

DRAFT BID BUSINESS PLAN FOR CONSULTATION WITH HARROW TOWN CENTRE FORUM

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Welcome from the Harrow Business Improvement District (BID) Company Board

FOREWORD

It gives us great pleasure to introduce the proposal for a BID in Harrow town centre. The BID is an initiative run by and for businesses that allows businesses a unique opportunity to take control of the security, promotion and future management of the town centre through a collective contribution.

This proposal marks the culmination of an intensive process of preparation and consultation. The Harrow BID Town Centre BID Company believe that the proposals in the Business Plan clearly set out how the (benefits of the partnership to be added here)

We look forward to working with you to create a prosperous, safe and vibrant town centre. Should you have any questions or queries regarding this document, please contact: David Sklair on: 0208 736 6084, e-mail: bids@harrow.gov.uk.

Insert images and quotes from Ivan Carlse and Steve Kent

Why we are supporting the BID

What is this document about?

This document sets out the proposals put forward by the Harrow Town Centre BID Company for the establishment of a Business Improvement District in Harrow Town Centre.

This BID Proposal/Business Plan has been put together following extensive consultation with businesses in the town centre (See section X)

The document explains how the BID Company is set up (Section V), and explains how the BID process and voting procedure works (Section W)

It sets out a number of action and projects that will be funded and delivered through the BID levy (Section Y) and how this will be done (Section Z)

This document forms the “manifesto” on which all businesses will be voting in [July 2009].

Businesses should be aware that if a yes vote is obtained, the BID levy will be mandatory on ALL businesses in the proposed BID area.

Why do we need a Business Improvement District?

TEXT BOX

Harrow Town Centre Vision

Through effective partnership working, the BID aims to ensure that Harrow town centre becomes a safer, more vibrant and prosperous town centre and the clear destination of choice for new and existing businesses, employees and visitors to the area.

The last ten years has seen a decline in investment in the town centre. The effects of the credit crunch have also put increased pressure on existing town centre businesses and have significantly reduced footfall in the town centre. At the same time, there is increasing competition from other town centres and in new retail development such as Westfield at White City.

Also, while the town centre police team has made an impact in deterring shoplifting and DVD selling, our research has demonstrated that with the effects of the recession stock loss is still a significant concern among some retailers. Fear of crime is also still a problem among office workers, who feel threatened in certain areas of the town centre particularly after dark. Both these factors have a detrimental effect on attracting and retaining business and staff in the town centre. These factors all demonstrate the need for clear co-ordination between businesses, the police, the council and other agencies to share knowledge and intelligence to improve Harrow town centre now and in the future.

To address these issues and to improve Harrow Town Centre's image, we need a permanent and sustainable solution. A Business Improvement District is an initiative, which is led, run and funded by **businesses for businesses**.

Separate paragraph at bottom of the page – possibly a quote from BID member?

During these difficult economic times, we are all too aware that businesses have got an eye on the bottom line. With this firmly in mind, we have ensured that all businesses who contribute to the scheme will receive excellent value for money for their contribution. The Harrow town centre business plan is one of the first to show case studies of possible return on investment on the projects that we plan to deliver.

Text box – interesting facts – (include decrease in footfall over the past year, stock loss levels etc and below details)

An initial survey of town centre retailers was undertaken during 2008 to identify what businesses felt were the key issues facing the town centre.

The key issues that came across as part of this initial consultation process focussed on:

- Safety and Security
- Promotion and marketing
- Clean and green environment

Who is the Harrow Town Centre BID Company?

The Harrow Town Centre BID Company is a company limited by guarantee that was formally established in February 2009. The main objectives are: :

- (a) To provide, promote, facilitate or advance the BID Area as a better place to invest work, do business, visit and live;
- (b) To promote or advance directly or indirectly the regeneration and economic well being of the BID Area;
- (c) To improve, directly or indirectly, environmental standards, reduce crime, increase investment, enhance investment performance;

Board Membership and BID Company Structure

The initial Board of the BID Company consists of:

Steve Kent, