A Five Year Plan

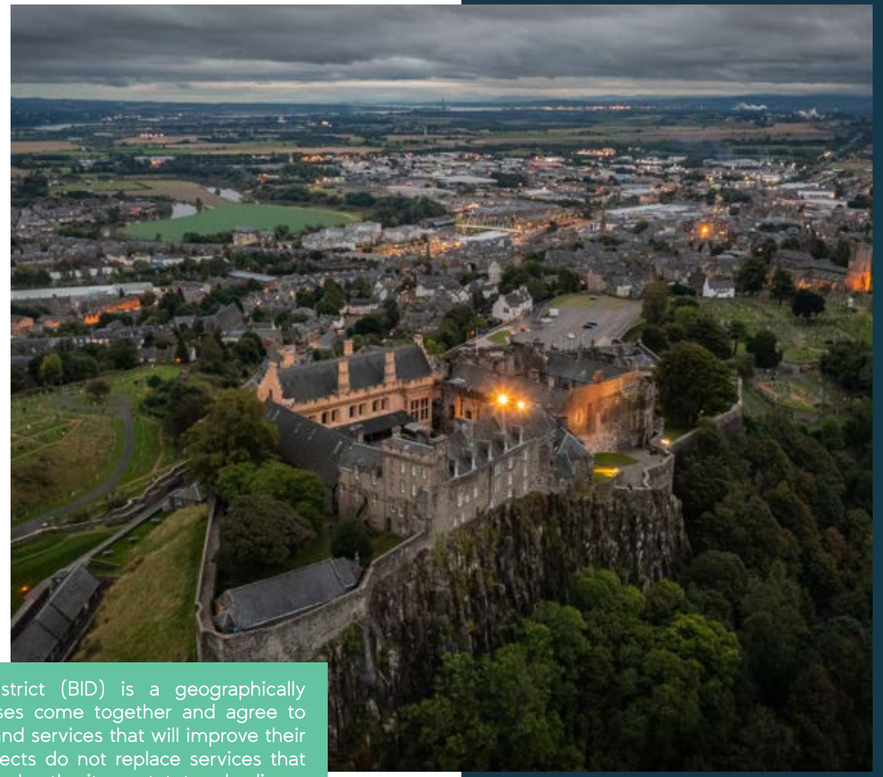
for the renewal and extension of the Business Improvement District

01/09/2022 - 31/08/2027

G FORTH

STIRLING BID

TO CREATE NEW AND WELCOMING OPPORTUNITIES WITHOUT COMPROMISING THE HERITAGE OF STIRLING



What is a BID...

A Business Improvement District (BID) is a geographically defined area, where businesses come together and agree to invest collectively in projects and services that will improve their trading environment. BID projects do not replace services that are already provided by the local authority or statutory bodies.

INTRODUCTION from the BID

We are pleased to present you with our 2022 - 2027 Five Year Plan for the Go Forth Stirling Business Improvement District (BID). Over the past five years the BID has made a number of key improvements for the city centre and has many more to share with you. Our Five Year Plan has been developed within a difficult period for businesses. COVID-19 has affected so many businesses, yet town and city centres have evolved, adapted and found new routes for success. Following consultation with the BID area business community, this plan listens and responds to your priorities, and it has now never been more important to secure a BID in Stirling for the next five years to support the future of our city.

Our vision is to work together to create new and welcoming opportunities without compromising the heritage of Stirling.

Without a BID for Stirling, over £1.4 million BID levy investment in supporting city centre businesses will be lost over the next five years. We are also focussed on securing additional funding with £300,000 being awarded in the past two years alone.

There are more than 330 BIDs in the UK. A BID does not replace the local authority's obligations. It supports additional benefits decided on by you and the other businesses in the BID area. We believe that the best way to achieve lasting and sustainable change, and best value for money, is by working in partnership.

Go Forth BID is your collective voice and has championed your vision for the past five years. With your backing we will continue to provide the support you need now more than ever, and help forge the BID businesses into a strong community that has a unified voice, well respected point of view and strong influence.

