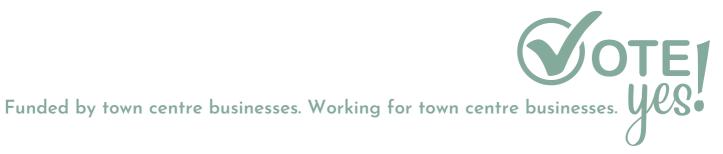


### **BID TERM 2 – RENEWAL PROPOSAL**



# **BUSINESS PLAN 2024 - 2029**



# MESSAGE FROM THE BID

Royal Tunbridge Wells Together (RTWT) was formed in 2019 after a yes vote from local businesses to create a Business Improvement District (BID) and has been a pivotal force in driving the economic growth and promotion of the town on behalf of its 640+ members.



Over the past five years we have invested a total of over £2.1 million serving you, our levy payers, including offering free training, services, resources, support for networking opportunities and information sharing. We also brought people to the town through extensive promotion, running events such as our Coronation Weekend and Big Reveal and providing crucial funding to most events, festivals and cultural venues. Finally, we invested in the safety and appearance of our great town by paying for security patrols, town centre CCTV, supporting The Safe Town Partnership, planters, artwork and decorative lighting including the Royal Tunbridge Wells (RTW) Christmas lights.

We worked hard representing business interests and supporting them to thrive. Whilst the recent unprecedented times restricted delivery of our original business plan, we are proud to have been **agile and responsive**, adapting our efforts and priorities as necessary to ensure we continued to put the needs of our business community at the forefront of all that we delivered.

Key to this period was the dramatic impact of Covid. RTWT re-orientated its plans entirely and took a **strategic lead, advising, championing and providing equipment and training** to help businesses respond to, and work through, lockdowns and re-openings.

Since the pandemic, a crucial focus has been on **placing RTW back in the spotlight**, reminding people of all the benefits of the town – heritage, hospitality, entertainment and shopping through our **Rediscover TW**, **TW Works**, **Love Local and Joy to the Wells campaigns**. Collaborating with our colleagues at Visit Kent and Tunbridge Wells Borough Council we have managed to widen the reach of our messaging to local and overseas tourists reminding them of the accessibility of the town (only 50 minutes from London) and to encourage them to spend time here.

If granted a second term, our vision is to build on this activity, and by capitalising on the economies of scale of working together, ensure that our **town and our business community** are supported to fulfil their potential.

Alex Green
Chief Executive - RTW Together

Alex Greig Chair - RTW Together Owner – Fuggles Beer Cafe

Sheen

# WITHOUT THE BID,

## ROYAL TUNBRIDGE WELLS WILL LOSE



Marketing campaigns attracting tourists in London, South East & overseas



Crucial Safe Town
Partnership &
CCTV Support



Quarterly RTW Guides



Events & Trails to promote Footfall



Grants for festivals & cultural venues



RTW Christmas lights



Advertising to tour operators, coach parties & tourists



Powerful & influential voice on behalf of all member businesses



Free training through the BID school



Hand-drawn Tunbridge Wells Maps



Graffiti removal & street enhancements



Security Patrols across town

# 2024 BALLOT TIMELINE



Formal notification of ballot

Your ballot slip will arrive 1 FEBRUARY



Closing date for votes 29 FEBRUARY

 $\searrow$ 

Outcome to be announced

1 MARCH

## THE STORY SO FAR



### What is a BID?

A BID is a Business Improvement District that enables coordinated investment in the management and marketing of a commercial area. Governed by legislation to ensure fairness and transparency, a BID is created for a five-year period following a successful ballot.

There are over 350 BIDs around the UK in towns, cities and industrial locations (including Maidstone and Canterbury). Many of these BIDs are into their 2nd, 3rd or even 4th terms and clearly demonstrate that BIDs are an effective model for delivering what businesses want and need in their location.

During a term, a BID aggregates payments from businesses proportionate to their rateable value into an investment fund. This fund is directed by local business owners and spent exclusively on improving the BID's catchment area, allowing for it's operational costs. It is important to note that these funds are for activities, interventions and services which are in addition to any existing arrangements delivered by local authorities.

BIDs are therefore both a means of generating focused investment in an area and an opportunity to directly represent the businesses who contribute towards their work. They rely on the consent of their contributors and are responsible to them.

## Who is RTW Together?

RTW Together (RTWT) is a Community Interest Company (CIC) and not-for-profit organisation that runs the Business Improvement District for Royal Tunbridge Wells (RTW). It is funded by and represents 640+ businesses in RTW town centre (within the defined BID area).

Based out of our office at 52 High Street (which has an open-door policy), its operations are led by the BID CEO. There is a board of voluntary Directors (comprised of business representatives who fairly represent both sectors and areas across the town centre) who oversee the work of the BID team.



Businesses within the BID footprint contribute an annual levy based on the rateable value of the premises, it costs less than £2 per day for 65% of our members. Independent from the council, the £2.1m subsequently invested has had only one goal: to support our RTW business community.

RTWT is committed to representing our 640+ members and **to continuing to offer cost-effective support and value for money**. Members have access to free training, conferences, services, resources, information as well as being able to rely on the BID to support them with cost-saving initiatives and to lobby on their behalf.

The BID promotes businesses and the town through extensive campaigns (local, regional, national and international), free town maps and guides and by running, supporting and paying for a year round programme of highly popular events. The BID also supports the enhancement of the town around our members through investments in safety and street-scene campaigns.

# ACHIEVEMENTS IN THE LAST 5 YEARS



**221,000** What's On Guides & town magazines distributed to residents and tourists



£180,906 supporting local events, festivals and markets to increase footfall to the town



Social media:

11k Followers750k Reach3m Impressions



650,000 reached via #supportlocal campaigns with 200+ businesses featured



Printed
12,000 handillustrated
town centre
maps



Over **25 million** reached through our 2023 "Visit TW Soon" campaign via double-decker bus wraps, London rail station ads and National radio



FREE Training provided by SEEDL with over **200** courses for all members since 2023



Christmas
Campaigns
including
217,000
printed Gift
Guides and
£275,000 spent
on lights



25 public realm projects including town lighting, planting, public art



TW Works campaign reaching businesses through web, LinkedIn, Advertising and editorial features



120+ crime prevention patrols, 10,000 anti-spiking kits, 100 personal alarms



543 bows and reusable wreaths have been distributed to levy members for Christmas



**COVID - 19** 

Over **120** FREE re-opening kits for members to use post-lockdown including 1500 posters, floor stickers and 4,000 masks & visors

2023 Free family trails - encouraging visitors to move around all areas of the town



The Big Reveal Window Trail

# CONSULTATION

## You spoke, we listened ....

At RTWT, one of our main priorities is to listen and gather feedback from our business members. Everything we deliver is directly for the benefit of you and your business and for the improvement of the town as a whole. It was therefore important for us to take time to listen to your thoughts to ensure we have a good understanding of the needs of the town, especially in light of the changing landscape we have all experienced over the last few years.

During 2023, we ran an extensive consultation process through a digital survey distributed to levy-paying businesses, as well as hosting a BID consultation event. We asked for your feedback on the projects, strategy, priorities, and deliverables from the last five years, as well as your thoughts and ideas for future initiatives you might like to see in our next term in 2024-2029.

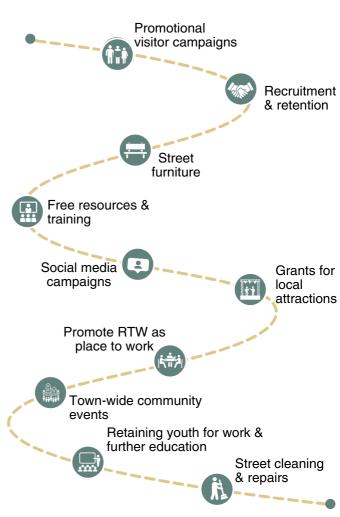
All of these metrics, written responses, and comments from the survey, consultation event and face-to-face meetings have helped to shape the business plan to support our second BID Term and create the framework for a thriving and vibrant Royal Tunbridge Wells over the next five years.



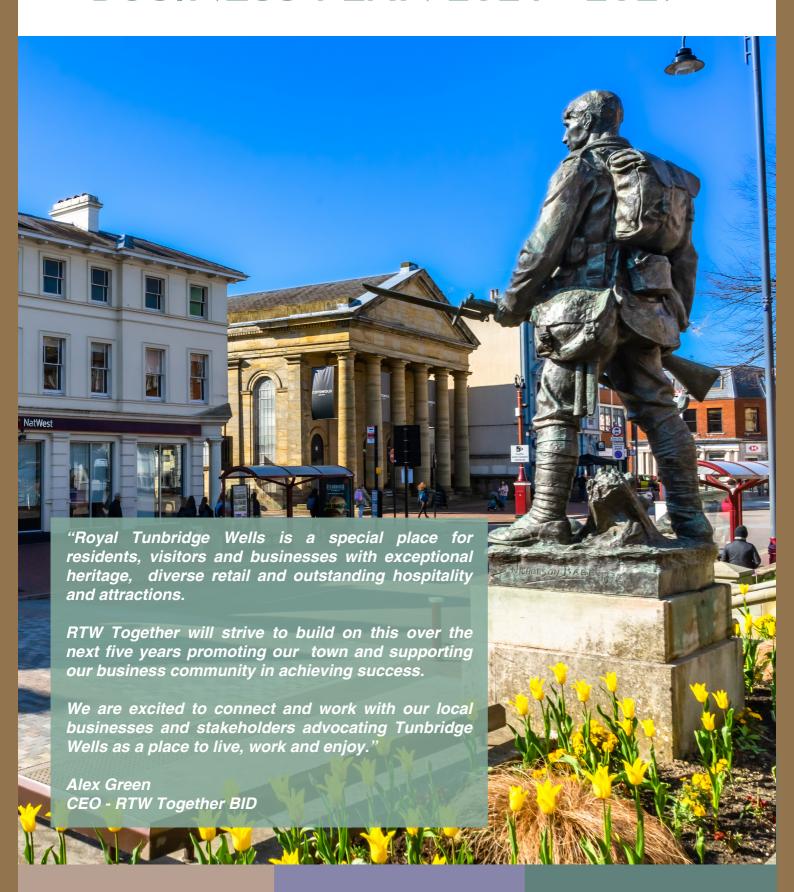
## You said you want Royal Tunbridge Wells to be:



