

Business
Plan
2014-19



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Our vision for Otley: Business coming together

Otley must adapt to the increasing changes in the way people live, work and spend.

We are delighted to be able to show you how a successful Business Improvement District (BID) in Otley will revitalise our town and its businesses. Our hope is that you will agree with us and vote 'Yes' later on Monday 11 November 2013.

The BID Committee is a team of volunteers drawn from Otley Town Partnership, Otley Chamber of Trade and local residents who all passionately believe that Otley has a lot to offer in terms of its history, its character, its people and its location.

The economic climate has become increasingly difficult for all our businesses whether they are customer facing or in the service sector, however, the old adage of 'strength in numbers' is very true. By joining together we can make a difference and we hope that when you have finished reading this document you will agree with us.

You will decide how more than £350,000 over the 5 year period of the BID will be spent. Otley BID Ltd will be run by a board of directors drawn from Otley businesses; people with the same business aspirations as you.

Join us and together we will make a difference – VOTE YES!

Rachelle Atkin
Rachelle Atkin

Tom Hatley
Tom Hatley

Peter Heald
Peter Heald

Steph Lee
Steph Lee

Simon Raybould
Simon Raybould

What is a BID?

A BID is a business-led initiative where local businesses are invited to come together, in partnership, to make decisions and take action to improve their trading environment.

Through consultation, a range of projects and services are agreed and these are then voted upon by all the businesses in the proposed area. It is important to note that this in no way affects services already in place and funded by local Government. Any funds raised by the BID are in addition to those services already in place.

How Will It Work?

The income required to deliver a 5 year programme of investments within Otley's BID area will be almost entirely drawn from the BID Levy. This is collected by Leeds City Council at the same time as your business rates. Schools, hospitals, emergency services and churches are all excluded from the BID Levy.

A 1% Levy will be charged to each business within the proposed Business Improvement District. For example: if your rateable value is £18,000 you will pay just £180 per year or £3.46 per week. That £3.46 per week will be contributing to a yearly BID income of over £70,000.

Who Decides?

YOU! If you have a business within the proposed BID area you will be invited to vote on whether or not to establish a Business Improvement District in Otley. The ballot will be held on Monday 11 November 2013 and, for the proposal to be approved, two tests must be met:

- More than 50% of those voting must vote YES.
- Those YES votes have to represent more than 50% of the total rateable value of all votes cast.

Who Will Manage the Funds?

Once a YES vote is secured the management and operation of the Otley BID will be undertaken by a company limited by guarantee – Otley BID Ltd. All businesses in the BID area will be eligible to join Otley BID Ltd and appoint its directors. The Otley BID board will completely control the funding and activities in the BID area.

Why are BID's successful?

So far in the UK there have been over 200 successful UK BID ballots. There have been only 33 unsuccessful ballots.

Market towns account for 29 BIDs in the UK of which 5 have already been renewed for a second term. The average number of businesses within UK market towns is 459 with 57% classed as independents and 43% as national chains.

BIDs succeed because they are focused, entrepreneurial and cost efficient – providing a fast and powerful response to business needs.

Increasingly BIDs are becoming a means to move ahead of other locations, and businesses and consumers are choosing BID towns over their competitors.



Jubilee clock in the market square

Successful BIDs have engaged with and listened to local businesses. This has led to a sense of ownership so when results are delivered everyone feels proud and benefits from the town's achievements. The town is drawn closer together and the doors are flung open to new visitors.

Ongoing reviews and communication is extremely important. Initiatives such as an Annual Business Survey will monitor and feedback the benefits to the town's BID stakeholders. An Annual Forum will invite all businesses to discuss results and share development ideas. Ultimately BIDs are successful because they deliver results for businesses, a better lifestyle for all and a vibrant town.

What's in it for Otley?

It is obvious that a BID would benefit retailers within the proposed area, however, it must be recognised that improving trading conditions will benefit all businesses.

Those in the service sector rely on a thriving economy and a prosperous hinterland. By encouraging favourable conditions in the town as a whole, the overall prosperity of the community will be enhanced.