This plan highlights the difference these investments have made to the city and the new initiatives the continued investment will secure. We thank you for your current support and encourage you to vote yes for Go Forth Stirling in our upcoming ballot in May.

VOTE YES FOR GO FORTH STIRLING.

- Danielle McRorie-Smith, Project Director

RESEARCH and BID area

You would like Go Forth to continue...

- Lobbying on behalf of businesses
- Providing grants for shopfront improvements and e-commerce developments
- Providing a free public WiFi network
- Providing and procuring business training courses
- Providing Christmas lighting
- Delivering marketing and destination campaigns
- Investing in and sponsoring events
- Crime and anti-social behaviour initiatives such as RAC, SentrySIS and Pubwatch
- To work on vacant unit projects
- To audit and report street issues
- To provide Street Ambassadors
- Supporting Independent Businesses

INDEPENDENT STIRLING
celebrating independent businesses

Your priorities are...

- City cleaning and maintenance
- Waste collection
- Wayfinding - using signage and lighting solutions
- Parking issues
- Events and footfall driving opportunities
- Flood prevention
- Safety, crime and anti-social behaviour initiatives
- Attracting and supporting new businesses
- Festive lighting and festive events
- Addressing vacant premises
- Business training
- Making footfall data available to businesses
- Working towards a Net Zero target
- Collective procurement and cost-saving initiatives

85%

of businesses said they were very satisfied with the Go Forth support during the Covid-19 crisis

"Go Forth has been very supportive of my business. The team have helped us not only through a pandemic, but to attract a large Instagram clientele with thanks to the shop front grant. We also got help to implement a website. This has increased my footfall and retail sales by 30%."

- Jeff Buchan, Jeff Buchan Hair

Full list of road names can be seen online. For the purposes of definition, the term 'Renewal' means replacement of the existing BID at the end of its current term (August 2022) with a new arrangement covering an extended area and subject to the rules and arrangements herein.

The past FIVE YEARS

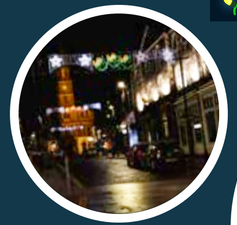
BUSINESS SUPPORT

- Retailers Against Crime membership for all independent businesses
- SenstrySIS crime reporting platform
- Stirling Pubwatch Scheme and SafeBase initiative
- 100+ hours of taxi marshalling

- 4,000 anti-spiking items distributed to licensed premises
- Successful lobbying on behalf of businesses against additional street planning applications
- Annual streetscape audits logging over 2,000 issues annually to the local authority
- Daily waste and appearance issues reported
- A team of Street Ambassadors operating 50+ hours per week
- £300k external investment secured (62% additional income in the last two years)

£150k
invested into a public Wi-Fi network resulting in 70k annual users

£165k
invested in winter/festive lighting



DIGITAL RADIOS

introduced to link licensed premises and stakeholders of the Pubwatch scheme

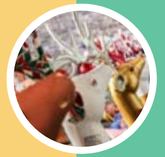
COVID-19 & VACANT UNITS

- 2,000 items of PPE, equipment and signage distributed
- 50% reduction in levy bills during the pandemic
- 20+ training courses with +2,000 enrolments
- 20,000 passenger journeys on the Go Forth Land Train between 2019-2020

EVENTS

- 3,000 visitors participating in the Halloween Trail
- 2,000 Reindeer Trail competition entries
- 2019 Fitness Festival introduced city-wide activities
- Animating the Streets Art Installation project

3,000
'Street Stories Stirling' App downloads



8,000
attendees at Bricklive Fantasy Kingdom

Grants to over 84 businesses totalling

+£130k

to help with flooding, shop front improvements, e-commerce and start-ups

DIGITAL, PR & SPONSORSHIP

- Central FM radio campaign with 38,000 average listeners
- Sponsorship of: Stirling Photography Festival, Metafest, Support for Families, SVE Awards, the Wallace Monument 150 Years Celebration and various Mental Health campaigns
- Lead sponsor of the Bloody Scotland Festival, attracting 16,000 visitors from 30 countries
- The launch of our consumer brand: Independent Stirling, featuring 250 independent businesses
- Annual social media impressions over 2.6 million
- 20,000 annual website visits

MANAGE

Business Support / Lobbying

The BID is the dedicated voice for local business issues and will support business promotion and making the most of opportunities in Stirling. Without the BID, all the existing initiatives would cease to exist to support businesses.

We know there are several city centre issues that you would like to see resolved. Our commitment to you is to continue to manage these concerns and lobby for support from the necessary organisations.

To date, we have lobbied:

- For digital payment meters in car parks
- Against planning applications which compromise the heritage of Stirling
- Against additional street clutter
- For fairer licensing fees
- For additional local authority services and maintenance

How we will help to manage town centre business needs...

- Free Public Wi-Fi
- Free Training
- Joint procurement & cost savings
- Street Ambassadors
- Footfall Monitoring
- A collective voice for Lobbying
- Business Support
- Business Marketing

Street Ambassadors

A team of Ambassadors patrol the city to liaise with business owners and provide information and advice to visitors, residents and workers.

Go Forth Ambassadors will help audit the city and keep on top of adverse issues such as littering, faulty streetlights and graffiti.

Free Training

The BID subsidises the cost of online CPD accredited training. More than 20 courses are currently available to all businesses and their staff. The platform gives organisations the opportunity for flexible, cost-free training and we plan to expand the courses offered in the next term.

Footfall Monitoring

Footfall monitoring devices will collect a wealth of data for the town. This will help to inform future decisions aimed at improving the town and will allow BID to assess the impact of any campaigns or initiatives on people's movements.

Free Public Wi-Fi

The BID is responsible for the availability of public Wi-Fi in the city centre. Wi-Fi is important to capture visitor data, provide a friendly visitor experience and keep the city connected. The Wi-Fi service also has marketing opportunities for businesses and and enables cost savings by providing an open network for customers.

MAINTAIN

Key Partnerships

We keep the BID front and centre at all times by having a relationship with a number of local partnerships such as Retailers Against Crime, Forth Valley Food & Drink, Forth Valley College and STEP. Without our input, issues will not be addressed and resolved. Going forward, the BID will maintain its current relationships and shall continue to form new partnerships.

Shop Front Improvement Scheme

The Shop Front Improvement Scheme aims to improve shop fronts in the BID area as a means of supporting the growth of local businesses, improving the local environment and raising the image of the town centre amongst locals and visitors. The BID actively looks for and accepts applications from businesses whose shop fronts need urgent repairs and/or improvements which would have an immediate positive impact on their entire surroundings.

The BID will continue to expand this scheme which has seen £75,000 of external funding secured for 2022 improvements.

Existing projects and services we intend to continue beyond term one...

- E-commerce Grants
- Shop Front Improvement Scheme
- Forming Key Partnerships
- RAC/SentrySIS
- Pubwatch & Radios
- SafeBase
- Emergency Grants
- Land Train
- Street Auditing
- Waste Improvements

Safety

City centre safety is a BID priority. Go Forth joined forces with Retailers Against Crime (RAC) to give traders access to the SentrySIS system to log incidents, gather intelligence and immediately receive alerts about situations to be aware of. The system connects the police, national retailers, Business Crime Reduction Partnerships (BCRP's), private security companies and Business Improvement Districts together through a suite of crime management and efficiency savings applications.

Go Forth supports the evening economy with a night-time safety partnership. SafeBase, Street Pastors, St John Ambulance service and RVS help to provide a safe environment for anyone visiting the city at night and includes first-aid patrols and a base for people to shelter and receive medical, health support and safe travel in the evenings.

The BID's radio security scheme links the partnership with Police Scotland, CCTV and business users to swap real-time information on anti-social behaviour issues in the city centre. This is offered by the BID and is a vital communications tool.

E-Commerce Grants

The grant scheme offers businesses the chance to develop an extra dimension to the services they currently provide by either creating an online presence or revitalising the appearance of their current online platform.

Businesses may create their first website, improve the design of their current site, introduce new features such as e-commerce or booking systems or invest in their SEO or social media strategy.

The BID intends to assist in safeguarding existing jobs and contributing towards business growth.

