsibilities for the area which include the Bracknell Forest Council and Thames Valley Police.

This charge is payable by non-domestic rate payers and is collected by the council in much the same way as business rates. The manner in which the BID Levy charge is calculated is defined in Section 13.

All works and services will be contracted by the Bracknell BID Company, the BID body for the BID area. The objectives and aspirations of the Bracknell BID are set out in this BID Proposal and Business Plan.

This BID Proposal and Business Plan has been prepared in line with best practice and guidelines issued by the MHCLG and the ‘Industry Criteria and Guidance’ prepared for Revo in association with; ATCM, ACS, BRC, Intu and BPF. A set of definitions for terms used throughout this document is contained in Appendix 1.

4.1 The vote

A mandate to form the BID Company and deliver the Business Plan is required from those companies that trade within the BID boundary and are likely to have to pay a levy to pay for it. This takes the form of a 28-day postal ballot.

In order for the proposals set out in this Business Plan to go ahead, more than 50 per cent of business ratepayers who vote have to vote ‘yes’. Those in favour also have to represent at least 50 per cent of the combined ‘rateable values’ of those who vote. If these two criteria are met, the Business Plan is activated and all businesses in the area concerned will be required to pay the levy, regardless of whether or not they voted or how they voted if they did.

The persons entitled to vote, and be liable for the levy, are the ratepayers of non-domestic premises in the Business Improvement District. Properties with a rateable value of less than £12,001 will be excluded from the vote and levy.

The council's returning officer will be the ballot holder for the Business Improvement District vote, Bracknell Forest Council's Chief Executive, Timothy Wheadon. Details of voting procedures and how you can confirm persons entitled to vote can be found by emailing Bracknell Forest Council's Electoral Services team at voting@bracknell-forest.gov.uk

4.2 Alteration of arrangements

The Business Improvement District, its boundaries, business plan and the levy percentage cannot be altered without an alteration ballot. The BID board can, however, adjust projects and spend as they feel appropriate, provided the basic tenets of the plan and its associated budgets are not compromised. This is explained in more detail in Sections 11 and 12.

4.3 The levy

A levy of 1.5% of rateable value (RV) is proposed for businesses with an RV of £12,001 or more which comply with the levy criteria laid down in Section 13. This levy arrangement will generate around £3 million in ring-fenced funding over the life of the BID. This will also be used to lever in additional funds where possible adding a further £300,000 over the life of the BID. This will be used to fund the projects identified in this Business Plan

4.4 Duration and commencement date of BID Arrangements

Subject to the successful ballot in October 2019 our proposal is for this new Bracknell Business Improvement District proposal and business plan to operate for five years and to commence on the 1st April 2020. After five years, in 2025, it can be extended or renewed – but only after being subject to a renewal ballot.

4.5 Timescales

2	Establish Register of Businesses as specified in BID proposal	Target Date:	
		Thu	29 August 2019
		Latest Date:	
		Thu	19 September 2019
3	BID Proposer requests Billing Authority to instruct Ballot Holder to hold a Ballot (BID proposals need to be completed)	Target Date:	
		Thu	29 August 2019
		Latest Date:	
		Thu	19 September 2019
	BID Proposer mail out copies of the BID Prospectus to potential levy payers	Thu	05 September 2019
4	Billing Authority formally requests Ballot Holder to hold ballot	Target Date:	
		Mon	09 September 2019
		Latest Date:	
		Thu	19 September 2019
5	Ballot Holder issues Letter to Business Ratepayers to give information about the ballot and identify named person to receive ballot paper (latest date is 42 days before Ballot Day)	Target Date:	
		Thu	12 September 2019
		Latest Date:	
		Thu	19 September 2019
6	Ballot Holder publishes Notice of Ballot (latest date = 42 days before ballot day) also to send copy to Secretary of State , a copy of the published notice of ballot, as per Schedule 2 3(d) of the 2004 Business Improvement Districts (England) Regulations	Target Date:	
		Thu	12 September 2019
		Latest Date:	
		Thu	19 September 2019
7	Ballot Holder Issues ballot papers (at least 28 days before Ballot Day)	Thu	03 October 2019
8	Last day to appoint a proxy (tenth day before Ballot Day)	Mon	21 October 2019
9	Replacement of lost and spoilt ballot papers (from the fourth working day before the Ballot Day)	Fri	25 October 2019
10	Ballot Day (up to 5pm)	Thu	31 October 2019
11	Count and announcement of result	Fri	01 November 2019

5 The Bracknell BID – Working together will make a difference

With 'Brexit' remaining un-resolved, the national economy is in uncertain times and what-ever happens, many challenges lie ahead and the commercial world continues to change at an ever-increasing pace. Besides the challenges of the economy, lifestyles are changing and influencing the way in which we use our time and spend our money. Technology continues to develop and change the way we live and work as individuals and operate as businesses.

There are important business sectors located here ranging from legal and accounting practices to retail home improvements and automotive and trade counters to retail distribution, manufacturing, IT, communications and electronics. Many are national and international brands but there is also a considerable number of specialist small and medium sized businesses which have national and international reputations.

Whatever the size of the business, each one has to be able to operate profitably and within an environment which ideally reflects their own ideals and brand values. Smaller businesses also need to ensure that they have the support they need to develop and grow in an economically challenging market and the ability to focus on their core business.

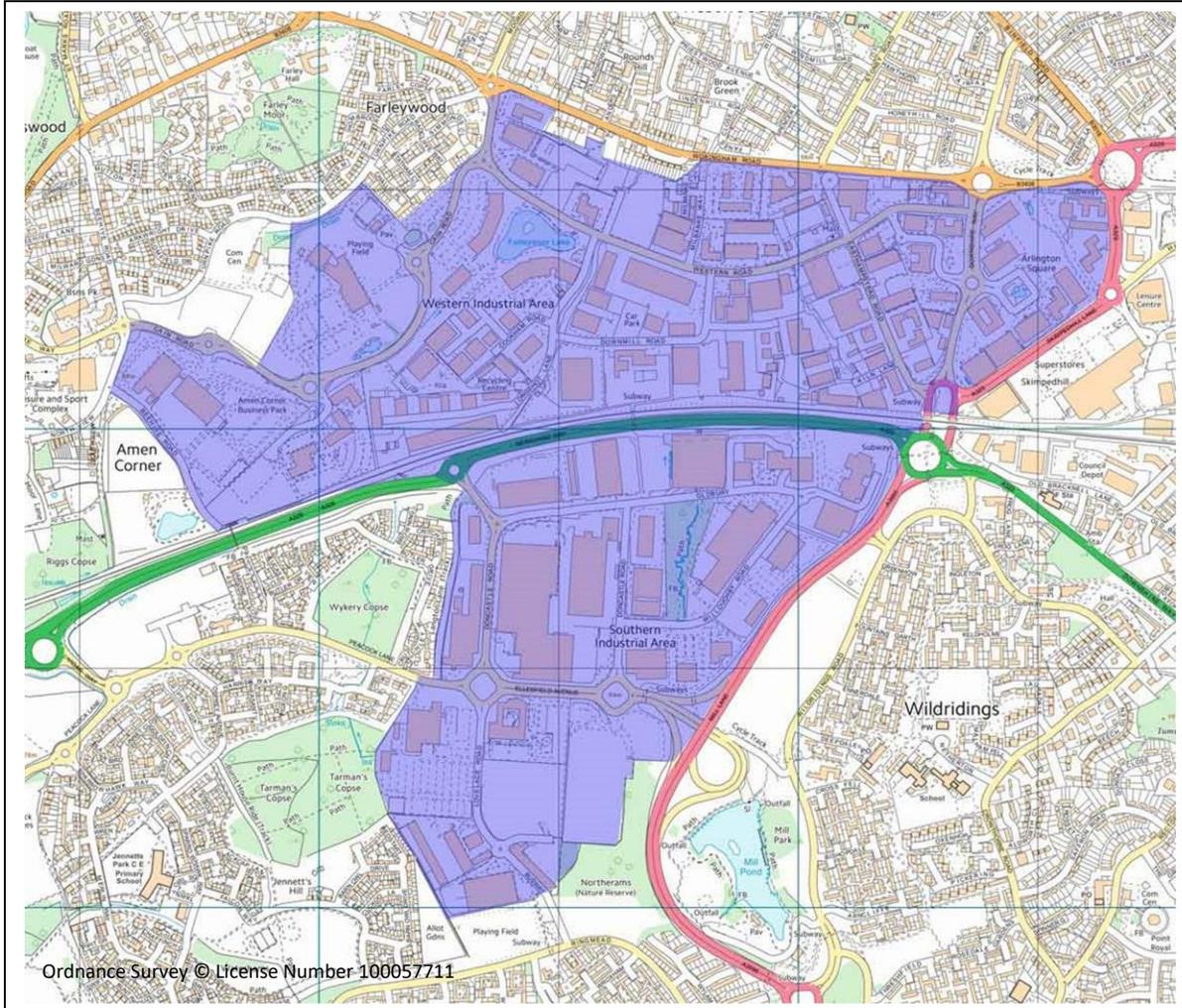
Businesses of all sizes face more challenges than ever before but even larger companies are able to influence key issues which impact upon their business by working together as part of a collective group, more than they would if acting alone.