## Your top 10 priorities:



# **BUSINESS PLAN 2024 - 2029**



#### **SUPPORTING**

your business directly to help you operate as effectively as possible

#### **PROMOTING**

your business and your town as a destination to visit and enjoy

#### **ENHANCING**

your town and the local environment of your business



"We are advocates of RTW Together BID for several reasons: As a professional services firm, our team has received free training, including First Aid in the Workplace and Mental Health First Aid courses; we have attended conferences which have provided us with useful skills, including a recent Al conference which put Tunbridge Wells businesses 'ahead of the game' according to one of the speakers.

Also, as a longstanding employer, we actively support the investment in our town as a great place for our employees to live and work."

**Melissa Hollis - Marketing Manager** 



"The Safe Town Partnership with its radio and security information sharing network has a pivotal role to play in town safety and has relied on RTW Together for crucial support for our operations.

Additional partnership support from the BID, by paying for security patrols and anti-spiking kits have improved safety and reduced antisocial behaviour and thefts across the town.

The continuation of RTW Together will benefit businesses and help the safety and security of residents and visitors."

**Roz Heaton - Business Crime Manager** 

# SUPPORTING

# your business directly to help you operate as effectively as possible

#### **Training & Conferences**

We will continue to offer **free training** through SEEDL, a learning broadcast company that offers interactive learning via unlimited use of **over 200 training courses**. As well as directly through our BID school offering free First Aid, Food Safety, Health & Safety, Social Media Marketing and other courses that our business community ask for

Following on from the success of our inaugural conference on Artificial Intelligence, RTWT will look to **run two conferences a year** on topics selected by the BID community, **free for BID members**.

#### Saving you money

We will invest in expanding our range of **free digital resources** and will enlarging our shared town photo library, to save you spending your budget on these tools. Similarly, we will continue to invest in and offer out **free physical resources** for business use to use including gazebos, music and event equipment.

Where we offer you benefits from economies of scale, we will run **free services** for our BID community including, for example, free headshots for businesses.

The recent provision of 350 christmas wreaths will be followed with support for painting the frontage of premises and grants for venue street Christmas decorations. To help venues make the shift to reducing carbon emissions, grants and support for sustainability investments will be offered.

We will find ways to help you **save money on overheads** by negotiating group discounts on utility and waste collection costs as well as help **signpost other grants and savings** e.g. government grants and the new energy claim scheme.

#### **Business Security**

We will **invest in our relationship with the Safe Town Partnership** to ensure it continues to be sustainable at a time it is most needed, sourcing discounts for BID Members who sign up to the radio scheme and **expanding information sharing** to all BID members.

**Town security patrols** designed to deter thefts and anti-social behaviour as well as support businesses who call for their assistance will be a regular feature. We will also continue with our **Police Engagement** to support targeting their actions for business including offering dedicated training.

We will begin offering new **security equipment grants** to help support businesses looking to upgrade or expand their CCTV equipment to support them and discourage general crime across the town.

#### Information, Data & Contacts

An upgraded website will be populated with relevant and up to date information including a **recommended suppliers list**, links to relevant contacts and a set of FAQs for those running a business in RTW.

We will continue to send out **monthly newsletters** that provide updates about BID activity, partner initiatives and other relevant town and business developments/information. In addition we will maintain a welcoming presence to assist and **support businesses** by email, phone and at our High Street office.

Once our **footfall counters** reach their one year anniversary, we will regularly share this data and supplement it with wider **town statistics** to enable better data-led decision making in the town centre.

#### **Representing Businesses**

RTWT regularly meets with the Tunbridge Wells Borough Council (TWBC) Leader and Chief Executive, our local MP, key town landowners, Kent County Council and speaks to other relevant organisations e.g. utility and transport companies.

We will continue to listen to the business community and **represent your views and lobby on your behalf** so your voice and interests are actively heard including supporting the shaping of key strategic documents like the Town Centre Plan which will drive the long-term strategy of the town up to 2040.

#### **Recruiting & Networking**

We will build a dedicated **free jobs listing** site specifically for Royal Tunbridge Wells which businesses and potential employees can use to make recruitment easier.

We will also continue to work with TWBC to **help with local recruitment events** and will invest resources to build up **free HR documentation** to support small businesses.