> "Ensuring everyone has a radio will improve police/licensee liaison by proving effective two-way communications so everyone can talk to each other and share details of anything relevant which is going on."
>
> *- Liam Harman, Stirling Police Inspector*

EVOLVE

Destination Marketing

As we know, Stirling is steeped in history and has a strong tourist offer. The BID will be focussing on enhancing its destination marketing initiatives to attract tourism and place Stirling firmly on the map for visitors. Current initiatives include magazine promotions, managing the Independent Stirling consumer brand as well as radio promotions.

Achieving Net Zero

The sustainability agenda is a key focus for the BID. Over the next five years, and working with local consultants, we will work towards achieving Net Zero through various projects and supporting businesses on their journey.

New projects we intend to develop and introduce in the next five years....

- Enhanced Cleaning
- Events
- Winter Lighting
- Vacant Unit Projects
- Independent Stirling
- Local Business Awards
- Wayfinding
- Destination Marketing
- Green Interventions
- Achieving Net Zero

Events

The BID will provide a calendar of events to help increase footfall and provide more opportunities for businesses to raise their profile. These events include an annual winter festival which will see a 6-week programme of festive markets, the Christmas light switch-on, as well as:

- Cultural events
- Light installations including the continued investment in winter lighting
- Unique trails and food-focussed events

Seasonal events i.e. Christmas, Hogmanay, Halloween and Easter are a great way to encourage footfall to the city centre and have been greatly missed throughout the COVID-19 pandemic.

The BID will be evolving its event activity with an aim to host more events such as the 'BrickLive' exhibition to encourage families to visit Stirling City Centre.

Vacant Unit Projects

Go Forth Stirling has worked with the Street Stories team to deliver a vacant unit project, designed to improve the appearance of empty shops in the city centre and turn them into points of interest. Due to the success of these, we will be evolving this project to enliven vacant units. The Street Stories artwork will be brought to life via interactive Augmented Reality - multi-sensory animation triggered by a free downloadable smartphone app 'Street Stories Stirling'.

The BID will also be expanding opportunities for new businesses, providing grants to entice and support business owners to occupy vacant units in the city centre.

Independent Stirling

In:Stirling has been developed by the BID to celebrate and promote Stirling's diverse scene of independent businesses. The brand encourages visitors to discover, shop and love local. We do that by highlighting and sharing the stories and personalities behind them.

We believe that it is the individuality and innovative spirit of local entrepreneurs that sets Stirling apart, and we aim to help visitors discover the best of Stirling's independent culture – a reason to keep coming back. Businesses displaying the 'I'M IN' sticker also feature on an interactive map and have access to a number of other marketing and member opportunities.

Enhanced Cleaning

The cleanliness of Stirling City Centre has been a BID priority over the last term. However, the BID will look to invest in more cleaning around the centre, including enhanced street cleansing. This will include an annual deep clean of the BID area.

KEY PROJECTS

Our ambitions will be delivered in line with the aims of Stirling's City Centre Strategy 22-30. Developed in partnership, the strategy and action plan demonstrates a shared vision for Stirling City Centre.

TAKING PRIDE IN STIRLING

The BID will commission Keep Scotland Beautiful to assess the environmental quality of the city centre. Ensuring that the town centre is as clean and attractive as possible, creating a pleasant environment for residents, businesses and visitors.

BUSINESS AWARDS

Celebrating and rewarding the best that the city has to offer by introducing the annual In:Stirling Awards.

AN ENHANCED WINTER FESTIVAL

The BID will develop the winter event schedule and a unique festive offering for Stirling.

BETTER USE OF URBAN SPACES

Additional greening, pop up parks, seating and outdoor opportunities for businesses.

WAYFINDING

As part of our work to improve the public realm we will be focussing on wayfinding and directional signage across the city (ensuring it meets dementia-friendly standards).

BID TEAM and BID Board

"The BID has a great wee team who are very efficient, and to me the important thing is knowing that they are there to help if there is a problem. If you have a query, you can ring them, and they will find out for you if they don't know the answer – they're very helpful and work hard for us. I also think some of the initiatives have been fantastic especially Street Stories which have got people coming into town. They are very proactive at organising initiatives for Stirling. They are also very good at lobbying on our behalf."