Challenges and opportunities facing businesses in Bracknell over the next five years include:

- Economic uncertainty around Brexit and how this will impact businesses.
- Increasing pressure of new residential homes around and within the area and the consequential increasing pressure on the road infra-structure.
- Increased consumer shopping on-line is changing shopping, distribution and logistics requirements
- Increased business costs and falling distribution volumes are putting pressure on profit margins
- More dependence upon good IT and broadband connectivity
- The increasing challenge of recruiting the right people to support not only the operation but also potential growth of businesses.
- As businesses strive to become more adaptable they look towards new technologies to help them gain competitive advantage and they will need employees who can handle new ways of working.

Business managers recognise these things within their own businesses and make changes accordingly, however by working together through a Business Improvement District there is even greater potential to address the challenges and take advantage of new opportunities.

6 Where the Bracknell BID will operate



The shaded area represents the full extent of the Bracknell Business Improvement District.

A full list of roads and streets within the BID area is shown in Appendix 2.

All non-domestic hereditaments listed on the Rating List within the BID area will, (if the BID is approved, subject to the detailed levy criteria in Section 13, be liable for the BID levy (as defined in Section 13) and contribute to the BID's collective funding and activities flowing from the combined budget for five years, from April 2020. The BID covers those businesses, whose rateable value is £12,001 or greater.

The BID Area includes any smaller business areas located off these roads or streets that are located within the boundary of the BID area defined by the shaded area illustrated on the map and any other road or street, even if they are not listed in Appendix 2 and will include any new road or street which is developed or created during the life of the BID which is within the BID area.

7 Statutory and other services provided by the local authority

Council's Support for Bracknell BID

Bracknell Forest Council fully supports the Bracknell BID. In particular, they endorse the fundamental principle of additionality within the BID by agreeing to maintain the provision of existing services from the Council to businesses at their current level across the Bracknell BID area. Thus, in line with BID legislation, BID services within the Bracknell BID will be additional to (not in substitution for) those provided by the Council.

The council's commitment to the Bracknell BID and the working relationships between the council and Bracknell BID Company will be set out in complementary documents agreed between the council and Bracknell Investment Group currently acting on behalf of the Bracknell BID Company which has yet to be formed:

- A Memorandum of Understanding and Operating Agreement which defines the working relationship between the council and Bracknell BID Company and sets out the council's operational support to the BID on a number of specific issues
- A set of Baseline Agreements, each defining the benchmark for a specific service provided by the council and other agencies to the businesses in the area

Council services for business

Businesses will continue to benefit from all the standard council services provided for the benefit of all stakeholders in Bracknell such as cleaning, lighting, access, safety and highways maintenance. In addition, the Council delivers certain services either directly or indirectly specifically for individual businesses. Details of these services are provided on the dedicated business pages of the Councils' web site.

Individual Baseline Statements

In full support of the above commitments, Heads of Service within the Council will draw up Baseline Statements on the specific services they are responsible for. These documents define the benchmarks for the provision of these services and how these will be measured. and the fact that any change will not disproportionately impact upon the BID area more than any other area outside the BID within the Council's administrative boundary.

The Baseline Services are defined below:

- Grounds & Trees Maintenance (including grass verges)
- Highways & Lighting Maintenance
- Community Safety & Policing
- Environmental Health
- Public Transport
- Parking
- Traffic Management
- Walking and Cycling
- Regeneration
- Public Protection

The process of creating the baseline agreements proves valuable to both the service providers and the BID company. The development of these partnerships and the additional focus on the services provided in the area, will give tangible benefits over and above those derived from the projects outlined below.

Council's Operational Support for the Bracknell BID

The council's support for the BID will take practical shape in the following specific ways:

- Conducting, through the council's Democratic Services, the formal BID vote in accordance with current BID legislation and procedures
- Assuming a positive outcome to the BID vote, collecting the BID levy defined in the BID Business Plan from Bracknell BID businesses and transferring the levy sums direct to the Bracknell BID Company. The council will pay the gross levy sums to the Bracknell BID Company within 30 days of collecting it.
- Nominate a councillor to attend Board meetings of the BID Company
- Provide a senior council officer to provide a business-focused dynamic link on all BID matters with senior council staff
- Paying the appropriate BID levy set out in the Business Plan in respect of all its own hereditaments within the Bracknell town centre BID area.

Monitoring and Review

The council is committed to the regular monitoring of the operation of the BID Operating Agreement and reviewing its effectiveness in conjunction with Bracknell BID Company. This will be carried out as follows:

- The council monitors performance of key services through the council's Business Plan with monitoring reported to the Cabinet. Where there is a specific issue with service delivery within the BID area the respective Head of Service will discuss this with the Bracknell BID Company.
- There will be annual reviews of each of the specific services for which a Baseline Statement is shown above. This will be led by the Bracknell Forest Council that will discuss with the Bracknell BID how the service commitments have been actually delivered during the period, and if necessary, update the service levels to reflect the services each will be provided in the following year. These reviews will be scheduled to best effect for the Bracknell Forest Council and Bracknell BID Company's yearly budgeting cycles.

8 The Research and Consultation Process

8.1 Background

Over the last two years there has been extensive research undertaken across a wide range of stakeholders to ensure that the plan which has emerged has an in depth understanding of the views and aspirations of the businesses in the area as well as an appreciation of the perceptions of those who visit and also work in the area.

Who was involved?

- 89% of all businesses contacted to carry out an in-depth telephone survey
- All businesses in the proposed BID area were sent and asked to complete questionnaires seeking their opinions on a variety of issues
- 31% of businesses across the Bracknell BID area, including global brands and smaller independent businesses participated in detailed one-to-one interviews and completed detailed surveys.
- Businesses were invited to submit their views via letters, e-bulletins and the website where a dedicated BID page was set up and information was posted.
- Three newsletters were distributed to every business and rate payer, informing them of progress and developments.
- A series of Vision and Objective Setting workshops were undertaken where all businesses were invited to discuss their challenges, opportunities and vision for the future of Bracknell Southern and Western Areas.
- A series of themed events were held where all businesses were invited to discuss and explore topics such as transport, broadband and property.
- A Budget Setting event was held, where all businesses were invited to review the objectives, and priorities emerging from the research process and set the levy.
- The business plan is also informed by the conclusions formed from discussions and reference to strategic plans for the local economy and business with the Thames Valley Local Enterprise Partnership and the Bracknell Forest Council.
- Active participation and decision making by the business representatives from the Bracknell Investment Group in all aspects of the development of this plan.

