



**HEREFORDSHIRE COUNTY**  
Business Improvement District



**Business Plan**  
**2022-2027**

**Attracting Visitors**  
**Elevating Service**  
**Stimulating Prosperity**

## CONTENTS

Introduction	3
Working Together	4
Our Vision	5
In Summary	6
Business Improvements Districts Explained?	7
What Will The BID Do For You	8
Listening To You	10
Projects & Finance Summary	13
Project Areas	14
The BID Area	18
The BID Levy	20
BID Budget Forecast	22
BID Governance & Management	23
BID Levy Rules & Ballot	24
Measuring Performance	26
Why Vote YES?	27
Get In Touch	28

‘Off the beaten track, under the radar, a hidden gem... call it what you will, the chances are you haven’t yet stumbled upon Herefordshire’.

**The Herefordshire County Business Improvement District (BID) is a specific geographic area, where retail, tourism and hospitality businesses can decide to come together for a five year term to invest in agreed projects and services to improve the local economy and the business environment.**

# INTRODUCTION

Herefordshire is a unique and vibrant destination. For me it is indeed a hidden gem and it is exciting to think of the potential of working together as owners of shops, hotels, cafes, restaurants, B&Bs and visitor attractions to embark on new projects and initiatives to help boost our place and economy.

It is also worth noting early on that when we talk about visitors, it is in the widest sense from local residents who use our towns and villages regularly for shopping and the county for exploring and leisure to those that come from further afield for day visits, weekend breaks or longer. This may be for pleasure or business.

We must nurture this reputation to ensure that it remains one where our towns and villages, the public realm, our natural assets, attractions and offer are not only some of the best in the UK, but the experience of being here is truly inimitable.

In an increasingly competitive world, this relies on bold and intelligent thinking, finding new ways of tackling issues and coming up with exciting and agile plans to refresh and invigorate. Our plans must be achievable and demonstrate value but this does not mean they should do so at the expense of inspiration and innovation.

Whilst the pandemic has provided unprecedented challenges, for retail and hospitality in particular, it also perhaps, presents us with a once in a generation opportunity to capitalise positively on the retreat of high street names as well as changing consumer and visitor habits, namely a greater appreciation of local places to shop, socialise and visit.

This is a timely opportunity to support the growth of the visitor economy, with a wide range of national media having identified Herefordshire as a top 10 staycation destination. The market towns across Herefordshire are also critical to the local economy, both in terms of their offer to visitors but also to local residents. A county wide BID will provide a

route to supporting the visitor economy and the wider retail sectors in all of the market towns and across the rural areas.

A number of groups have been working diligently over the last couple of years to support and develop partnerships and projects. As a result we have seen unprecedented levels of investment coming in. To name some:

- 
- Over £20m from the Stronger Towns Fund for Hereford City
  - Over £3m for Leominster Heritage Action Zone
  - Over £0.7m for the Visitor Economy Group
  - Market Towns Investment Plans
  - The Herefordshire Cultural Strategy
- 

Your BID levy will raise over £2m over 5 years to deliver the projects that you, the businesses have told us you want. Your commitment will allow us to raise even more.

This Business Plan is designed to develop and deliver the vision we all share for a modern, vibrant, connected and high quality location able to meet the challenges and benefit from the undoubted opportunities that lie ahead. Your support for this process will help continue to evolve our plans and will amplify what we can achieve, the quality of what we offer and the awareness we desire. It is time to confidently take centre stage.

The ballot will take place between 02 November and 30 November 2021 and we ask that you vote YES to help us position Herefordshire as a unique and aspirational destination to visit and live - supporting essential tourism and local business.

**Vote “YES” for the Herefordshire County BID!**



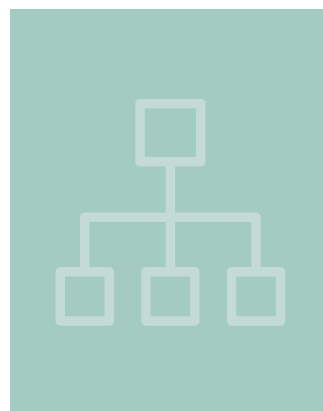
**Joe Evans**

*Chair, Herefordshire County BID & Owner of Crumplebury/Green Cow Kitchens*



## WORKING TOGETHER TO GROW HEREFORDSHIRE'S VISITOR ECONOMY

Building on the excellent work of the Visitor Economy Group which began in response to the pandemic, a Herefordshire County BID will allow us to continue to support the county's recovery in a proactive and sustainable way. Alongside letting people know about our undoubted natural assets, we will work with partners in our fantastic market towns and the existing Hereford City BID to present a united approach in developing a stronger economy for all.



### ATTRACTING VISITORS

**Through intelligent, high impact and stand out marketing & promotions**

### ELEVATING SERVICE

**By guiding visitors to our unique assets & maintaining the highest quality standards**

### STIMULATING PROSPERITY

**By expanding our sphere of influence and leadership**



Herefordshire has a fantastic tourism, food and drink, and independent retail offer. We're able to compete with the best-known destinations in the UK - but the feedback we receive is that we are a largely unknown 'hidden gem'. Over the last 12 months, visitor economy businesses and the council have worked together to proactively promote the county for the first time in circa 10 years, reaching millions of people and attracting new visitors and spend to Herefordshire. This demonstrates what we can achieve when we all work together. The Herefordshire County Business Improvement District is a great opportunity for us to continue to work together, alongside the existing Hereford City BID, to support the growth of tourism and independent retail over the next five years. By pooling our collective resources through a business-led approach, we can realise the truly great potential of our amazing county.

**Dr Ellie Chowns, Herefordshire Council, Cabinet Member for Environment and Economy**

## OUR VISION

*To develop Herefordshire as a high profile destination supporting all its natural assets with high quality accommodation, attractions, retail, dining and entertainment experiences. A unique, integrated and diverse offer which leaves visitors enriched and yearning for more.*

### **Communicate**

Attracting visitors and spend by promoting Herefordshire through intelligent and stand out marketing and building high impact and segmented campaigns with our partners to elevate our profile regionally and beyond.

### **Connect**

Providing unforgettable experiences by ensuring all touch points, from initial welcome to guiding visitors to our unique assets, maintain the highest quality standards. This extends to our fabulous attractions, market towns, outdoors spaces and wonderful providers, all of which will represent Herefordshire and impress with exceptional customer service.

### **Collaborate**

Act as a powerful advocate by expanding our sphere of leadership and influence to realise shared ambitions, ensuring we are a compelling force, raising standards and affecting change, challenging the status quo and moving the agenda forward.



**1 COUNTY, 5 MARKET TOWNS**

**4,000** JOBS SUPPORTED BY VISITOR ECONOMY

**£500M**



IMPACT ON LOCAL ECONOMY (20%)

**OVER 500** BUSINESSES IN THE BID

**OVER £2M** IN INVESTMENT FROM THE BID

**6M** VISITORS A YEAR

**OVER £25M**

**INVESTMENT INTO OUR INFRASTRUCTURE & OFFER**

Source: Visitor Impact Data from STEAM

# BUSINESS IMPROVEMENT DISTRICTS EXPLAINED?

## What is a BID?

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

## How does an area become a BID?

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

## Who is developing the Herefordshire County BID and how is it managed?

The Herefordshire County BID Task Group was formed in January 2021, consisting of a range of businesses and key stakeholders that cover the BID area geographically and sector wise. Once a BID is voted in, normally a private not for profit company is formed with members and directors from you, the businesses. Simply, BIDs are developed, controlled and managed by businesses. The BID will always welcome the involvement of more businesses, and should you wish to work with us, please do get in touch.

## How is a BID monitored?

Like any good business plan, specific key performance indicators (KPIs) are set and are monitored. The BID Company is accountable to the businesses that pay the BID Levy, and will be required to inform and communicate with its members on progress.

## Does this mean local government will stop delivering or reducing services?

No. BID money can only be used to carry out projects/services ADDITIONAL to those that public services have to provide. Prior to the BID business plan being produced, the current services being delivered by all public agencies are set out in Baseline Statements. These are available upon request. Herefordshire Council will actually be making a substantial contribution as a BID Levy Payer as well.

## Do BIDs actually work?

Yes. BIDs have been around since the 1970s, and have continued to grow in popularity because of the big benefits businesses see. There are now over 2000 BIDs around the world, including over 300 in the UK. BIDs have to be voted in again every 5 years and 9 out of 10 are renewed including our nearest ones in Hereford City and Shrewsbury who are in their second term.

## How will this BID work with the existing Hereford City BID?

Hereford City BID is an established BID having been renewed recently by businesses to carry on its work in the City Centre. The Herefordshire County BID is a much wider area drawing in tourism, hospitality and retail businesses from the other market towns. We will continue to work collaboratively with the Hereford City BID to provide a united offer and where appropriate work on joint projects. Existing Hereford City BID levy payers will not pay twice.



## WHAT WILL THE BID DO FOR YOU?

**We'll target the right audiences, at the right time with the right messages to stimulate visitor and shopper demand in Herefordshire.**

Herefordshire has a wealth of assets centred around its landscapes including quaint villages and market towns, the River Wye, its heritage, the outdoor lifestyle, farming and a burgeoning creative sector. These would be the envy and pride of many a place.

In 2021 the Visitor Economy Group with funding from The Marches LEP/Herefordshire Council started making good headway in addressing the lack of strategic support for the visitor economy, how destination activity is organised, under-resourcing and a tendency to fragment funds across a wide geography. This work has resulted in much better market positioning and in assisting the delivery of a consistent high-quality visitor offer.

The opportunity to increase visitor numbers (the Costwolds attract approximately 24m visitors compared to Herefordshire's 6m) and visitor spend (which is about 30% lower compared to the UK average) is there.

This business plan aims to continue and develop the work that has been started. In doing so it will build on the authenticity and uniqueness of the many small businesses, attractions, market towns and villages.



## SO WHAT BENEFITS CAN I EXPECT TO SEE? HERE ARE JUST SOME:



Continued development of the Visit Herefordshire website and social media platforms



Further development of the Visit Herefordshire brand



Active & engaging PR campaigns such as Apples for Autumn, Cider Circuits and Roast & Rambles



Development of distinct promotional campaigns to highlight the range and quality of speciality independent businesses and areas – both collectively and individually



Develop or support a Loyalty/Gift/Reward programme to encourage local residents and employees to visit businesses



Develop a powerful connected business community voice representing your views alongside those of the big corporates and other key stakeholders



Influence on creating a better-quality, more appealing and vibrant environment for your business, clients and staff both during the day and into the evening



A focus on encouraging and incubating uniquely Herefordshire businesses particularly from the creative & technology sectors



Access to specialist training and networking



Access to data and intelligence to be able to plan



Reduced business costs and improved return through preferred supplier programmes and other initiatives



# WHAT HAVE OTHER BIDS DONE?

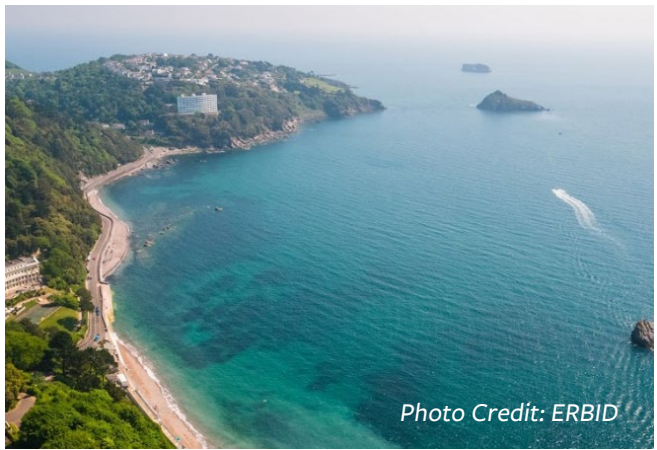


Photo Credit: ERBID

## The English Riviera BID in its first 5 years saw:

- Overnight stays increased by 5%
- Spend increased by 6%
- Average length of stay increased to four nights



Photo Credit: ERBID

## The Isle of Wight BID in its first 5 years saw:

- £17.5m of press and media coverage
- First time visitors increased by 6%
- Over £300,000 in additional income raised



Photo Credit: Isle of Wight BID



Photo Credit: Isle of Wight BID



Photo Credit: Salisbury BID

## The Salisbury BID in its first 5 years saw:

- The installation of 7 map totems to help visitors navigate more easily
- Provided a contract free, environmentally friendly waste collection service for BID members
- Invested over £50,000 in dressing buildings, street furniture and floral displays

**VOTE YES TO INCREASE VISITORS**

**VOTE YES TO INCREASE SPEND AND DWELL TIME**

**VOTE YES TO PROMOTE HEREFORDSHIRE AS A DISTINCT DESTINATION**

## October 2019

BID Feasibility Study completed including engagement with key businesses and stakeholders.

## March 2020

UK hit by the Coronavirus Pandemic and subsequently the country goes into lockdown. BID process suspended and numerous business and financial support measures put in place.

## November 2020

BID process restarts

## February 2021

Herefordshire County BID Task Group formed, composed of business representatives from key sectors and market towns as well as public agencies and key stakeholders

## March to July 2021

Business engagement and consultation commenced which included:

**Creation of website for information**

**Distribution of two BID newsletters to all eligible businesses**

**Survey sent out to all eligible businesses**

**Over 400 one-to-one engagement with businesses**

**Three business workshops held**

**Consultation with Herefordshire Council and all Market Towns**

**Consultation with Hereford City BID**

**Consultation with Visitor Economy Group**

## August 2021

Herefordshire County BID Task Group Business Planning Day to bring together above consultation and produce draft business plan.

## September 2021

Full Business Plan consultation

## October 2021

Final Business Plan & Ballot Campaign




## LISTENING TO YOU

It is important when developing the new business plan that we listen to what our businesses and stakeholders have to say. It is even more acute when we have been through times of great challenge and upheaval, but also one which provides opportunity. We have spent time engaging with businesses over the last few months and listened to your thoughts. In addition to our newsletters and website, we have undertaken specific consultation and engagement with regards to the Business Plan. The information has been collected through a number of channels.