- Mandy Silver, Curly Coo (2022)

BID Team

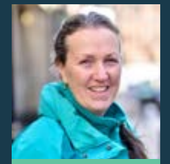
Danielle **McRORIE-SMITH**

Project Director & Member of the British BIDs Advisory Board

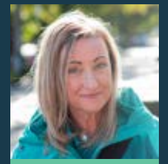
Jitka **FLEGLOVA**

Digital Communication & Community Engagement Officer

Ambassadors



Gail **LAMB**



Michelle **MAHON**

BID BOARD

David **BLACK**

Chairman
Stirling City Heritage Trust
Stirling Boys Club

Gary **TURNBULL**

Vice-Chair
The Thistles

Kevin **MOORE**

Vice-Chair
The Stirling Arcade

Andrew **MITCHELL**

Treasurer
AMCounting
Kilted Kangeroo

Keir **STEVENSON**

Board Member
Stirling Council

Susanne **AKII**

Board Member
Specsavers Stirling

Jordan **HENDERSON**

Board Member
House of Henderson

Paul **WATERSON**

Board Member
The Golden Lion
SLTA

David **McDONALD**

Board Member
The Burgh Coffeehouse
Stirling Coffee

Elle **McCANN**

Board Member
Stirling Gin

Andrew **PEEL**

Board Member
Graham & Sibbald

Simon **ORR**

Board Advisor
Stirling Enterprise Park

Cammy **HENDRY**

Board Advisor
Stirling City Radio

More information about the Board can be found on our website.

BID RULES & GOVERNANCE

WHO WILL PAY THE LEVY?

A BID levy is an equitable and fair way of funding additional projects and services, which the local authority and other statutory bodies are not required to provide. There are approximately 439 commercial properties in the BID area which will generate a BID investment levy income of approximately £293,638 per annum and an estimated total levy income of £1,468.190 over 5 years.

It has been agreed by the BID Board the levy structure will remain the same: 1.25% based on the rateable value (RV) of the property on the day of the ballot 07/07/2022 for the first year of the BID term, and the following years of the BID term will be based on the RV as of 01/04/2023.

- The BID levy will be paid by the occupier (the eligible person liable to pay the non-domestic rate), however, the property owner will be liable to pay the levy where a property is vacant on the day the levy invoice is issued and for all the period thereafter when the property is vacant.
- All eligible occupiers (of eligible properties) i.e., the eligible person liable to pay the non-domestic rate that are listed on the Local Assessors Valuation Roll on the ballot date will be liable to pay the levy.
- The levy payments are not linked to what businesses actually pay in rates but are based on the rateable value of the property.
- The levy must be paid either in one payment within 28 days from the date of the levy invoice or in 2 instalments by arrangement with the billing body (Stirling Council).
- If there is a change in occupier to a property, until a new occupier is found, the property owner will be responsible for paying the levy.
- Any new commercial development, subdivision of existing properties or merging of properties or new business with a non-domestic rateable valuation coming into the area during the 5-year term of the business improvement district will be liable for the BID Improvement Levy.
- The levy will apply to properties with a rateable value of £10,000 and above.
- The BID levy will not be index-link to the RPI or CPI to take account of inflation, so that those liable to pay the levy can budget accordingly for the full five-year term.

EXCLUSIONS

The BID Board decided to exclude premises that have a rateable value of less than £10,000. These premises can pay a voluntary levy and become an "associate member" should they wish, details of which are given on the BID website.

The BID Board decided that there is no benefit from being part of the BID to the following categories of property and therefore are exempt from paying the levy: Ad-spaces, Fishing Lodges, Nursing Homes, Housing Associations, Places of Worship, Forth Valley Health Board, ATM's, Food Banks, War Veterans Associations, Local Authority Schools.

COLLECTION OF THE BID LEVY

Stirling Council will collect the investment levy on behalf of the BID, as this will be an efficient, safe and cost-effective method of collection. Stirling Council will lodge the levy within a BID Revenue Account. The BID levy can only be drawn down by the Board of Directors of the BID to allow the delivery of the business plan. Stirling Council will charge £6,000 per annum for the collection of the BID levy, which is included within the Operating Costs of the BID.