The BID is, therefore, committed to delivering:

- An improved trading environment
- Savings on business running costs
- Increased profitability
- A better place to live, work and visit



Wharfemeadows Park



The Old Grammar School Gallery

Why should you vote YES?

The BID is a scheme whereby local businesses can collectively agree on the priorities for Otley and how to invest their money to benefit themselves, their staff, their customers and their town.

Otley has a lot to be proud of:

- Its history
- Its character
- Its people
- Its location

Otley has a number of undoubted assets as a community and as a place to live and work, but there is a growing realisation that additional investment is needed to help Otley move forward. Otley must adapt to the increasing changes in the way people live, work and spend. Online retailing and the difficult economic times are just two key factors.



Walkers on The Chevin

Today, the choice for Otley's businesses is stark. It is between:

- a) A reactive and piecemeal approach reliant on the goodwill of a handful of individual businesses, taking action on an ad-hoc basis as time and resources allow. Planned investments are almost entirely dependent upon the availability of increasingly scarce public resources; or
- b) A proactive and cohesive approach involving the whole business community, where collaboration brings with it the benefits of shared experience and common objectives. This pooling of resources brings the required economies of scale to have much more impact at a lower per capita cost.

What has been done so far?

Two years ago, Mary Portas published a report on towns and high streets, (Ref: www.maryportas.com December 2011). Her conclusions led to the Government offering help in the form of a £1 million competition to be shared amongst 10 winning applicants.

Otley entered the competition twice but were unsuccessful on both occasions. All the unsuccessful applications were awarded £10,000 in order to carry forward some of the ideas submitted in the failed application. It is that money that is funding our aspiration for Otley to become a BID town.

Since that time we have added to our already extensive research by chairing focus groups, circulating questionnaires and holding a large launch meeting. We also visited many of the 500+ businesses within the designated BID area.

We are actively looking for income from other sources such as grants and match funding to supplement the +£350,000 that a successful BID vote will deliver.

The work done on this BID application such as setting up our website, Facebook and Twitter accounts, as well as the design and print work for our stationery, has all been done by businesses within Otley.

It is our intention that on securing a winning vote, wherever possible, work will be undertaken by businesses in Otley; thus reinforcing the Otley Shop Local initiative.



Local carver, Shane Green's homage to the Wharfedale Press



“Both as MP and as a resident I know that Otley is a vibrant and unique town, full of energetic people, fizzing with ideas. The Otley BID would be a catalyst to harness and co-ordinate those energies, stimulating even more innovation and participation, bringing benefits not just to local businesses but to the whole community.”

Our thanks go to Greg Mulholland who's support has led to us receiving the £10,000 BID funding from central government.

Greg Mulholland

Greg Mulholland MP
Member of Parliament for Leeds North West

What do we want to achieve?

Feedback from our research at focus groups and through questionnaires distributed to 500+ businesses within the town, resulted in 3 main initiatives and 9 project suggestions.

The 3 main initiatives are:

- 01 Promotion
- 02 Pride
- 03 Professional

The 9 projects listed on the following 3 pages were voted the most popular and relevant to Otley. The budget has therefore been split across the 3 main headings, taking each project into consideration.

It is likely that during the 5 year period of the Business Plan, new opportunities and projects will come forward. It is for this reason that we have included a contingency fund of 5% allowing us some flexibility.

Promotion of Otley

01

This initiative is about marketing and promoting Otley as well as the businesses within the BID area.

The projects are:

01

A marketing and promotional strategy aimed at raising awareness both within and outside the town.

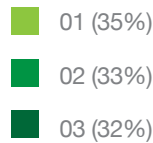
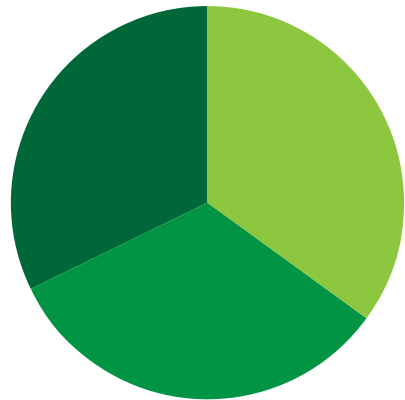
02

Support for new and existing events to increase footfall in the town.