To help retain youth for work within RTW, we will **support apprenticeship and work experience** schemes by offering advice and creating support frameworks.

Both directly and through sponsoring partners like The TN Card (a local business membership scheme to encourage local spending), we will offer **free networking events.** We will continue connecting the business community together digitally through the RTW Together WhatsApp Community including introducing a new space to share business discounts and deals.













THE CARD

The TN card is a Social Enterprise established in 2020 to support local. Through the scheme I now work with hundreds of business owners in RTW town centre.

I recommend RTW Together BID to all the town centre businesses I speak to, letting them know about the free promotions and campaigns available to levy payers which are both far reaching and effective.

I have heard from many of the businesses that they've benefited from the advertising, collaborations and communications work the BID does, actively encouraging people to visit Tunbridge Wells.

Jess Gibson - Founder of The TN Card





The support from RTW Together BID has been very valuable to the Spa Valley Railway and important in helping us to promote key events such as the annual beer festival which brings new audiences to RTW each year.

The BID team has made it easier to obtain essential grants to help the attraction with its events programme. Grant money has also been used for a bespoke coffee machine cabinet at Tunbridge Wells West Station which is enjoyed by our visitors and volunteers alike.

Jonathan Pay - Commerical & Finance Manager

## **PROMOTING**

your business and your town as a destination to visit and enjoy

#### **Discover RTW**

Royal Tunbridge Wells has long been a destination for leisure, culture and tourism. We want the wider public to **discover our town** and bring footfall to our many businesses.

Last year we ran a National Rail Advertising Campaign which included digital adverts at key London train stations, Radio Campaigns across the South East, Bus Wrap Campaigns across Kent and Sussex as well as Magazine Campaigns which particularly targeted tour operators.

A second term would see RTW Together, build on this success and continue to promote our lovely town further afield with similar campaigns, in partnership with Visit Tunbridge Wells.

#### **Support Local**

We want to encourage our local residential community to support our business community. We will therefore continue our Love Local and Joy to the Wells campaigns, regularly running adverts **freely promoting local businesses** and the town as a destination and then reinforce this through **press engagement** to deliver positive coverage and editorial.

**Free RTW Guides** promoting events and venues in the town will be published quarterly and distributed to residents and potential visitors to provide information about "What's On" in the town and contact details for retail, hospitality and professional services levy members.

Free Town Maps and new business sector trails will also be regularly printed and distributed across town.

We will reinforce physical promotion through **digital promotional coverage** supporting businesses on multiple dedicated social media channels and attracting footfall to the town through new roadside digital displays.

#### **Visit Tunbridge Wells**

We will continue to actively work with the official visitor destination organisation for the town – Visit Tunbridge Wells. We will **partner on joint promotional campaigns and expand tourist information facilities** across the town. We believe that having a single cohesive voice promoting the town and its offering will maximise the potential benefit for the town's business community.









#### **TW Works**

We will continue to extend our TW Works campaign to showcase the town as a premier business location. **Promoting the town as a great place to work and live** will attract new employees to fill job vacancies and new customers for all.

Recognising new post-Covid working patterns we will **promote the opportunity of new flexible working venues** in the town and in turn attract new customers to the town centre.

Promoting the town as a great place to operate as a business, with opportunities for investment, we will **encourage inward investment** through corporate relocations and development driving new trade and footfall.

#### **RTW Together Events**

We will attract residents and visitors into Royal Tunbridge Wells through events and trails to bring footfall, as well as building loyalty to support the town by visiting more regularly.

Last year's "Right Royal Weekend", will be followed by a **large** annual event which in 2024 will focus on the Subbuteo World Cup. Regular trails including the Big Reveal that move people through the town and showcase our diverse offering will continue, and we will continue to support other initiatives that help bring visitors to the town such as our sponsorship of the Christmas Ferris Wheel at SKATE.

#### **Event Grants & Support**

Tunbridge Wells has a wealth of festivals, events and cultural venues, but without RTWT support, many of these would be difficult to sustain.

We will continue to **offer an extensive Event and Attraction Grant programme** as well as offering advice, support and equipment to continue the dynamic and exciting programme of activities for the town which generate customers for our businesses and makes the town an exciting place in which to work & live.

















ROYAL VICTORIA
—— PLACE ——
TUNBRIDGE WELLS

"Royal Victoria Place fully endorses the work that RTW Together BID has achieved, and we look forward to these achievements growing further in their next 5 years.

RVP and our occupiers have benefitted hugely from the BID, from campaigns promoting our retail and hospitality clients, to running Christmas lights across the town, to hosting events encouraging footfall into the centre.

A BID is a cost-effective way to ensure we promote ALL that is great about our town."

Nicky Blanchard - Centre Manager



The success of Tunbridge Wells town centre is something that remains one of my highest priorities, both as a resident and business owner.

Initially I was not the BIDs biggest fan, but the achievements and improvements made by both Alex's has to be applauded and I now firmly believe that the BID is key to the success of our town centre.