The BID Revenue Account and levy cannot be accessed by Stirling Council nor can it be used by the Council as an additional source of income.

ENFORCEMENT

In the event of any non-payment of the BID improvement levy, it will be pursued by Stirling Council (as the billing body) using the recovery powers available to the Council to ensure complete fairness to all the businesses that have paid. Stirling Council will be entitled to charge an additional fee to the levy amount to meet any additional costs incurred in the recovery of the levy.

THE VOTING PROCESS - THE BALLOT

- Ballot papers will be posted to the eligible person responsible for casting a vote within their business at least 42 days before the day ballot. In the case of national companies, the responsibility for voting may lie with the head office.
- Prior to or on the date the ballot papers are issued the BID Proposer will provide to all those eligible to vote in the ballot, with a copy of the BID Business Plan.
- The BID ballot is a confidential postal ballot conducted by Stirling Council on behalf of Go Forth Stirling BID and in accordance with Scottish BID legislation.
- Where an eligible property is vacant the voting papers will be sent to the property owner.
- In the Go Forth Stirling BID case, voting papers will be issued no later than 26/05/2022.
- The last date for all ballot papers to be returned is 5pm on 07/07/2022. Papers received after this date and time will be deemed null and void and not be counted.
- Voting papers are easy to complete, simply place a cross on either "yes" or "no" to the question "are you in favour of a BID?" The ballot paper must then be signed by the person eligible to vote and returned in the pre-paid envelope.
- For the ballot to be successful there must be a minimum turnout of 25% (the headcount) by number of eligible persons and by combined rateable value; and of those who turnout, the majority must vote in favour by number and combined rateable value.
- All eligible persons (i.e., those persons liable to pay non-domestic rates) will have one vote or where

a person is liable for non-domestic rates for more than one property, that individual shall be eligible to cast more than one vote, however,they will be required to pay the levy for each of the properties that they occupy.

- The ballot papers will be counted on 08/07/2022 and the results announced by the Go Forth Stirling Council within one week.

- Following a successful ballot, the BID will commence on 01/09/2022 and will run for a period of five years until 31/08/2027.

MANAGEMENT OF THE BID

Following a successful yes vote, the management and operation of the BID will continue under the existing company structure and name, Stirling City Centre BID LTD SC498145, who is the Proposer of the BID, and will operate from 01/09/2022. Stirling City Centre BID Ltd is a not-for-profit company limited by guarantee.

The Company will continue to be managed by its Board of Directors operating in an open and transparent way and answerable to the businesses in the area. The Directors are committed to the highest standards of management, governance and accountability; recognizing good governance helps deliver the strategic objects of the company.

There will be a detailed set of protocols (the Operating Agreement) which will cover, as well as other items, the billing, collection and transfer of the levy to the Company.

The Board of Directors may consist of up to 16 directors, of which there are currently 11 in office. Every eligible person that pays the levy will have the opportunity to nominate themselves or someone else from within the BID area to be elected to the Company Board but limited to one eligible person from each eligible property.

Nominations of directors, representatives, or advisors from outside the BID, who do not pay the levy and who may or may not represent those making voluntary or other financial contributions toward the BID, will be strictly at the discretion of the Board of Directors.

The Company will continue to be run by the businesses for the businesses. This Board will be responsible for all decisions relating to staff, contracts, the delivery of the approved business plan and other activities generated by the BID.

The Board will be representative of the businesses and stakeholders in the area. The Chair, Vice Chair and Finance Director will be elected from the directors of the Board. The Board will include no less than one representative from Stirling Council. Other non-voting members or local groups may be co-opted onto the Board at the Board's discretion.

The BID Company Board will have the authority to adapt or alter the projects and services from year to year to reflect any change in economic circumstances or any new opportunities that may arise. This will be in the best interests of the levy payers and without recourse to an alteration ballot.

Additionally, the BID Company Board reserves the right to consider creating a charitable arm of the company to enable it to secure additional funding, which can only be sourced with charitable status.