What were the aims of the research?

The objectives of the research were to:

- Identify the key issues which directly impact upon all businesses in the area across all business sectors and to develop solutions that would help businesses achieve their own internal objectives.

- Identify any specific issues and opportunities by physical area, to ensure that their impact on businesses were fully appreciated
- Understand current perceptions of Bracknell and identify those issues which would affect whether or not businesses invest or remain in the vicinity and then generate solutions to them.

8.2 Research results

Research results – current situation

Overall the operating environment for businesses across the areas has retained its attractiveness as a place to do business with 43% of businesses saying that it had not changed much over the last five years, although 15% did feel that it had declined and there are indications that this feeling is growing.

Given the economic uncertainty prevailing at the moment business confidence in the future appears to be relatively strong with 46% saying that they anticipate taking on more staff in the next twelve months and 56% anticipate growth over the next five years.

The 4% of the businesses who are looking to re-locate out of the area gave a range of reasons including increasing problems with accessibility, lack of suitable premises in the area to grow into and increasing overhead costs.

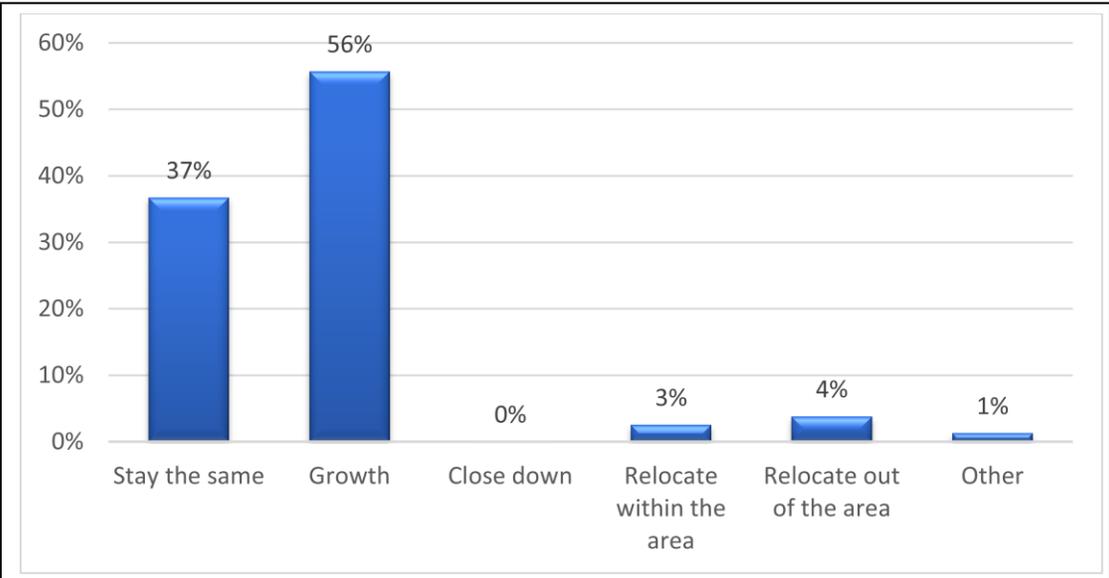


Fig 1: Businesses – Key changes anticipated in the next 5 years

Bracknell is where the IT industry has grown and flourished for the past 30 years. However, some of the larger IT companies and employers based in this area have either announced a move or relocated certain parts of their operations elsewhere. In fact, some large areas of office space which had laid vacant for some time have been requisitioned and transformed into residential apartments bringing a totally new dynamic into the heart of what was once a purely a commercial trading area.

There are a number of reasons for this, including the uncertainty of Brexit with some international owners re-locating parts of their UK base onto the European mainland. From a UK perspective the factors which were once strengths which brought businesses to this area are now becoming challenges. Ease of access to clients for example is far better in London and even Manchester and Birmingham than it is in Bracknell and the transport issue also impacts upon the ability to get the best people. It is not surprising therefore that transport related issues feature in the top factors of importance to businesses in this area. If these factors do not remain effective this will start to have an even greater impact on the ability of businesses to operate profitably in this area. With an increasing number of residential properties being built in and around the area, road infrastructure is going to come under even more pressure.

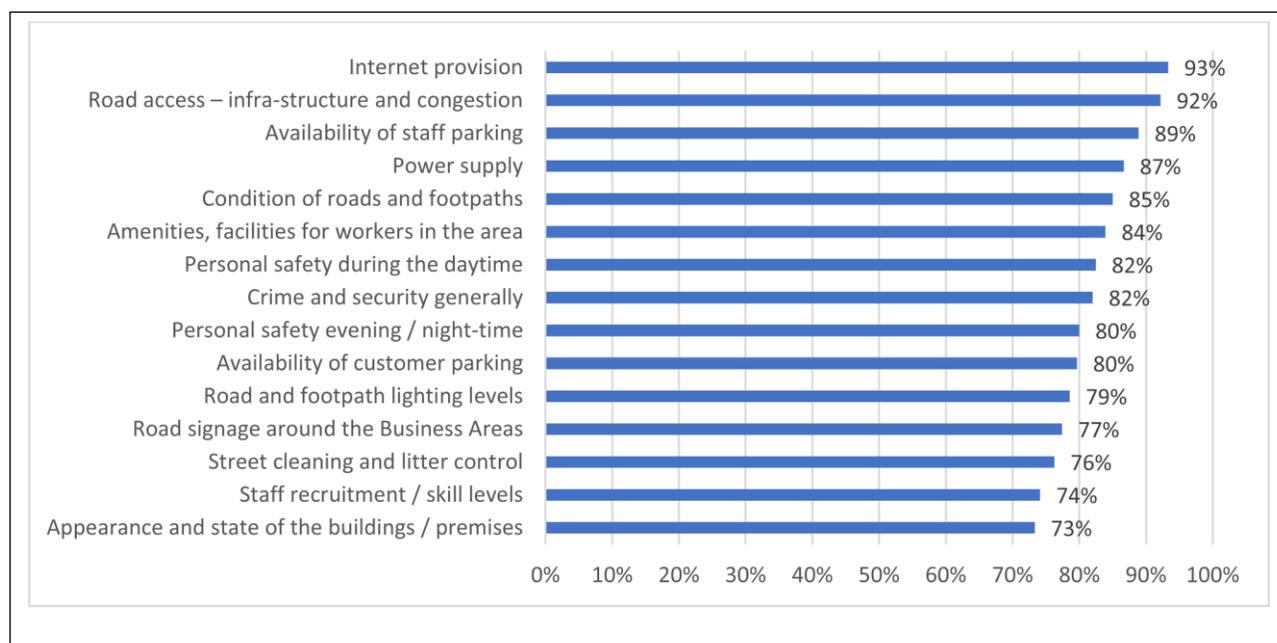


Fig 2: Top 15 most important factors for businesses (% of businesses ranking these as important)

Research results – the future

The changing trends and requirements of businesses means that tackling issues which potentially impact upon businesses in this area is essential if the businesses are to remain here and not only avoid costs of re-location but actually operate more profitably in the future.

Although businesses have told us that Bracknell is still a good location for them at the moment there are issues which need to be addressed to not only help business now but rejuvenate the appeal of this area as a key location in the UK for dynamic, enterprising and growing companies.

Businesses' priorities are roads, access, and transport for getting people and goods on and off the area, security, utilities and the environment. Businesses said support for staff in terms of benefits and welfare was also important as well as starting to create some sense of 'identity' for the southern and western areas as a whole which in themselves are fragmented and divided.

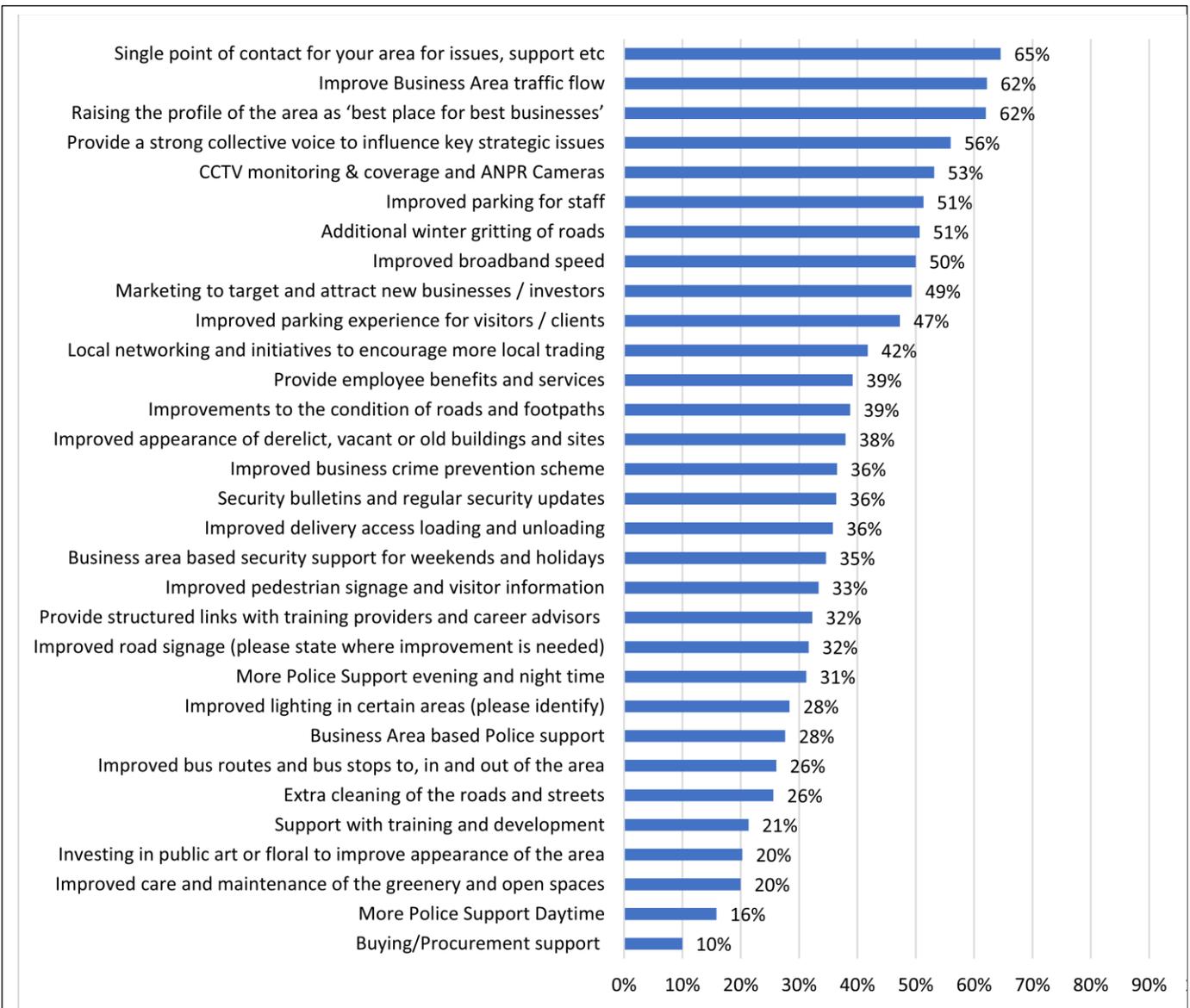


Fig 3: Factors ranked by degree of benefit to businesses

Infrastructure – the most important issue

92% of businesses said that road infra-structure and congestion are important to their business. Less than one third of businesses could rate roads and infra-structure as good. Improving the traffic flow around the area ranked second as providing the most benefit to businesses. Other transport related improvements which ranked in the top ten potential activities for the BID were addressing parking for staff, clients and visitors and improved winter gritting across the area.

Eight of the top thirteen factors about the area to be ranked as not good were all relating to transport. 51% of businesses said that road access, infra-structure and congestion were either poor or very poor. 61% of businesses said that improving traffic flow into and around the area would benefit their business and 67% of businesses said that pedestrian signage was not good and 61% of businesses said that road signage was not good.

The factor ranked as important by 92% of businesses, putting it at the top of the list was internet provision. However, when it came to performance only 56% of businesses could say that it was good and there were a significant number (26%) who said it was poor or very poor. Given the fact that this area is a hub for IT and communications businesses this is of concern.

Business growth and investment

Three out of the top four initiatives which businesses said would benefit them related to creating some sense of identity and community for the area (see Figure 3 above). These were 'having a single point of contact for issues and support', 'raising the profile of the area' and 'having a strong collective voice to influence strategic issues'. Half of the businesses thought that marketing to target and attract new businesses and investors would benefit them.

There is clearly a desire to come together and address a range of issues, some of which are common across all businesses such as those associated with travel to, from and around the area but also a range of issues which varied in importance dependent upon business sector and location of the business within the area. This is highlighted by the difference in the way in which Crime and Safety related issues were considered. A large corporate office-based business based within a secure site thought that crime and safety was not an issue whereas a large retailer considered it as their key issue to be addressed.

The diverse range of businesses across the two areas means that there are a number of issues which impact businesses in a wide range of different ways. The unifying desire is to have a single point of contact for support and a collective voice which is exactly what a Business Improvement District can provide.

9 The BID's response

Businesses of all sizes face more challenges than ever before and it has been proved in BID's around the UK that by working together businesses have been able to realise benefits and improve the operating and trading environment of their town, city, industrial or commercial area in a way which could not have been achieved through individual businesses working on their own.

Following the extensive research with the businesses and their employees, two key project areas for the Bracknell BID have emerged. The activities within each of the project areas have been specifically designed to address common needs or take advantage of shared opportunities.

If these activities succeed in meeting the objectives, then, Bracknell will retain its ability to attract businesses and investment and create an environment which reflects the quality and values of the businesses which operate here.

In many respects Bracknell is still well placed to take advantage of its location and proximity to London but does need to consider how it adapts to the changing ways of working and living of the 21st century and how it is able to retain its attractiveness for skilled people to live and work in this area.

The BID could act as a catalyst for businesses and organisations to come together and play a key role in a new and exciting era in the life of this commercial area. This BID Proposal and Business Plan has been designed to ensure that the activities benefit as wide a range of businesses as possible. It will do this by becoming a place recognised where businesses develop and grow through collaboration and investment.

All businesses and organisations stand to benefit from these additional projects and activities which have been identified by businesses across Bracknell's Southern and Western commercial areas as being crucial to their future. The Bracknell BID will work collaboratively with the Bracknell Forest Council, other organisations and public bodies and influence key decision makers at local and national level to address issues which impact directly upon businesses operating in Bracknell.