Over 65% of small businesses are interested in working together to reduce costs by centrally procuring trade waste management, recycling, payment systems & broadband





**Over 80% want better business advocacy on issues such as transport and mobile connectivity**

**90% of businesses want better marketing of Herefordshire**



**Over 50% want more 'green tourism' Greening, dressing buildings, dealing with vacant premises, supporting local events were the key requirements from public agencies and tourism bodies**



**Over 70% of businesses want specific area or sector based marketing**



**Over 60% of businesses want improved signage and wayfinding**



**WHAT'S NEXT?**

Businesses within the BID area will receive a ballot paper by post. The vote to establish a BID for Herefordshire County will then formally open. From this date businesses can complete and return their ballot papers to Civica Election Services (CES), the independent agents acting on behalf of Herefordshire Council's Returning Officer. The following outlines the Ballot timetable:

---

**Ballot Notice - Sent on 19 October 2021**

**Despatch of Ballot Papers – 02 November 2021**

**Close of Postal Ballot – 30 November 2021**

**Formal Declaration of Ballot Result – 01 December 2021**

---



Photo Credit: Rob Scamp

## THE WORK THAT THE VISITOR ECONOMY GROUP HAS BEEN DOING THIS LAST YEAR HAS ALREADY YIELDED RESULTS.

**WE WANT TO CONTINUE BUILDING ON IT.**

- Launch of the Visit Herefordshire brand in early 2020
- Development of the Visit Herefordshire website in March 2021
- The website has attracted over 100,000 unique visits
- Over 450 providers featured on the website
- Over 3000 walk & cycle routes downloaded from the website
- A PR and marketing plan that has generated over £1m of press and media coverage
- Social media platforms with a reach of over 8m
- Herefordshire's very first TV ad with a reach of over 1.6m people



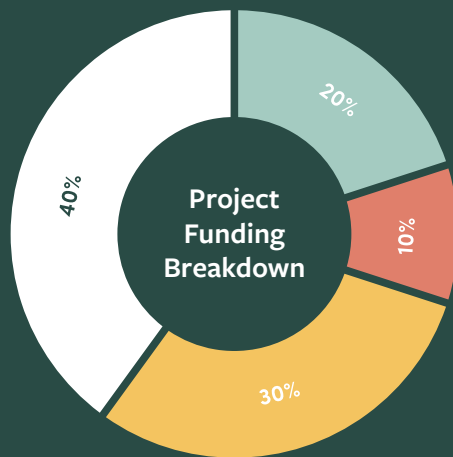
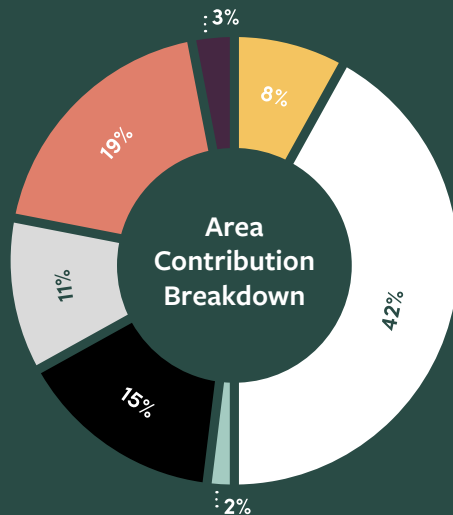
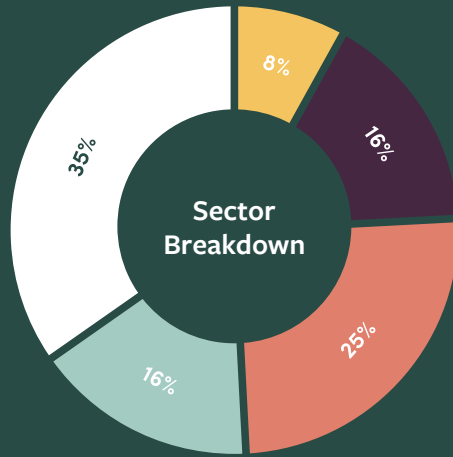
**WITHOUT THE  
HEREFORDSHIRE  
COUNTY BID, MUCH  
OF THIS GREAT WORK  
WILL HAVE TO CEASE**

# PROJECT AND FINANCE SUMMARY

Herefordshire County BID will facilitate the development and implementation of county wide projects and services that businesses want to see take place in partnership with organisations and businesses in Herefordshire.

The consultation has also clearly indicated that a very important part of our offer, the market towns, also want to have specific support. We will also be developing sector specific campaigns.

The following pie charts give an illustration of the funding breakdown and also the how much each market town contributes. Spending in broad terms will be 60% to county wide projects and 40% to area specific activities after overhead costs.



## 1. Sector Breakdown

- Independent Retail / 35%
- Food & Drink / 25%
- Accommodation / 16%
- Attractions & Leisure / 16%
- Other / 8%

## 2. Area Contribution Breakdown

- Hereford City / 42%  
*not including Hereford City BID*
- Ross on Wye / 19%
- Ledbury / 15%
- Leominster / 11%
- Other / 8%
- Bromyard / 3%
- Kington / 2%

## 3. Project Funding Breakdown

- Communicate / 40%
- Connect / 30%
- Collaborate / 10%
- Overheads / 20%



This Herefordshire destination BID finally gives us as a rural community of businesses the chance to work collectively in order to enhance and promote our beautiful area. The funding we can raise will ensure we can continue to thrive nationally through collaborative projects that improve our marketing ability, and even support the network of business infrastructure and hopefully in turn that will support the rural Herefordshire tourism, hospitality and retail sectors.

**Andy Link, The Riverside at Aymestrey -  
Marches Chefs**

## ATTRACTING VISITORS ELEVATING SERVICE STIMULATING PROSPERITY

### OUR PROJECT AREAS

Our mission is to ensure that the Herefordshire County BID is an informed, representative and change-making voice and resource for our businesses. We are committed to more effectively managing and promoting the county and its towns and securing our position not only as one of the best destination BIDs but industry leading in our ambition and delivery.

In line with this, we will direct our work into 3 main themes:

---

#### Communicate, Connect & Collaborate

---

These themes will build on work that has already been done by the Visitor Economy Group alongside other investment that we will see in the coming years. It is even more important that we have the financial and organisational ability as well as a powerful collective voice to develop and deliver our ambitious plans.



I support the Herefordshire County BID as we need to build on the existing work by the likes of the Visitor Economy Group and the Hereford City BID. It is important that we have a set up and funding that promotes our wonderful market towns and villages, amidst the beautiful countryside so that those across the UK can appreciate it.

**Caroline Green, Take 4 Gallery**



# COMMUNICATE

Projects that will communicate what makes our place great and showcase all that we have to offer. Our aim is to position our location locally, regionally and nationally, through intelligent, segmented and sophisticated marketing. A robust and sustainable response to ensure that we become one of the leading destinations in the UK, working with our partners to ensure a co-ordinated approach to attract visitors, spend and footfall.

Area & sector specific marketing campaigns

Continued investment in a high quality destination website

Development of social media platforms

Using technology to deliver real time visitor Information

[VISITHEREFORDSHIRE.CO.UK](http://VISITHEREFORDSHIRE.CO.UK)

Build on our new brand with high quality county wide marketing & PR campaigns

# CONN

Projects that produce tangible results on the ground to ensure that the experience had by our visitors and businesses is top class. The creation of a range of materials, events, services and facilities that will provide, in time, a high quality experience for those visiting. This could mean expanding our season/offer and/or support/upgrade existing, events and services where appropriate.



# ECT

Develop a wayfinding & signage programme for the county and towns

Develop a signature countywide BID event or support existing local events

The development and promotion of trails based around lifestyle activities such as walking and cycling

Develop better broadband and mobile connectivity

Look at tactical animation and pedestrianisation of the public realm in our towns

Lobby to improve footpaths in our rural areas





# COLLABORATE

Projects that show what Herefordshire County BID and our members can achieve. Informing, empowering and unifying to produce real results and instill change for the better. To be the leading business voice representing interests locally, regionally and nationally in order to shape policy, secure funding and investment, increase spend and visitors and develop the highest standards for operations and management.

---



Work collectively to develop eco-friendly tourism and sustainable business practices

Improvement & investment in shopfronts and other vacant/derelict properties

Development and/or support of a Gift/Reward/Tourism card to encourage loyalty and spend in our businesses

Work to diversify our market towns and villages by encouraging creative, cultural and technological entrepreneurs and investment

Sharing of data and intelligence in a timely and digestible manner to make sure you make the right decisions for you're your business and your place

High quality training and networking events to build the capacity of individuals and organisations

Acting as a powerful lobbying & advocacy to ensure wider economic and infrastructure issues and opportunities such as business taxation, roads & transport networks and major public and private sector investment work for business and our area

---

Reducing costs for small independent businesses through centralised procurement of services such as trade waste management, recycling, payment systems, energy and insurance



# THE BID AREA

Photo Credit: Rob Scamp



**NOTE:**  
Hereford City BID Levy payers will be exempt.

## The following sectors will be part of the Herefordshire County BID

- Adventure Centre & Premises
- Airfield & Premises
- Amusement Park & Premises
- Aquatic Centre
- Auction Room & Premises
- Auction Rooms, Car Auction Site & Premises
- Ballet School
- Bank & Premises
- Betting Shop & Premises
- Bingo Hall & Premises
- Bowling Alley & Premises
- Bowling Club & Premises (Outdoor)
- Brewery & Premises
- Bus Station & Premises
- Cafe & Premises
- Camping Site & Premises
- Car Auction Site & Premises
- Car Park & Premises
- Car Sales & Premises
- Car Showroom & Premises
- Car Wash & Premises
- Caravan Park & Premises
- Climbing Centre & Premises
- Commercial Laundry & Premises
- Communication Station & Premises
- Concert Hall & Premises
- Conference Centre & Premises
- Distillery & Premises
- Equestrian Centre & Premises
- Equine Establishment & Premises
- Field Activity Centre
- Fish & Chip Shop
- Function Venue, Holiday Lets & Premises
- Gallery & Premises
- Gallops
- Game Bird Farm
- Garden Centre & Premises
- Go Kart Track & Premises
- Golf Course & Leisure Facilities
- Golf Course & Premises
- Golf Driving Range & Premises
- Guest House & Premises
- Gym & Premises
- Gym/Fitness Suite
- Gymnasium
- Gymnasium & Premises
- Hairdressing Salon & Premises
- Health & Beauty Salon
- Historic House & Premises
- Holiday Centre & Premises
- Horse Racecourse & Premises
- Hostel & Premises
- Hotel & Premises
- Internet Cafe
- Kennels, Stables & Premises
- Launderette & Premises
- Leisure Centre & Premises
- Library & Premises
- Livestock Market & Premises
- Micro Brewery & Premises
- Motorway Service Area & Premises
- Museum & Premises
- Night Club, Shop & Premises
- Outdoor Activity Centre
- Pavilion & Premises
- Petrol Filling Station & Premises
- Public House & Premises
- Public House Lodge & Premises
- Racing Stables
- Racing Stables & Premises
- Range
- Restaurant & Premises
- Riding School & Premises
- Rowing Club & Premises
- Self Catering Accommodation
- Self Catering Holiday Homes & Premises
- Self Catering Holiday Unit
- Self Catering Holiday Unit & Premises
- Shop & Premises
- Sports Centre & Premises
- Sports Ground & Premises
- Squash Club
- Stables & Premises
- Stud Farm & Premises
- Studio & Premises
- Swimming Pool & Premises
- Tennis Courts & Premises