03

Improve signage and tourist information by working with Leeds City Council, Otley Town Council and Otley Town Partnership.

Budget over 5 years
£131,000 (33%)



This initiative is about improving the overall appearance and accessibility of the town.

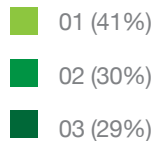
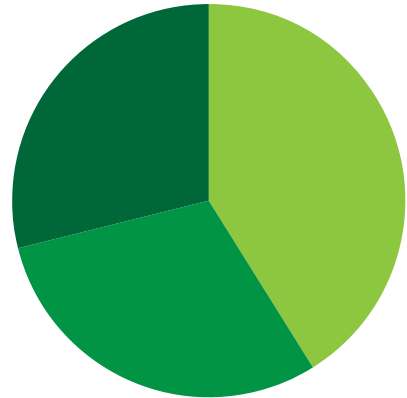
The projects are:

01
Improvements to Wharfemeadows Park and appearance of riverside amenities.

02
Support community led projects that generate pride in the town.

03
We will support local sport and leisure events.

Budget over 5 years
£125,000 (31%)



This initiative focuses on helping both new and existing businesses thrive within the town.

The projects are:

01

Lobby for improved transport links and communication.

02

A strategy to introduce collective deals in order to reduce business overheads within the BID area.

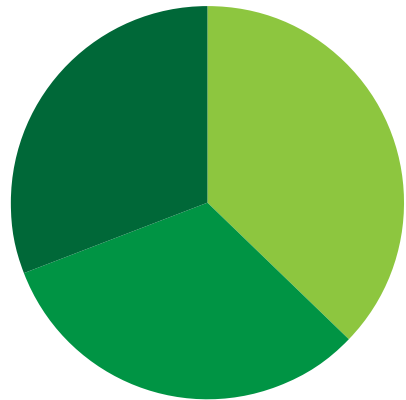
03

A comprehensive business directory that will encourage the trading of knowledge and services within Otley.

Budget over 5 years
£64,000 (16%)

Parking

Otley BID recognises the response we have had asking for improved parking. We have met with Otley Town Partnership who already have an on-going dialogue with Leeds City Council Highway Department and Otley Town Council. The BID will fully support any recommendations put forward to improve car parking facilities in the town.



- 01 (37%)
- 02 (32%)
- 03 (31%)

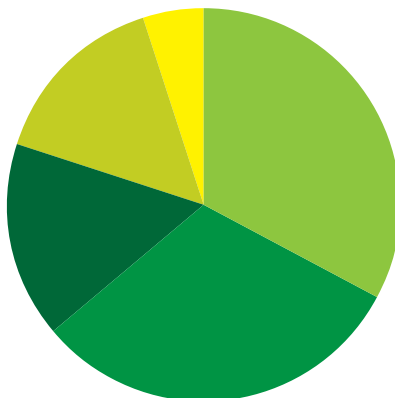
Budget 2014–2019

Otley BID Budget Forecast for 5 year term

Income	% of total expenditure	2014 (£)	2015 (£)	2016 (£)	2017 (£)	2018 (£)	Total (£)
BID Levy		70,000	70,000	70,000	70,000	70,000	350,000
Other income		10,000	10,000	10,000	10,000	10,000	50,000
		80,000	80,000	80,000	80,000	80,000	400,000
Expenditure							
Promote	33%	26,200	26,200	26,200	26,200	26,200	131,000
Pride	31%	25,000	25,000	25,000	25,000	25,000	125,000
Professional	16%	12,800	12,800	12,800	12,800	12,800	64,000
BID running costs	15%	12,000	12,000	12,000	12,000	12,000	60,000
Contingency	5%	4,000	4,000	4,000	4,000	4,000	20,000
		80,000	80,000	80,000	80,000	80,000	400,000

Total Expenditure

- Promotion (33%) ■
- Pride (31%) ■
- Professional (16%) ■
- BID running (15%) ■
- Contingency (5%) ■





“As a major business in Otley, Waitrose plays a key role in the community. We actively support initiatives that will benefit and make the town a better place for people to live and work. I’ve been impressed with the enthusiasm and commitment of the team behind the Otley BID. I wish them every success in gaining the support of the business community and delivering real actions that will positively improve our town. Otley is a great place and we are proud to be part of a thriving community.”