The Bid has also demonstrated to me that they are now able to support the entire town centre across multiple sectors and their vision for the next five years gives me great confidence as I operate across the entire town.

Matthew Sankey, Owner Sankeys Venues TWBC Councillor

# **ENHANCING**



#### our town and the local environment of your business

#### **Town Safety & Crime Prevention**

We work closely with the **Town CCTV network** and will continue to invest in ensuring we have a comprehensive system that reduces crime and supports a safe town for all. To offer a more direct benefit to businesses, we will re-introduce **free self-defence training** sessions for your staff.

Working with other key stakeholders we will champion a **new** Women's Safety Charter for the town. We will also continue to offer anti-spiking kits for local hospitality venues.

We will take a strategic lead and approach to community safety, for example by mapping out existing **defibrillator provision**, maximising the effectiveness of existing facilities and providing additional facilities with the aim that everyone in the BID area is no more than 2 minutes from a machine.

#### **Lighting, Planting & Street Art**

The town wide **Christmas light scheme will continue to be provided**, bringing seasonal interest and visitors to the town. This will be supplemented with permanent **year round decorative festoon lighting** installations in a number of areas across the town.

We will continue to work with, and **sponsor Royal Tunbridge Wells In-Bloom and procure planters, flower trays and baskets** as we help to turn our town greener and make it more attractive to spend time in.

**Street art projects will also be delivered,** both as stand-alone exhibits and as part of a dedicated art trail in the Camden Road area to re-inforce the exciting, diverse nature of this area of town.

#### **Public Realm Projects**

We are working on a project to significantly enhance the environment of the High Street to encourage it as a destination for visitors. Starting with the top of town, each year of the BID period we will make a significant investment to a different area of the town (hopefully with matched funds) to make a noticeable upgrade to the area's aesthetic.

We will lead a steering group to **celebrate the heritage of the town**, sourcing funds to support investment for the promotion of heritage

displays across the town.

We will work with partners to install water bottle filling stations across the town, supporting sustainability objectives and providing useful facilities to lengthen dwell time in the town.











# VOTE!

#### **Street Cleaning & Maintenance**

Working closely with Tunbridge Wells Borough Council and Kent County Council, we will invest time and resources to upgrade the appearance of the town. This will include:

- A programme of street furniture re-painting including benches, lampposts and rubbish bins
- A new street deep cleaning programme which goes beyond what the current cleaning regime achieves
- A continued programme of graffiti and sticker removal

We will also listen to and engage with our business community to focus these initiatives on areas that matter most to them.

#### **Accessibility**

We will work in partnership with key stakeholders to review and **invest in town signage**, enhancing directional signage to guide visitors through the town.

We will continue to **listen to the business community about their concerns relating to transport and parking in the town**. Whilst some of these may be beyond the resources of the BID to address, we will seek to lobby and influence Kent County Council as the local highway authority to make improvements and provide signposting to relevant contacts for businesses.

New accessible guidance, training and support grants will be provided to help the business community welcome all potential visitors and improve the recognition of Tunbridge Wells as a centre for all.

#### **Collaborations**

We can do more by working with others. We will therefore invest in supporting existing and new partnerships that are also well placed to support the business community.

We are Steering Group members of both Creative Tunbridge Wells and Amplifi and will invest resources in supporting their efforts to champion the growth of the creative sector (in its widest sense) and take action together to address the Climate Emergency and support local community development.

We will also support locally based The TN Card and other local initiatives which are able to support the business community in the town.









# WITH THE BID, YOU & RTW WILL BENEFIT FROM



Free services & resources



Free RTW conferences & training support



Love Local
Campaigns & Guides
supporting local
businesses



New RTW free job recruitment site



Investments in public realm & greening of RTW



Guidance & advice from a dedicated support team



TW Works
Campaign
supporting inward
investment



Street art & lighting installations



Premises, Security & Sustainability Grants



Support for Amplifi & Creative TW Partnerships



Town statistics including footfall counters measuring visitors to the town



RTW Events & Christmas launch for town

"It has been great to see the brilliant work that the RTW Together BID has achieved over the last five years – work that I have no doubt has contributed to the vitality of the town centre and an increase in footfall.

I look forward to seeing this work continue and grow over the next five years. From a Council perspective, the BID has become a strong, unified voice for its members which has helped both develop a collaborative cross-town approach and a greater focus on the asks that local businesses make of the Council."