Your organisation stands to benefit directly from these additional projects and activities that have been identified by businesses as crucial to the future of their success in Bracknell:

- To improve the infrastructure by influencing key strategic projects and putting in place those services and facilities expected in a modern business environment, expected by Bracknell businesses, staff, their clients and their customers.
- Support growth and investment of businesses which operate in Bracknell through addressing issues which impact upon the safety and well-being of the people who work here and the ability of businesses to attract skilled people and promote a positive and productive working environment.

How will the BID delivery be monitored?

Monitoring and measuring the performance and effectiveness of the BID activities is an integral and essential part of the plan. Businesses need to be confident that their levy money is being invested as productively as possible to maximise results.

The effectiveness of the measures undertaken will be gauged by key performance indicators monitored and relevant for each project area. They will include business surveys, photographic evidence, vacancy levels, new investment into the area and the ability of businesses to recruit people with the right skill levels. These measures and key performance indicators are identified for each objective and need to be monitored on a regular basis throughout the life of the BID.

10 Vision and objectives

Assuming a positive BID vote by a majority of businesses by both rateable value and number of hereditaments, BID operations will start on 1st April 2020 and will continue for a total of 5 years.

The Vision

Through a business-led programme of investment our vision is for:

The Bracknell BID area to be recognised as the place where businesses develop and grow through collaboration and investment.

Strategic objectives and activities

The BID investment programme will be delivered through the two key strategic objectives and their related activities:

Objective 1 – Infrastructure

Provide a great infrastructure and a smart working environment for businesses to operate and people and services to communicate, access and move around, safely and effectively,

Objective 2 – Business Growth and Investment

Support businesses in Bracknell to grow, develop and invest by creating a great working environment to operate effectively and attract and retain the best people.

Objectives, activities and outcomes

Objective 1 – Infrastructure

Provide a great infrastructure and a smart working environment for businesses to operate and people and services to communicate, access and move around, safely and effectively,

Expenditure

A budget ranging from £320,000 in year 1 to £334,000 in year 5 with a total expenditure of approximately £1.6 million over the five-year period.

Activities

1. Working with Bracknell Forest Council and others, identify and influence the delivery where possible of short and longer-term solutions to ease congestion and improve traffic management onto, off and around the business areas including modifications to junction layouts and priorities, additional access roads and travel options.
2. Increase the availability of cost-effective travel options for all and work with others to develop innovative and attractive solutions for public and shared transport on, off and around the business areas.
3. Work with others to manage and improve parking across the business areas to maintain and improve traffic flow and access to businesses and provide or facilitate alternative safe and secure parking for all vehicles.
4. Improve navigation around the business areas for all road users, cyclists and pedestrians through information, signage and other innovative methods.

5. Working with partners to maintain and improve where necessary, the general condition and appearance of roads, footpaths, cycle ways and verges throughout the business areas at all times of the year including the additional gritting of roads where needed.
6. Improve lighting where possible on roads and footpaths generally and in particular at vulnerable junctions and places of more frequent pedestrian activity to ensure safety of all road and footpath users.
7. Work with others to ensure broadband, digital communication and the IT infrastructure meets the needs of businesses across the business areas.

Objective 2 – Business Growth and Investment

Support businesses in Bracknell to grow, develop and invest by creating a great working environment to operate effectively and attract and retain the best people.

Expenditure

A budget ranging from £205,000 in year 1 to £214,000 in year 5 with a total expenditure of approximately £1 million over the five-year period.

Activities

1. Develop a sense of identity for Bracknell's Western and Southern business areas.
 - a. Work with partners, landlords and occupiers towards creating a coherent identity for the areas which is visible in the area and reflects the high standards and values of the businesses which operate in the BID area.
2. Facilities and Benefits
 - a. Encourage the development of more facilities and amenities in pleasant surroundings where people who work across the areas can eat, meet or relax away from their place of work.
 - b. Develop schemes, benefits and events for those who work in businesses in Bracknell business areas which promote the feeling of a community, a sense of well-being and encourages staff retention and productivity.
3. Maintain a safe and secure working environment.
 - a. Work with partners to create coverage, monitoring and maintenance of a CCTV and Automatic Number Plate Recognition (ANPR) infrastructure which operates across Bracknell's business areas to provide a deterrent to crime, a strong evidence-based record and an effective crime solving tool.
 - b. Maintain and develop schemes which share and provide information and intelligence between partners and business security teams involved in the prevention of crime and the creation of a safe environment for all who work and use Bracknell's business areas.
4. Business trading
 - a. Working with businesses in the BID area across all sectors to encourage inter-trading and the development of working relationships to achieve tangible improvements in business performance and drive business development
5. Recruitment, training and development
 - a. Encourage and support relationships between businesses and organisations which seek to improve training, develop skills and assist with staff recruitment.

11 Organisation, resources and delivery

The preparation of this plan has been managed by the Bracknell Investment Group which has been acting as the BID Development Steering Group. It has been made up of a cross section of businesses and organisations from across Bracknell's Southern and Western areas together with representatives from Bracknell Forest Council.

A new and separate company will be set up to act as the BID Company. It will be a not for profit BID company, limited by guarantee which will be legally and operationally responsible to the businesses in the BID area, for the delivery of the BID business plan and its associated activities and will act on their behalf.

There will be a Board responsible for the governance of the BID Company and for creating a management structure which will aim to encourage continuous business involvement in determining priorities and shaping and evolving activities within the terms of this BID Proposal and Business Plan. All businesses will be encouraged to be actively involved in the BID and associated working groups to represent the levy payers.

The Board will be elected by the members of the BID Company, drawn predominantly from those paying a levy in the area and made up of a representative cross-section of the businesses and stakeholders of the area and key agencies associated with the successful delivery of the BID project. It will be driven by the private sector and one Councillor from Bracknell Forest Council will attend and one Council Officer will attend who will act as a key operational link.

The main role of the Board is to safeguard the interests of levy payers by ensuring that the business operates in line with the BID plan, is professional and offers consistent value for money in line with its targets. The Board will ensure that the implementation of the BID will be monitored and delivered cost-effectively, through keeping overheads to a minimum and using methods which will optimise the use of the revenue budget and add real value to the delivery of the plan.

The Board will provide a consistent, collective and effective voice for the businesses across the Southern and Western commercial areas.

All roles on the Board and specific working groups are voluntary and are undertaken with a commitment to represent the interests of all businesses in the area.

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

There will also be hands-on project and contract management to support the initiatives from the working groups. This support will provide administrative support to the BID Company, coordinate activity with partner organisations and ensure cost-effective delivery of projects through tendering and careful project and contract management.

The Bracknell BID's financial accounts and governance arrangements will be audited annually and the effectiveness of the measures undertaken will be gauged by key performance indicators for each project area, including footfall, customer surveys, business surveys, photographic evidence and retail turnover movement full measures are identified in this plan with each objective.

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

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

12 Bracknell budget and finances

The Bracknell Investment Group have tried to balance the costs to businesses with the requirement to generate sufficient funds to make a tangible difference on the ground. The new BID levy will be set at 1.5% of rateable value of businesses in the BID area which is based upon the levy in this current BID but has allowed for a slight rise in inflation.

The BID levy is a statutorily compulsory payment and is regulated in a similar way to business rates. The investment being sought from businesses in the BID area is still modest in relation to what can be achieved. For the smallest business in the business improvement district, the daily cost is less than the cost of a postage stamp and even for a larger business, the daily cost is less than the price of a snack lunch.