Peter Gibbs

Peter Gibbs
Branch Manager of Waitrose Otley

The Ballot

On Monday 11 November 2013 a confidential postal vote will be conducted on whether to introduce a BID to Otley. If the majority of eligible businesses and organisations support it, Otley BID Ltd will be established and will commence on 1 April 2014.

Legislation

The ballot process and this Business Plan are governed by the Business Improvement Districts (England) Regulations 2004. These Regulations cover all rules pertaining to a BID Application and can be viewed and downloaded in full from www.legislation.gov.uk/ukxi/2004/2443.

A secret ballot will commence on Monday 11 November 2013 and will be open for 28 days, inviting all businesses in the proposed BID area (who have a rateable value and that are liable to the Levy) to vote for or against the proposal. For the BID to go ahead, three voting 'hurdles' must be passed:

- More than 20% of the eligible businesses in the proposed BID area must vote.
- More than 50% of those voting must vote YES.
- Those YES votes have to represent more than 50% of the total rateable value of all votes cast.

If these conditions are fulfilled, payment of the Levy becomes mandatory for ALL eligible businesses regardless of how they voted (as the vote takes place on Monday 11 November 2013, the Rateable Values used for the aggregate calculation will be based on those in force at that time).



Who will manage the implementation?

Subject to a successful YES vote, Otley BID will be managed under the auspices of Otley BID Ltd, with its own ring-fenced accounts.

Membership of the board of directors will be open to nomination and election from all the businesses, organisations and individuals contributing to the BID Levy.

Post-ballot, the board of directors will be made up of between 6–12 members representing a cross section of the BID area and the businesses within it.

Every Levy paying business will be eligible to vote at Annual General Meetings on the activities of the Otley BID Ltd.

**‘Alone we can do
so little; together we
can do so much.’**

Helen Keller

Who's supporting the BID?

'Just Add Water is proud to be part of the Otley and West Yorkshire business community. Many of our 14 staff are Otley residents and we always try to use local businesses whenever we can. We look forward to seeing the benefit of this scheme, not just for the business, but for our families as well.'

Stewart Gilray
CEO of Just Add Water



'As a business owner, I'm looking forward to being able to have a direct input into decisions that will ensure a positive future for Otley.'

Catherine Bowhill
Owner of Cherished Cards & Gifts

'It is great to be part of a community where businesses no matter how small can have a say in how we spend the money in order to improve our town.'

Jenni Small
Owner of Jenni's Dresser



'Otley Courthouse has always seen part of its role as being a force to breathe life and revenue into the economy of Otley, and fully support the Otley BID as another way to make our town even more special than it is at the moment.'

David Robson
Chair of Otley Courthouse Arts and Resource Centre.
(Reg Charity)

'A BID in Otley can only benefit our town and its businesses. Working together, we are stronger than as individuals and can drive Otley forward for the better.'

Adam Hebbron
Owner of Heebies Cafe



'The BID provides a unique opportunity for the business community in Otley to pool financial resources and use them directly for the good of the town. I have no doubt that if the right projects are chosen, the people who run businesses in Otley, work in Otley or live in Otley will experience tangible benefits over the next five years.'

Tony Massarella
Director of Business Focus



'The Otley BID is a fantastic opportunity for Otley businesses to use our collective will and resources to take control of making our local economy a success.'

Rory McQuaid
Managing Director of The Ethical Jeweller



'I consider the proposed Otley BID to be an unmissable chance for the businesses of Otley to work together and enhance the image of the town, as a desirable destination for retail and tourism. In this current climate every possible opportunity must be seized upon and developed.'

Wayne Green
Landlord of Whitakers Public House

'I support the Otley BID because we must take collective responsibility to ensure Otley grows and thrives as a business community.'