William Benson, CEO
Tunbridge Wells Borough Council





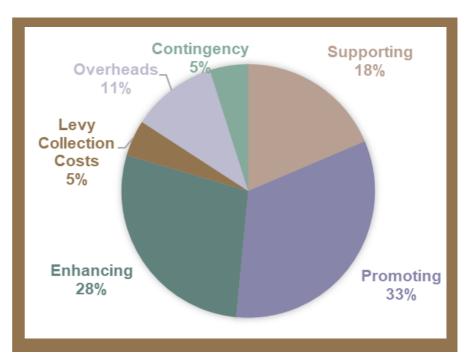


## **FINANCES**

Year	2024/25	2025/26	2026/27	2027/28	2028/29	Total	Percentage
BID Levy Income	£551,071	£578,625	£607,556	£637,934	£669,831	£3,045,071	98.1%
Grant & Voluntary Income	£10,800	£11,340	£11,907	£12,502	£13,127	£59,677	1.7%
Total Income	£561.8/1	£589,965	£619,463	£650,436	£682,958	£3,104,693	
Supporting	£104,500	£109,725	£115,211	£120,972	£127,020	£577,428	19%
Promoting	£185,000	£194,250	£203,963	£214,161	£224,869	£1,022,242	33%
Enhancing	£157,500	£165,375	£173,644	£182,326	£191,442	£870,287	28%
Levy Collection Costs	£25,889	£27,183	£28,542	£29,970	£31,468	£143,052	5%
Overheads	£61,429	£64,500	£67,725	£71,111	£74,667	£339,432	11%
Contingency	£27,554	£28,931	£30,378	£31,897	£33,492	£152,251	5%
Total Expenditure	£561,871	£589,965	£619,463	£650,436	£682,958	£3,104,693	

### **Budget Notes**

- 1. BID Levy Income assumes a 95% collection rate for budgeting purposes.
- 2. National guidance dictates that overhead costs of a BID Company should be no more than 20% of total expenditure and we will remain less than this.
- 3. Contingency on expenditure set at 5% of proposed levy Income.
- 4. The discretionary annual inflation rate on levy income has been modelled at the maximum 5% as specified in the levy rules, although this could be less, subject to the decision annually by the RTWT BID Board.



- 5. Future annual levy income available for investment is approximate and will vary depending on if new businesses are created and/or premises are redeveloped.
- 6. Future expenditure budgets are approximate and will vary according to income received and any changes in BID Member feedback (which would be authorised by the BID Board).
- 7. Any remaining funds from BID Term 1 will be carried over and used to supplement expenditure plans in BID Term 2.
- 8. Any unused contingency funds will be carried over to the following year of the BID Term and used to supplement future expenditure plans.

## LEVY RULES

The BID is primarily funded by a supplementary levy based on the business rateable value of a hereditament (individual premises eligible for business rates).

The rate will be charged at 1.75% which would equate as follows:-

Hereditament Rateable Value	Levy per Year	Levy per Day
£15,000	£262.50	72p
£35,000	£612.50	£1.68
£55,000	£962.50	£2.64

- 1. The BID levy will be applied to all businesses within the defined BID area with a rateable value of £15,000 and above, provided they are listed on the National Non-Domestic Rates list provided by Tunbridge Wells Borough Council.
- 2. The BID levy rate will be charged as at 1 April 2024, based on the 2023 business rating list.
- 3. The levy will be charged annually in advance, starting on 1 April 2024.
- 4. For each subsequent chargeable year, the levy will be charged as at 1 April, based on the 2023 rating list values.
- 5. All new hereditaments entering the rating list after this date will be charged on the prevailing values.
- 6. The BID levy may increase by an annual inflationary factor of up to 0.05 (i.e. the levy rate may increase to 1.84% from Year 2, 1.93% from Year 3 and so on). It will be at the BID Board's discretion whether to apply the inflation factor each year.
- 7. No single hereditament will pay more than £6,000 annually (plus any inflationary increase as set out above).
- 8. The levy rate for businesses in serviced accommodation will be 0.25% lower to take into account existing service charges
- 9. Businesses that meet the criteria set out above and are located on the street list in this Business Plan will be included in the BID and will be legally required to pay the BID levy.
- 10. The registered non-domestic rate-payer for vacant properties within the BID area will be liable for paying the BID levy for the hereditament with no void period.
- 11. Tunbridge Wells Borough Council (Mid Kent Services) is the authorised body able to collect the BID levy on behalf of RTWT BID.
- 12. VAT will not be charged on the BID levy.
- 13. The term of the BID will be 5 years from 1 April 2024 31 March 2029.



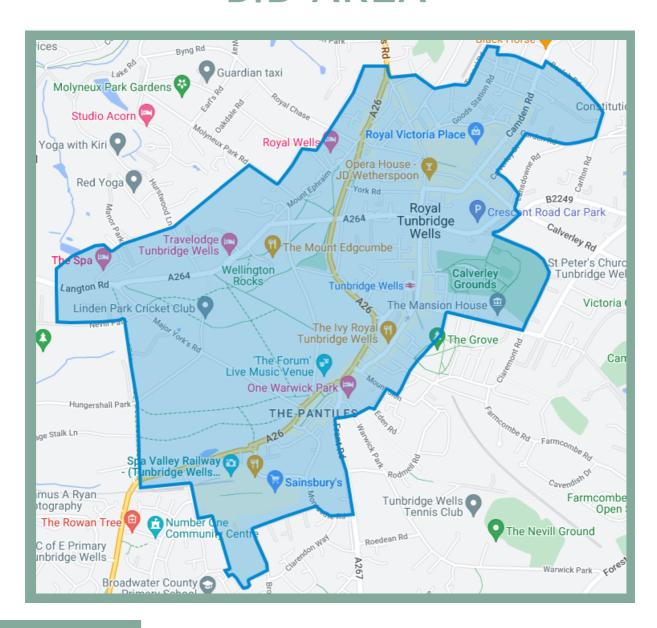
"For half the cost of a daily coffee, I get great value for money from RTW Together. With the team putting on and funding events, offering free training and investing in lighting schemes, planting and art work to make the town look as good as possible I feel I get a multifold return on my investment.