With a 1.5 % levy, the indicative costs to a business would be:

Rateable Value	Levy Rate	Annual	This equates to: Weekly	This equates to: Daily
£1 - £12,000	Zero	Zero	Zero	Zero
£12,001	1.50%	£180	£3.46	£0.49
£25,000	1.50%	£375	£7.21	£1.03
£75,000	1.50%	£1,125	£21.63	£3.08
£150,000	1.50%	£2,250	£43.27	£6.16
£350,000	1.50%	£5,250	£100.96	£14.38
£850,000	1.50%	£12,750	£245.19	£34.93

Bracknell BID 5 year budget: 2020 – 2025

	Year 1	Year 2	Year 3	Year 4	Year 5	Total	% to total
Income							
BID levy revenue (Note 1)	£ 611,813	£ 624,049	£ 636,530	£ 649,261	£ 662,246	£ 3,183,899	90%
Other Income (Note 2)	£ 65,000	£ 66,300	£ 67,626	£ 68,979	£ 70,358	£ 338,263	10%
Total Income	£ 676,813	£ 690,349	£ 704,156	£ 718,239	£ 732,604	£ 3,522,162	100%
Expenditure							
Objective 1 – Infra-structure	£ 320,007	£ 323,573	£ 327,210	£ 330,920	£ 334,705	£ 1,636,415	47%
Objective 2 - Business Growth and Investment	£ 205,000	£ 207,284	£ 209,614	£ 211,991	£ 214,415	£ 1,048,305	30%
Central Mngmnt Costs, Admin, Office (Note 3)	£ 107,500	£ 109,650	£ 111,843	£ 114,080	£ 116,361	£ 559,434	16%
Levy Collection costs	£ 13,715	£ 13,989	£ 14,269	£ 14,554	£ 14,846	£ 71,373	2%
Contingency (Note 4)	£ 30,591	£ 31,202	£ 31,827	£ 32,463	£ 33,112	£ 159,195	5%
Total Expenditure	£ 676,813	£ 685,699	£ 694,763	£ 704,009	£ 713,439	£ 3,474,723	100%
Accrual for Renewal (Note 5)	£ -	£ 4,650	£ 9,393	£ 14,230	£ 19,165	£ 47,437	

Notes

Notes

1. Assumes a 95% collection rate and 2% per annum inflation
2. Including income from landlords, associate members of the BID and other sources (including in-kind)
3. Central admin, office and fixed overheads
4. Calculated as 5% of total levy billed
5. Accrual retained from levy revenue to provide for costs of renewal of the BID for any additional term,

Cost of the BID Development

Acknowledgement should be given to members of the Bracknell Investment Group who met the costs incurred in undertaking the research and developing the BID proposals. The costs for undertaking a Feasibility Study were met by Bracknell Forest Council who are also meeting the costs of holding the ballot, for which we give sincere thanks.

Costs for the renewal of the BID which, subject to a successful ballot for a first BID in October 2019, will take place prior to the end of the first operational term in 2025 is built into the budget as an accrual.

Sources of Additional funding

The Bracknell BID Company will be committed to seeking additional funding to increase the benefits that can be delivered by the BID to businesses. Additional income will be generated by way of voluntary contributions from property owners, companies and organisations outside the BID area, those companies not liable for the levy and grants. We estimate that this could be around £330,000 over the five-year period.

Discussion is on-going with developers, property owners and other stakeholders of the area (not subject to a levy demand) who will be invited to participate in the Business Improvement District and improve delivery against the business plan objectives even further.

Application of BID funds

The BID funds are ring-fenced and will be controlled by participating businesses. Details of the Bracknell BID Company's accountability to businesses are given in Section 11 'Organisation, resources and delivery'.

Further to the statement made in 4.2 'Alteration of arrangements' the budget headings and the project costs can be altered within the constraints of the revenue received through the levy. The Bracknell BID Company will be empowered to move funds between budget headings and between financial years to provide the services which best meet the requirements of the BID area within the framework of the BID Proposal and Business Plan's objectives. Such adjustments will be fully accountable to the businesses through the performance monitoring arrangements. Such adjustments will be fully accountable to the businesses through the performance monitoring arrangements set out in Sections 10,11 and 12.

Governance and management of the BID Budget

In order to ensure that the projects remain relevant and continue to address needs and priorities of the businesses in Bracknell during its five-year life, the Board may from time to time make modifications to the budget allocations for each of the main projects and the management and administration of the BID.

It will be the responsibility of the Board to make adjustments to the allocations of expenditure budget as and when they deem appropriate and to ensure that all the main aims of the BID, stated in Section 10, continue to be addressed and that all BID activity contributes towards the achievement of the vision. The Board will also monitor and gauge the effectiveness of the BID operations and activities.

Procurement

A policy will be drawn up for the procurement of goods and services for the BID to ensure a fair and competitive process. It should be based on best value for money and local sourcing wherever possible. It should take into account not only the cost of goods and services but also knowledge of previous BID work and the suppliers' ability to be flexible around BID requirements to ensure products and services are delivered in an efficient and timely manner for BID businesses and the wider community.

13 BID levy criteria for Bracknell BID 2020 - 25

Every BID has to establish its own levy rules. Reference has been made to the use of the 'Industry Criteria and Guidance' prepared for Revo in association with; ATCM, ACS, BRC, Intu and BPF in developing the rules which will apply to the Bracknell BID.

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

1. Assuming a positive BID vote by a majority of businesses by number and rateable value of those who vote, the BID levy will be charged on all hereditaments listed in the local Non-Domestic Rating List located within the BID area. This applies irrespective of whether or how a business has voted in the formal BID ballot. Legislation within the Local Government Finance Act (2003) enables the local authority to issue a bill for the levy. The levy is collected by the 'Billing Authority', which is the Bracknell Forest Council. The Bracknell BID Company will invoice the Billing Authority, for the levy collected for exclusive use of the BID.
2. All businesses which will be subject to the BID who are shown on the Bracknell Forest Council Rating Database on the day before the postal ballots are printed and who should be shown as the liable party for the 19th September 2019, subject to final check and audit, will be entitled to vote for the BID proposal in a 28 day postal ballot which will commence on 3rd October 2019, with the close of ballot at 5pm on 31st October 2019. The result will be announced as soon as possible thereafter.
3. If successful at the ballot, the BID will be fixed for a term of 5 years. The BID will commence operation on 1st April 2020 and will run until 31st March 2025. Levy bills will be issued for the first payment due 1st April 2020 and thereafter on the 1st April each year. (see paragraph 8 for more detail)
4. The levy amounts will be applied as follows:
 - a. The BID levy will be 1.5% of the rateable value shown on Valuation Office Agency's 2017 Non-Domestic Rating List for the existing Billing Authority, Bracknell Forest Council on 19th September 2019 and for and for the Billing Authority each year thereafter and only subject to the changes as stated in the clauses below, for each defined business within the scope of the BID, with the exception of those premises with a rateable value of less than £12,001 or more than £10 million.
 - b. Ratepayers with an RV of less than £12,001 or more than £10 million will not pay a levy for these properties and will not have a vote for these properties although they will enjoy the benefits that come with trading in the BID area.
 - c. The total levy payable in any one chargeable period by any one ratepayer for any single hereditament with a rateable value of £2 million or more, as shown on billing authority's NNDR billing system as at 19th September 2019, will be no more than £30,000 in year 1 as defined in paragraph 4 of this criteria. The levy for future years for any single hereditament with a rateable value of £2 million or more will be based

upon the £30,000 payment in year 1 and index linked as per the inflationary increases outlined in Section 13 paragraph 7.