MEASURING THE SUCCESS OF THE BID

Throughout the lifetime of the BID, all work on the BID projects will be monitored to ensure the projects proposed in the BID Business Plan achieve a high level of impact and are progressing to the satisfaction of the businesses that voted for the BID.

The BID Board of Directors will monitor and oversee the efficient delivery of the BID projects. The BID will undergo an independent evaluation and or Assessment and Accreditation Interim Review (AAIR) of its activities at the halfway point and towards the end of the second term.

MARKETING, COMMUNICATION AND SOCIAL MEDIA

To ensure openness and transparency in the management of the BID company, following a successful ballot, the BID Board have agreed the plan should include, but not limited to; one to one business engagement, business briefings, social media engagement, newsletters for those businesses, press releases, business forums, business networking meetings etc.

Additionally, the following information is to be displayed (or contact details for obtaining) on the

Go Forth Stirling BID website:

- The current BID business plan.

- The annual accounts.

- The BID ballot result.

- The contact details for the Project Director and other staff members.

- The names of BID board members and either the name of their business or the sector they represent.

- BID board governance structure with specific reference to how decisions are agreed and actioned.

- The methods levy payers can provide feedback to the BID e.g., AGM and/or other regular meetings.

- An annual report detailing the BIDs the projects/services/initiatives delivered and the cost of each; and the Go Forth Stirling achievements and the value the BID provides to levy papers.

FINANCIAL MANAGEMENT ARRANGEMENTS

Any variations within budgets will be reported to the Board of Directors.
The Board will agree on an annual basis how funds for subsequent years will be allocated. This will be based on business feedback during the previous year and the priorities for the coming year, which allows the BID the flexibility to respond to changing business needs and requirements.

Stirling Council will collect the levy payments on behalf of the BID and will retain these funds in a separate account until the BID Board calls these funds down. The BID Board will manage the levy funds that are collected by the Council. This arrangement will ensure that projects are delivered, and any financial liabilities of the BID are transparent.

BUDGET

INCOME	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
BID Levy	£294,000	£294,000	£294,000	£294,000	£294,000	£1,470,000
Income Total	£294,000	£294,000	£294,000	£294,000	£294,000	£1,470,000
EXPENDITURE	**YEAR 1**	**YEAR 2**	**YEAR 3**	**YEAR 4**	**YEAR 5**	**TOTAL**
Marketing	£29,800	£29,800	£29,800	£29,800	£29,800	£149,000
Maintain	£30,000	£30,000	£30,000	£30,000	£30,000	£150,000
Evolve	£80,000	£80,000	£80,000	£80,000	£80,000	£400,000
Manage	£69,500	£69,500	£69,500	£69,500	£69,500	£347,500
Operating Costs	£70,000	£70,000	£70,000	£70,000	£70,000	£350,000
Contingency (5%)	£14,700	£14,700	£14,700	£14,700	£14,700	£73,500
TOTAL	£294,000	£294,000	£294,000	£294,000	£294,000	£1,470,000

The Opt-in Membership Funding is currently not secured. Therefore, we have not included it in our budget in the event any or all this funding is not realised. The scope of our projects will be adjusted/expanded for all additional income secured.

HOW TO VOTE

HERE ARE THE SIMPLE STEPS YOU NEED TO FOLLOW TO VOTE:

1. You should receive one ballot paper for each property that you are eligible to vote for by post by 26th May. If you do not, please email **admin@goforthstirling.co.uk**
2. Complete the ballot paper, putting a cross **(X)** beside your choice to retain the BID for a further five years or not.
3. Write your name in **BLOCK** capitals, your **POSITION** in the business and then add your **SIGNATURE**. Name must match the registered voter.
4. Each ballot paper must be returned in its own separate envelope.
5. Return your completed ballot paper(s) by post in the pre-paid envelope provided.
6. To be counted, the ballot paper must be received by CES (London) no later than 5pm on **JULY 7th 2022**.

G
FORTH
STIRLING BID
goforthstirling.co.uk
VOTE YES
MADE USING ECO-FRIENDLY RESOURCES