A Destination BID for Herefordshire will provide focused, consistent, and highly relevant support for retail and tourism across the county. It is high time these two industries had an organisation that will fight for, and champion their members interests, helping put them firmly on the regional map with a programme of progressive initiatives. Together, so much more can and will be achieved for our businesses and Herefordshire, who only stand to benefit with greater visitor numbers and access to their clients.

As the CEO of the Hereford BID, and someone who has witnessed first-hand the benefits of a private sector organisation working with members and delivering meaningful projects, I support a Destination BID in the county and the wonderful vision that our local businesses deserve to see realised. If the Destination BID do not do this, who will?

**Mike Truelove, Hereford BID**

## THE BID LEVY

If there is a YES vote all eligible businesses will contribute to the themes and projects outlined.

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

The table below gives an example of what the BID levy could be for your business.

<b>Rateable Value</b>	<b>Maximum Annual Levy</b>	<b>Maximum Daily Equivalent Cost</b>
Below £12,000	Exempt	
£12,000	£260	£0.71
£15,000	£300	£0.82
£25,000	£500	£1.37
£50,000	£1,000	£2.74
£100,000	£2,000	£5.48
£250,000	£5,000	£13.70
£500,000+	£10,000	£27.40

### Voluntary Contributors

Businesses with a rateable value of under £12,000 will be formally exempt from paying the BID levy but can join voluntarily. A voluntary contribution will entitle a business to benefit from all the projects and services outlined in this business plan as well as full rights as a company member.



”

Having been involved with Herefordshire tourism and the wider economy over the last several years and particularly recently in my recent post as Chair of the Visitor Economy Group I see the success of this Destination BID as vital – we cannot leave a vacuum after the current funding runs out in March 2022. Building on the work that has created “Brand Herefordshire”, the new marketing assets and the success of the advertising, PR and digital media campaigns is just part of a wider successful campaign that will bring future prosperity to our beautiful county.

**Jo Hilditch, Managing Director, White Heron, Chair Visitor Economy and Herefordshire High Sheriff 2021**

# BID BUDGET FORECAST 2022 – 2027

The proposed budget for the new term is set out below.

	2022/23	2023/24	2024/25	2025/26	2026/27	Totals
<b>Income</b>						
BID Levy	£431,000	£431,000	£431,000	£431,000	£431,000	£2,155,000
Supporting Income*	£350,000	£80,000	£80,000	£80,000	£80,000	£670,000
<b>Total Income</b>	<b>£781,000</b>	<b>£511,000</b>	<b>£511,000</b>	<b>£511,000</b>	<b>£511,000</b>	<b>£2,825,000</b>

## Expenditure

Communicate	£476,500	£206,500	£206,500	£206,500	£206,500	£1,302,500
Connect	£150,000	£150,000	£150,000	£150,000	£150,000	£750,000
Collaborate	£50,000	£50,000	£50,000	£50,000	£50,000	£250,000
<b>Sub Total</b>	<b>£676,500</b>	<b>£406,500</b>	<b>£406,500</b>	<b>£406,500</b>	<b>£406,500</b>	<b>£2,302,500</b>

## Overheads

Staff	£80,000	£80,000	£80,000	£80,000	£80,000	£400,000
Office/IT	£10,000	£10,000	£10,000	£10,000	£10,000	£50,000
Insurance	£1,500	£1,500	£1,500	£1,500	£1,500	£7,500
Levy Collection Cost	£12,000	£12,000	£12,000	£12,000	£12,000	£60,000
Professional Fees	£1,000	£1,000	£1,000	£1,000	£1,000	£5,000
<b>Sub Total</b>	<b>£104,500</b>	<b>£104,500</b>	<b>£104,500</b>	<b>£104,500</b>	<b>£104,500</b>	<b>£522,500</b>

<b>Total Costs</b>	<b>£781,000</b>	<b>£511,000</b>	<b>£511,000</b>	<b>£511,000</b>	<b>£511,000</b>	<b>£2,825,000</b>
--------------------	-----------------	-----------------	-----------------	-----------------	-----------------	-------------------

## ADDITIONAL INCOME

BIDs across the UK on average generate 20% in additional income through their lifetime. The Herefordshire County BID will endeavour to raise additional income with a view to covering as much of the overhead cost as possible.