5. The levy will be due from all businesses that are liable that have an entry on the Non-Domestic Rating List, including empty properties other than those that are exempt within the stated criteria (section 13).
6. The liable person is the ratepayer liable for occupied or unoccupied premises in accordance with the levy criteria outlined in this Section 13. In accordance with the Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989 (S.I. 1989/1058) and the Non-Domestic Rating (Collection and Enforcement) (Miscellaneous Provisions) Regulations 1989 (S.I. 1989/1060), The existing Billing Authority, Bracknell Forest Council and any new Billing Authority which will be responsible for the imposition, administration, collection, recovery and application of the BID levy. The Billing Authority will also be responsible for any enforcement action that may be appropriate in case of non-payment of the levy.
7. There will be an annual inflationary increase of all levy charges year on year for the duration of the Business Improvement District. This will be a minimum of 2% increase year on year or the inflation percentage as determined by the Consumer Price Index as at the 1st December of the year before the next billing process, whichever is the greater, rounded to the nearest tenth of a penny. (e.g. if a levy bill is £200 the inflation applied to this at a level of 2% would be £4.00 per annum). Negative inflation will not apply.
8. The BID financial year will last for 365 days (366 in a leap year) between 1st April and 31st March. The BID's chargeable period is a year or pro-rata, broken down into daily charges based on rateable value. It is to be paid in full in advance, the payment date being the 1st February for each year. The first year will run from 1st April 2020 to 31st March 2021 and the last billing period will run from 1st April 2024 to 31st March 2025. The only exception to the due date is where a proportional liability exists under paragraph 11, in which case, the levy charge will fall due one month after the demand is issued. The annual inflationary increase will be applied from the 1st April each year. The daily BID levy charge for each individual ratepayer is to be calculated by multiplying its rateable value by the BID percentage levy and dividing the result by the number of days in the financial year.
9. The levy will be charged annually in advance upon service of a Demand Notice. Any business which ceases to become the liable party during the year must apply to the Bracknell Forest Council or the appropriate Billing Authority for a refund for the remainder of the period if an apportionment is required between the outgoing and incoming liable parties, and the new liable party will be charged on a pro-rata basis.
10. If a property is deleted from the Rating List revised bills will be issued provided that the amount due on charge or refund is £10 or more. The charge or refund amount will be calculated pro rata between the date of the change in occupation and the date of the financial year end.
11. The BID levy is payable in one installment. This installment date will be specified on the Demand Notice. The notice will be served as soon as practicable after the Billing Authority becomes aware of a BID levy liability and the liability will be calculated from the effective date of any of the following changes being recorded on the Rating List:
 - a. New premises, or properties which were not on the rate valuation list but become subject to rates in the BID area or new streets raised in the BID area after the BID is in force will be expected to pay a BID Levy based on the % appropriate to the date at

- which it is entered onto the rate valuation list in respect of its new/current rateable value
- b. Where property is split, two or more BID levies should be made on the revised premises from the date of split on the basis of the revised new/current rateable values
 - c. Where premises are merged the BID Levy should be charged at the appropriate % of the revised properties new/current valuation
 - d. Any change of use or ownership (or the creation of a new business within the BID boundary) will be liable to the levy rate current at the time of the change.
 - e. Adjustments will be made for changes in occupation and if a property is deleted from the rating list and revised bills issued provided that the amount due on charge or refund is £10 or more. The charge or refund amount will be calculated pro rata between the date of the change in occupation and the date of the financial year end.
 - f. No amendments will be made to the rateable value of any property in the BID area as a result of any general or property specific re-valuation other than for the criteria listed above whether or not it is applied retrospectively to a point in time prior to the 19th September 2019.
12. No other relief will be given to any class of non-domestic ratepayer and there is no distinction made between occupied or unoccupied hereditaments, both occupancy status attracting the full BID levy, unless it is a hereditament: -
- a. whose owner is prohibited by law from occupying it or allowing it to be occupied;
 - b. which is kept vacant by reason of action taken by or on behalf of the Crown or any local or public authority with a view to prohibiting the occupation of the hereditament or to acquiring it;
 - c. which is included in the Schedule of monuments compiled under section 1 of the Ancient Monuments and Archaeological Areas Act 1979(b);
 - d. where, in respect of the owner's estate, there subsists a bankruptcy order within the meaning of section 381(2) of the Insolvency Act 1986(c);
 - e. whose owner is entitled to possession of the hereditament in his capacity as trustee under a deed of arrangement to which the Deeds of Arrangement Act 1914(d) applies;
 - f. whose owner is a company which is subject to a winding-up order made under the Insolvency Act 1986 or which is being wound up voluntarily under that Act;
 - g. whose owner is a company in administration within the meaning of paragraph 1 of Schedule B1 to the Insolvency Act 1986 or is subject to an administration order made under the former administration provisions within the meaning of article 3 of the Enterprise Act 2002 (Commencement No. 4 and Transitional Provisions and Savings) Order 2003(e);
 - h. whose owner is entitled to possession of the hereditament in his capacity as liquidator by virtue of an order made under section 112 or section 145 of the Insolvency Act 1986.
- in which case the hereditament will be exempt.
13. Where the property is occupied by a charity or a Community Amateur Sports club, and is wholly or mainly used for the charitable purposes of the charity (or of that and other charities), or for the purposes of the club (or of that and other clubs), the charity (either registered or of charitable status) or the registered Community Amateur Sports Club will not pay a levy and will not be permitted to vote in the ballot.
14. For clarity a hereditament which is the subject of a building preservation notice within the meaning of the Planning (Listed Buildings and Conservation Areas) Act 1990(a) or is included

in a list compiled under section 1 of that Act will be subject to levy unless its use is covered by any of the other exemptions listed in this Section 13.

15. The levy will be due from businesses or individuals who are liable to pay business rates, from any hereditaments on any roads which have not yet been constructed or named at the time of the ballot and any new hereditaments built or created within the shaded area of the map shown in Section 6 in this Proposal and Business Plan which fall within the levy criteria of Section 13, from the 19th September 2019 at any time during the life of the BID but which are not specifically identified on the map in Section 6, with effect from the date at which their rateable value takes effect.
16. The BID levy contribution will not be reassessed if the rateable value is amended after the end of the BID. Altered properties entered into the Rating List will become liable for the levy and will be charged pro-rata for the remainder of the billing year at the appropriate % and at the new rateable value.
17. Businesses with a rateable value of less than £12,001 or more than £10 million will be exempt from the levy and will not be permitted to vote in the ballot. Any business with an R.V which falls below or above these thresholds will be encouraged to enter into a voluntary arrangement direct with the BID Company so that they can benefit from the full range of services provided by the BID.
18. Places of religious worship will be exempt from the levy for that hereditament and will not be permitted to vote for this hereditament in the ballot. No other discounts or reductions shall apply.
19. Subject to this criteria stated above and within the BID boundary as defined in this document, the BID levy is a statutorily compulsory payment regardless of whether the business exercised its vote or voted against the BID.

14 Risk analysis

The responsibilities of the Bracknell BID Company

The Bracknell BID company will be a legal entity and a significant business in its own right. It will not only have all the attendant risks and responsibilities that go with this but also, subject to the vote in favour of the BID, will have a mandate from the businesses in the area to deliver the BID Business Plan. This is a significant responsibility which has an influence over the commercial viability of the Bracknell Southern and Western commercial areas as a key employment hub and home to companies in IT, electronics, communications, logistics, manufacturing, business services, retail and other sectors and their staff who rely upon Bracknell for their living.

It is important therefore, to articulate some of the external and internal issues that have a direct bearing on the ability of the Company to trade successfully, as well as highlight the consequences of not adopting the principles of the BID and the benefits that accrue from the delivery of the plan.