It's also helpful to have a body that will represent our interests collectively, and they played a crucial role over Covid, helping small businesses reopen."

Tunbridge Wells Hotel

Julian Leefe-Griffiths Owner, TW Hotel

## **BID AREA**



### **List of Streets**

ALBERT STREET ● BEDFORD TERRACE ● BEECH STREET ● BELGRAVE ROAD ● BELGROVE ● BERKELEY ROAD ● BEULAH ROAD ● BISHOPS DOWN ● BISHOPS DOWN ROAD ● BOYNE PARK ● BROAD OAK CLOSE BROADWATER LANE ● BROADWATER RISE ● CADOGAN GARDENS ● CALVERLEY PARK ● CALVERLEY PARK CRESCENT ● CALVERLEY ROAD ● CALVERLEY STREET ● CAMDEN ROAD ● CASTLE ROAD ● CASTLE STREET ● CHAPEL PLACE ● CHRISTCHURCH AVENUE ● CHURCH ROAD ● CIVIC WAY CLANRICARDE GARDENS ● CLANRICARDE ROAD ● CLARENCE ROAD ● CLARENCE ROW ● COACH AND HORSES PASSAGE ● COMMERCIAL ROAD ● CRESCENT ROAD ● CULVERDEN STREET ● CUMBERLAND GARDENS ● CUMBERLAND WALK ● CUMBERLAND YARD ● DALE STREET ● DUDLEY ROAD ● EDEN ROAD ERIDGE ROAD ● FIR TREE ROAD ● FOOTPATH FROM VICTORIA ROAD TO END OF ALBERT STREET ● FRANT ROAD ● FROG LANE ● GARDEN ROAD ● GARDEN STREET ● GOODS STATION ROAD ● GROSVENOR PARK ● GROSVENOR ROAD ● GROSVENOR ROAD PASSAGEWAY ● GROSVENOR WALK GROVE AVENUE ● GROVE HILL ROAD ● GROVER STREET ● HANOVER ROAD ● HIGH STREET ● HILL STREET ● HOWARD GARDENS ● HUNGERSHALL PARK ● HURSTWOOD LANE ● INNER LONDON ROAD KING CHARLES SQUARE ● KIRKDALE ROAD ● LANGTON ROAD ● LANSDOWNE ROAD ● LANTHORNE MEWS ● LIME HILL ROAD ● LINDEN CLOSE ● LINDEN GARDENS ● LINDEN PARK ROAD ● LITTLE MOUNT SION ● LONDON ROAD ● LONSDALE GARDENS ● MAJOR YORKS ROAD ● MANOR PARK ● MARKET STREET ● MEADOW ROAD ● MERCER STREET ● MOLYNEUX PARK ROAD ● MONSON ROAD ● MONSON WAY ● MONTACUTE GARDENS ● MONTACUTE ROAD ● MOUNT EDGECOMBE ROAD ● MOUNT EPHRAIM MOUNT EPHRAIM ROAD ● MOUNT PLEASANT AVENUE ● MOUNT PLEASANT ROAD ● MOUNT SION MOUNTFIELD GARDENS ● MOUNTFIELD ROAD ● NEVILL PARK ● NEVILL STREET ● NEVILL TERRACE NEWTON ROAD ● NORMAN ROAD ● ROCK VILLA ROAD ● ROSEHILL WALK ● ROYAL CHASE ● ROYAL VICTORIA PLACE ● SOMERVILLE GARDENS ● SOUTH GROVE ● ST JAMES ROAD ● STATION APPROACH STONE STREET ● SUSSEX MEWS ● SUTHERLAND ROAD ● THE COMMON ● THE PANTILES ● TUNNEL ROAD ● TWINING CLOSE ● UNDERWOOD RISE ● UPPER GROSVENOR ROAD ● VALE AVENUE ● VALE ROAD ● VICTORIA ROAD ● WARWICK PARK ● WARWICK ROAD ● WHITE BEAR PASSAGE ● WOOD STREET O YORK ROAD





## MANAGEMENT AND GOVERNANCE

RTWT BID is a Community Interest Company (CIC) and a not-for-profit organisation. The management and governance will be open and transparent and will be accountable to all levy payers.