\*Herefordshire Council are providing £350,000 across 2021/22 and the start of 2022/23 through their COVID Recovery Plan.



The Ledberry are fully in support of the BID and the outcomes it can help to deliver. When we decided to set up our independent business in Ledbury it was because we recognised so much potential in both the town, and also in the wider Herefordshire region. We believe that by working together with other local businesses through the BID we will be a stronger force to achieve great outcomes and make our towns the best that they can be for locals and visitors alike.

**Dani Moyles, The Ledberry**

## We warmly invite you to come on board.

The Herefordshire County BID will be managed by a new, not for profit company limited by guarantee. All BID Levy payers and equivalent financial contributors are eligible to become members of the Company and consequently vote on Company matters and seek office.

Board Director positions are unpaid and voluntary and will endeavour to include a mix of all sectors/areas of business that operate within the BID area as well as the skills and experiences required for the proper functioning of the company.

### The key responsibilities for the Board will be to:

- Set policy and strategic priorities
- Develop and monitor project development and implementation
- Effective management of resources
- Monitoring performance
- Develop effective communication with businesses and stakeholders
- Act as a powerful lobbying and advocacy organisation for its members

*The Main Board will be supported by Thematic Working Groups as needed*

Board Directors will be known to all businesses. There will be regular updates via newsletters and e-bulletins. The annual reports and accounts will be produced at the end of each year and made available to members and stakeholders.

It will be a requirement that board members have all the necessary skills and knowledge to successfully drive the operational side of the BID. Levy funds will be strictly monitored by the board with all expenditure in line with this Business Plan.



## BID GOVERNANCE & MANAGEMENT

The BID will work in partnership with Herefordshire Council, Town & Parish Councils as well as Business and Tourism Groups, to harness the best from each organisation involved in the BID and make the most of their existing resources.

If successful at ballot the new term will commence on 01 January 2022. It will run for five years and then be required to seek renewal through a new ballot.



### The Board Structure

The Board of Directors will aim to have the skills and experience required to implement the business plan as well as representing the key geographical areas.



Retail x4



Food & Drink x2, Accommodation x2,  
Attractions & Leisure x2, Public Sector x2



Co-Opted x3

## BID LEVY RULES & BALLOT

- The BID Regulations of 2004, approved by the Government, sets out the legal framework within which BIDs have to operate, including the way in which the levy is charged and collected, and how the ballot is conducted.
- The term of the Herefordshire County BID will be for a period of five years commencing on 01 January 2022.
- The levy rate is fixed and will not be subject to variation by the annual rate of inflation.
- VAT will not be charged on the BID levy.
- The BID levy will be applied to all eligible business ratepayers within the defined area.
- The following exemptions to the BID Levy apply:
  - » Those with a rateable value of less than £12,000
  - » Retail businesses with a rateable value greater than £100,000
  - » Businesses whose primary function does not fall into the categories identified on Page 21
  - » Non-retail charities with no paid staff, trading income, arm or facilities and entirely voluntary or subscription based organisations
- The levy will be a fixed rate of 2% based on the rateable value per hereditament as at 1st January each year using the most current Non-Domestic Ratings list. It will be updated for any changes in ratepayer appeals, additions, or removals.
- The BID levy will be paid by any new ratepayer occupying any existing hereditaments (a business rated property) within the BID area.
- New hereditaments will be charged from the point of occupation based on the rateable value at the time it enters the rating list, even though they did not vote on the initial proposal.
- If a business ratepayer occupies premises for less than one year, the amount of BID levy payable will be calculated on a daily basis.
- Empty properties, those undergoing refurbishment or being demolished will be liable for the BID levy via the registered business ratepayer with no void period.
- The BID levy will not be affected by the small business rate relief scheme, service charges paid to landlords, exemptions, relief or discounts prescribed in the Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989 made under the Local Government Finance Act 1988.
- Under the BID regulations 2004, Herefordshire Council is the only organisation that can collect the levy on behalf of the BID Company.
- The levy income will be kept in a separate ring-fenced account and transferred to the BID on an agreed basis.
- Collection and enforcement arrangements will be similar to those for the collection and enforcement of non-domestic business rates with the BID Company responsible for any debt write off. The BID area and the levy rate cannot be altered without a further ballot.
- The BID projects, costs and timescales can be altered subject to board approval providing the changes fall within the income and overall objectives of the BID.
- The levy rate or boundary area cannot be increased without a full alteration ballot. However, if the BID company wishes to decrease the levy rate during the period, it will do so through a consultation, which will, as a minimum, require it to write to all existing BID levy payers. If more than 25% object in writing, then this course of action will not proceed.
- The BID Board will meet at least six times a year. Every levy paying business will be eligible to be a member of the BID Company and vote at Annual General Meetings.
- The Board will produce a set of annual accounts available to all members.