BIDs have been proving their worth and commercial value across the UK over the last fifteen years as effective mechanisms to improve trading environments for all sorts and types of businesses. Where BIDs have reached the end of their first term the majority have seen even greater votes in favour and larger turn-outs than the first time of voting. They are seen as providing businesses with very effective returns on investment. Many are in towns and cities but there are some in industrial estates and most notably Manor Royal, Gatwick which has 500 businesses employing over 30,000 people, gaining BID status in April 2013 and renewed through ballot in 2018. Brackmills Industrial Estate BID in Northampton is another significant industrial / commercial BID which entered its third term this June after a ballot of 90% vote in favour by value and number.

Complacency

Bracknell Southern and Western Areas were first developed as key employment zones in the 1970's and through the 1980's and 90's became home to key IT companies such as Hewitt Packard, Dell and Fujitsu as well as a hosting a wide range of other businesses including trade counters, gymns, bathroom and kitchen showrooms etc.

However, we all know that the world is continually changing and presenting new challenges and the conditions which encouraged businesses to establish here in the first place cannot be taken for granted. New challenges are emerging such as: residential homes taking the place of vacant office space in the centre of commercial areas creating the potential for tensions between businesses and residents' differing needs, the desire for larger organisations to be in locations where their employees can interact with other people from other businesses in an exciting and dynamic city centre environment.

The success of Bracknell is fundamental to the future performance of the Bracknell's local economy. Its location and transport access provide significant potential for the future. However, continuous changes in IT and working practices and consumer lifestyles affecting distribution, the pressure on surrounding road network, coupled with external challenges of economic uncertainty from Brexit and a limited local labour force means future success is not guaranteed.

The scale of Bracknell is such that to prevent it from falling behind in meeting the operating requirements of the businesses based here, it will require a commitment from all in the area to work together, through the BID, to ensure that the southern and western areas continue to operate efficiently and effectively and as the place where the best companies and people choose to be.

Working with key partners

In order to deliver exceptional value for money within the framework of the aims and objectives of the plan, the BID will work closely with other key stakeholders such as property owners, developers, the Bracknell Forest Council, the Thames Valley and Berkshire Local Enterprise Partnership, the Economic and Skills Development Partnership and the Police. It will seek, wherever possible to influence and shape larger projects to the benefit of its own aims while supporting others to achieve their own objectives. In working with others, the over-riding principle of the BID should not be compromised i.e. that the BID is providing services and benefits additional to those which would have happened if the BID had not been in existence.

Sustainable mechanism for the development of Bracknell

The BID is a unique mechanism which combines solid business support with a compulsory payment scheme which creates benefit for all on an equitable basis. It also guarantees sustainability through constant cash flow to deliver the projects and priorities identified by the businesses. It provides a solid platform for the BID Company to control costs, plan over the longer term and rise to the expectations of its stakeholders.

A contingency is contained within each of the project areas, meaning, that should the income from the additional voluntary contributions fall short of those budgeted for any period, costs can be adjusted accordingly. Certainly, money will not be spent that is not to hand or guaranteed to be available.

In the unlikely event that circumstances beyond the control of the BID Company mean that it fails to bring about the benefits envisaged, the business electorate will have the final say. At the end of the five years, if no discernible difference is detected then a vote against renewal can simply “switch off” the BID and with it all business contributions.

There is no plan to rely upon bank or financial support or loans which cannot be serviced or fully re-paid beyond the five years term of the BID, so there is no prospect of financial insecurity. In any event, the Company will produce regular management accounts and financial forecasts for information of the Board, nominated by the levy payers. Appointed auditors will produce end-of-year accounts, made available to all contributors and the local authority and these will be filed at Companies House in the normal way. The regular meeting with Billing Authority related to the Operating Agreement will allow the Authority to monitor the fiscal probity of the BID Company and fulfill the obligations that the BID legislation places on it to ensure the BID Company trades in a legitimate fashion and remains solvent.

The Company will be VAT registered so that the tax can be reclaimed on expenditure. It will also apply for mutual trading status meaning that it would be exempt from Corporation Tax liability on any levy or grant funding income.

15 Final thoughts

“A Business Improvement District provides us with collective business voice which not only enables us to deliver the projects within the BID Budget but to influence and shape the delivery of larger more strategic initiatives such as use of land around us and highways infrastructure.

The way in which we work is changing rapidly. We need to ensure that Bracknell is not simply an effective and efficient operating environment but projects the high qualities and standards of the businesses based here. As a collective entity of businesses in Bracknell we have an opportunity to play a significant role in the economic health and development of Bracknell over the next five years and beyond.

What was once an area attracting the best businesses in the world has seen some of these businesses re-structure or leave the area completely in search of locations which provide a more suitable operating base. At a time of great economic uncertainty, a BID provides us with an opportunity to come together and tackle issues which are important to us and impact upon our ability to attract and retain the talented people we need to operate here effectively.

This plan delivers a clear direction for this exciting new era. I urge you to get involved and work together for the future of Bracknell and our businesses by voting YES in the ballot in October.”

Maria Sabey - Head of UK&I Property, Fujitsu
Chair of the Bracknell Investment Group

Appendices

Appendix 1 – Definitions

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

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

- “the 1988 Act” means the Local Government Finance Act 1988
- “BID” means Business Improvement District
- “BID ballot” means a ballot under section 49(1) of the Local Government Act, 2003
- “BID body” or “BID Company” means, the body (whether corporate or not corporate) responsible for the implementation of the arrangements: in this instance the Bracknell BID Company is Bracknell Industrial Estate Ltd.
- “BID proposer” means a person who draws up BID proposals.
- “Billing Authority” means the Billing Authority as defined in Part 1 Section 1 of the Local Government Finance Act 1992 meaning the Common Council of the town or city as defined by Part XII Section 270 of the Local Government Act 1972.
- “commencement date” subject to regulation 9(12) of the Business Improvement Districts (England) Regulations 2004, means the day, pursuant to section 53 of the 2003 Act, the BID arrangements are to come into force.
- “hereditament” means anything which is or is treated as being a hereditament by virtue of the provisions of or any provisions made under section 64 of the 1988 Act including any hereditament to which regulation 6 of the Non-Domestic Rating (Miscellaneous Provisions) Regulations 1989 applies but otherwise excluding any hereditament to which regulations made under section 64(3)(b) of the 1988 Act apply
- “renewal ballot” means a ballot under section 54(2) of the 2003 Act

Appendix 2 – Streets/Roads included in the BID area

Roads (Listed Alphabetically)	Limits to road/street if any
Arlington Square	None
Cain Road	None
Cookham Road	None
Doncastle Road	None
Downmill Road	None
Downshire Way	Between the Wokingham Rd B3408 and the Twin Bridges Roundabout A322
Easthampstead Road	None
Ellesfield Avenue	None
Kiln Lane	None
Longshot Lane	None
Lovelace Road	None
Milbanke Way	None
Oldbury	None
Peacock Lane	Small section, on the Southern side of the road from junction with Lovelace Rd up to the border of 'Tarman's Copse'
Skimped Hill Lane	North Western side of the road only
Turnpike Road	Southern side of the road between a point west of Challis Place to a point level with Tippitts Mead to the north.
Western Road	None
Willoughby Road	None
Wokingham Road	Southern side of the road only, not including area between Milbanke Way and the eastern boundary of the last hereditament on the junction of Wokingham Rd and Western Rd

The BID area includes any roads yet to be constructed and named and any new development sites created within the shaded area of the map shown in Section 6 and all of the smaller business areas and parks located off these roads that are located within the boundary of the defined BID area, even if they are not listed above.

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Further information

For more information about the BID or to discuss any aspect of this business plan please contact the Bracknell Investment Group team by email: enquiries@bracknellbid.co.uk or for more information visit: www.bracknellbid.co.uk or contact Ian Ferguson at the pfbb UK office on Tel: 01332 419051



**Bracknell
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