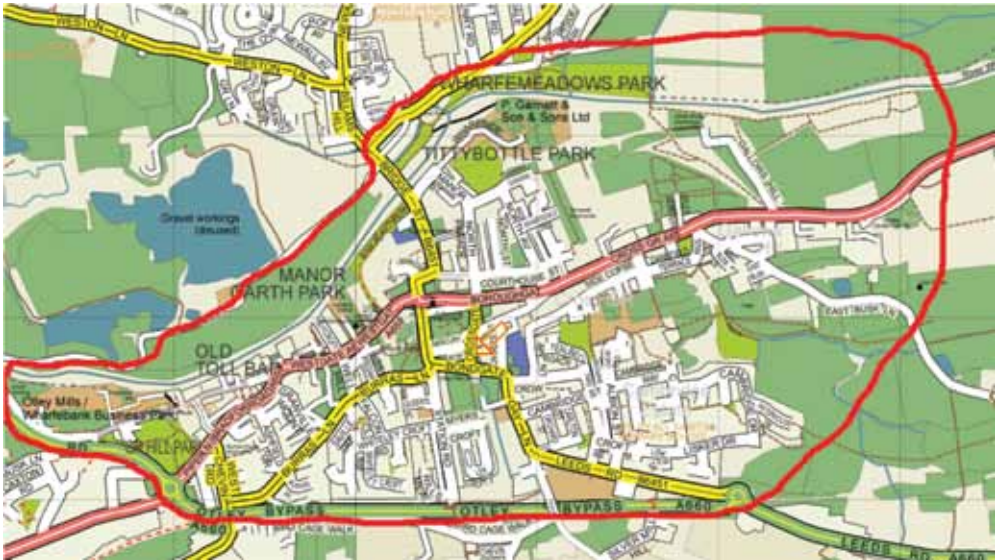
Chris Storah
Partner at Savage Crangle

'We strongly believe that one of the main strengths of Otley is the community, with local people and businesses working together to make it a thriving market town. Businesses pulling together in order to inject revenue back into the community can only serve to improve the, already impressive, 'togetherness' of the town.'

Mark Dunsmore
MARLA MNAEA
Waite & Co Estate Agents



Otley BID Boundary



Below are the postcodes included within the BID boundary:

LS21 1AA	LS21 1HB	LS21 3AE	LS21 3DZ
LS21 1AD	LS21 1HD	LS21 3AF	LS21 3HA
LS21 1AE	LS21 1HE	LS21 3AG	LS21 3HD
LS21 1AG	LS21 1HL	LS21 3AJ	LS21 3HE
LS21 1AH	LS21 1HN	LS21 3AL	LS21 3HJ
LS21 1AQ	LS21 1HQ	LS21 3AN	LS21 3HN
LS21 1AY	LS21 1JD	LS21 3AP	LS21 3HP
LS21 1AZ	LS21 1JE	LS21 3AQ	LS21 3HS
LS21 1BA	LS21 1JH	LS21 3AS	LS21 3HW
LS21 1BB	LS21 1QE	LS21 3AT	LS21 3HX
LS21 1BD	LS21 1QL	LS21 3AU	LS21 3JF
LS21 1BJ	LS21 1QX	LS21 3AY	LS21 3JJ
LS21 1BQ	LS21 1SB	LS21 3AZ	LS21 3JN
LS21 1BR	LS21 2AA	LS21 3BB	LS21 3JP
LS21 1BT	LS21 2AB	LS21 3BD	LS21 3JR
LS21 1BU	LS21 2JW	LS21 3BJ	LS21 3NX
LS21 1BW	LS21 3AA	LS21 3DR	LS21 3PB
LS21 1EG	LS21 3AB	LS21 3DS	
LS21 1EH	LS21 3AD	LS21 3DT	

Note 1: If your postcode is not listed but your business is based within the BID area, please contact us for clarification regarding your inclusion.

Note 2: Schools, hospitals, emergency services and churches are excluded from the BID Levy.

What happens now?

We are liaising, with Leeds City Council and Otley Town Council on areas of potential overlap of funding to secure the best possible deals for Otley.

We have notified the Secretary of State and Local Authority of our intention to hold a ballot.

Prior to the date of the ballot (Monday 11 November 2013) papers will be sent out directly to the Rateable Value payee.

28 days later the ballot closes.

Don't forget:

We will have a potential +£350,000 to spend in Otley over the 5 year term of the BID.



VOTE YES
**and help us take
Otley forward
into the future.**

The BID Team

The BID Team From left to right

Simon Raybould
Owner of Cambrig Computers
& Print Crew

Rachelle Atkin
Owner of The Dandelion
Consultancy and Otley
Victorian Fayre Committee
member

Tom Hatley
Financial Advisor at
Christopher Little & Co

Steph Lee
Director of Otley Town
Partnership & Chair of Otley
Victorian Fayre Committee

Peter Heald
Owner of Lunds Carpets
and Director of Otley Town
Partnership



The BID Champions

Brian King
Owner of Kirkgate Arcade

Jenni Small
Owner of Jenni's Dresser

Malcolm Walker
Walker Broadbent Associates Ltd.

Tony Grey
Landlord of The Junction Public
House

**Adam Hebron and
Sarah Rogers**
Owners of Heebies Café

Rory McQuaid
Owner of The Ethical Jeweller

Alan Sowden
Owner of Sowdens
Plumbers Merchants

Peter Jackson
Landlord of The Otley Tavern

Tony Massarella
Director Business Focus
and Systems Ltd

Paul Sykes
Business Owner & President of
Otley Chamber of Trade

If you would like to display your support for Otley, please contact us for a window sticker.

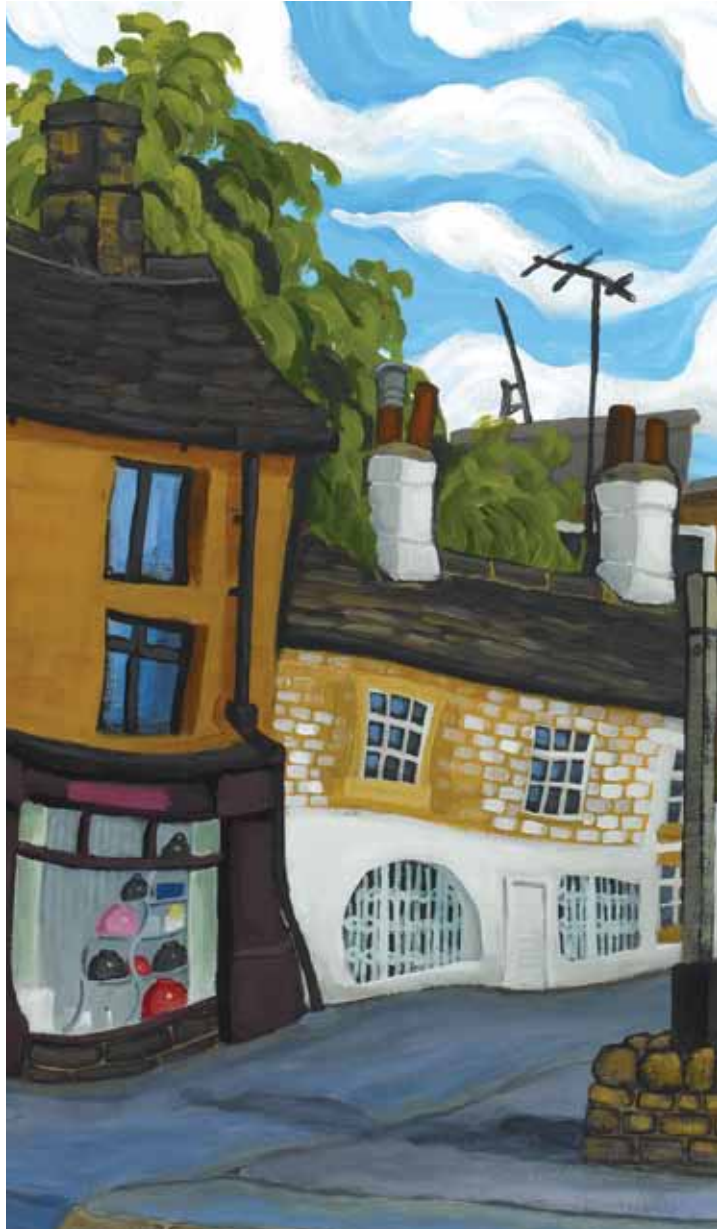




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of going to print.

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