The creation of Herefordshire Destination BID will ensure the long term viability of cohesive county wide destination marketing and development. The BID will enable us to continue the excellent work of the Visitor Economy Tourism Recovery Project which has launched a new tourism brand & visitor web site, developed new cycling and walking products, and raised the profile of the county in national press, and across social media channels.

The BID will be managed by the businesses who are contributing, enabling us as an industry to steer the future direction of development and marketing of the county. The BID will act as an industry voice and partner with the local authority.

**Kate Tudge, Marketing Manager,  
Oaker Wood Leisure**

### **BID Ballot**

All eligible businesses have the opportunity to vote.

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

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

A proxy vote is available, and details will be sent out by Returning Officer at Herefordshire Council

Ballot papers will be sent out to the appropriate organisation from 02 November 2021, to be returned no later than 5pm on 30 November 2021.

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

---

**More than 50% of businesses that vote must vote in favour.**

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

---



## MEASURING PERFORMANCE

Herefordshire County BID and its board will keep levy payers up to date on all the projects that the BID will implement over the 5 year term in a variety of ways. It will demonstrate that it is delivering against its objectives. The board will set the key performance indicators (KPIs) and criteria upon which to measure the BID's performance. Examples of the criteria the BID will use include:



**Footfall figures**



**Visitor numbers**



**Spend Figures**



**Rental levels**



**Car parking usage**



**New business activity**



**Annual surveys**



**Business feedback**



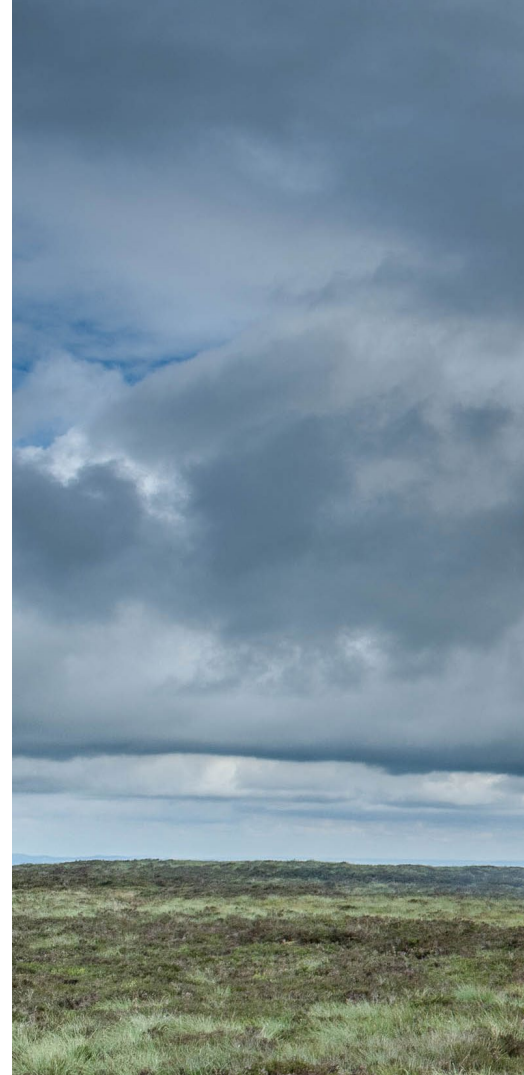
**Consumer feedback**



**Media coverage**



**Website/social media interactions**



I support the Destination BID as I believe we have an amazing county that with proper investment and harnessing of all its natural resources and talent can benefit our business and community. Working together for the greater good, we'll put Herefordshire on the map.

**Glenn Jones, Discover Parks**

Performance measurement will be carried out at regular intervals and the results will be reported back to levy payers through the following channels:

- 1. Annual meetings**
- 2. Group liaison forums and briefings**
- 3. Direct communications**

*for example: e-bulletins, newsletters and face-to-face meetings*



Photo Credit: Dan Salter



## WHY VOTE YES FOR A BID IN HEREFORDSHIRE?

The Herefordshire County BID presents an opportunity for businesses to move Herefordshire forward, to stop talking about what could be achieved and to start delivering a plan which is backed with funding. The plan is focused on the projects which you, the businesses, have asked to be prioritised and which will deliver a return on your investment.

Post COVID-19, the destination must respond to the economic impact by marketing Herefordshire and its towns and delivering a great experience for visitors. Implementing the Business Plan will assist this and with other investment make Herefordshire a great place to visit and do business.

Together we can embrace the opportunity for greater input, influence, control and self-determination, by providing a new energy and sustainable funding stream to make this happen.

# GET IN TOUCH

For further information, please contact us using the following details:

**Mo Aswat, Project Director**

**07789 792454**

**mo@themosaicpartnership.co.uk**



Visit our website:

**www.herefordshirecountybid.co.uk**