RTWT has a voluntary Board of Directors that is responsible for overseeing the strategic approach of the BID and ensuring that the financial decisions are sound and in the interests of all levy payers. The composition of the Board will represent key sectors in the town (retail, corporate, hospitality, cultural, public sector etc.) and also the geography of the town, to ensure that levy payers feel their views and ideas are being heard.

The RTWT Board will meet at least 4 times a year. Board Directors will also meet with the BID Team as part of a series of sub-groups to provide further guidance and support for BID projects and initiatives each year.

RTWT will produce a set of annual accounts that will be made available to all BID levy-paying businesses.

The BID has entered into legal agreements as follows:

**Baseline Agreement** - sets out the minimum statutory service standards that will be delivered by TWBC and Kent County Council.

**Operating Agreement** - defines the contractual arrangements between RTWT BID and TWBC for the collection and enforcement of the BID levy. This Agreement has been drawn up in line with BID legislation.

Copies of both agreements can be found on the RTWT BID website - www.rtwtogether.com

## Keeping you up to date

RTWT will keep levy payers up to date with their projects and initiatives through:

- 1-2-1 meetings
- BID monthly e-newsletters
- BID Website
- BID WhatsApp Community
- BID social media (Linked in, Facebook & Instagram)
- Press & PR
- · Project meetings and consultations
- Annual Report





"RTW has a great business community with lots of interesting people and great collaborations happening all the time. The BID has been a great supporter of Yoyo and the wider creative sector - our voices have been listened to and action is taken.

They have also been integral to the development of Amplifi, a local group collaborating around sustainability in business.

Lastly, a personal shout out to Alex and the team at the BID, who work tirelessly to improve services & support for businesses in Tunbridge Wells."

Jenny Kitchen, CEO YoYo Design

yoyo

"RTWT gives me a great feeling of being part of the local business community. I can see that they are making improvements to the town centre and our trading environment and that they are helping customers to enjoy our town more.

I feel that my small contribution makes a difference and that I receive a great deal more value back.

With shops in a number of BID areas, I can see that the team are really focused on success for the town and that their projects are well selected and all make a difference."

Peter Allinson, Owner Whirligig Toys



# **BOARD OF DIRECTORS**



ALEX GREIG, CHAIR
Owner - Fuggles Beer Café and
Fuggles Bottle Shop, Grosvenor
Road and Camden Road



CLARE WALLER
Owner - Jeremy's Home
Store,
Monson Road



ALEXIA TAYLOR, VICE CHAIR Manager – Walsh Bros, Mount Pleasant Road



NICOLA PAFFARD Partner – Cripps Mount Ephraim



JUSTINE RUTLAND TWBC-appointed representative Cabinet Member for Economic Development



JOSEPH OATES
Partner – Cooper Burnett
Mount Ephraim



PETER ALLINSON
Owner - Whirligig Toys,
Mount Pleasant Road



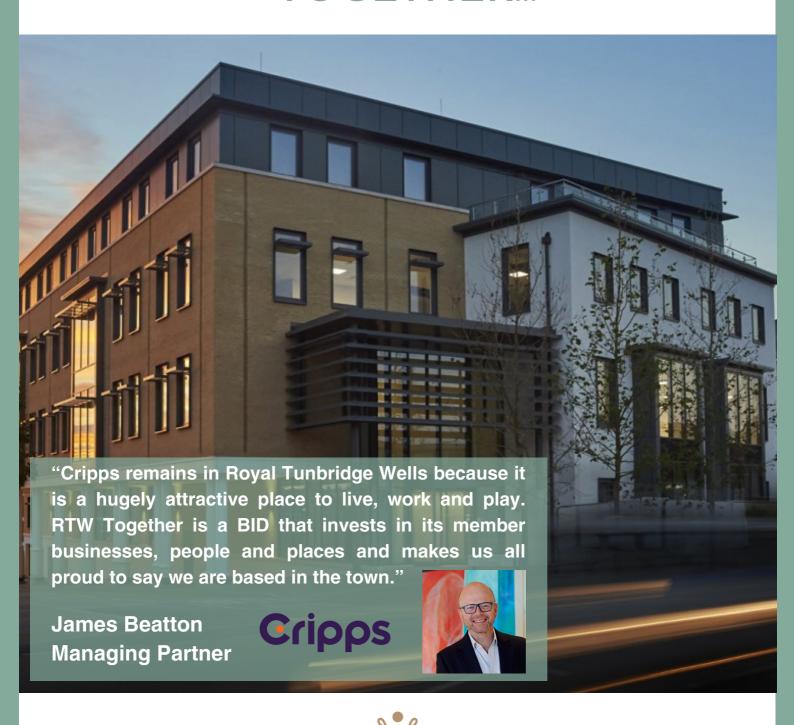
JENNY KITCHEN CEO - Yoyo Design Mount Ephraim



RICHARD SIMM
Director - The Forum,
The Common Rooms &
Fonthill Pubs, Pantiles and
Mount Ephraim



# INVEST IN OUR TOWN TOGETHER...









This Report has been printed on FSC responsibly sourced paper

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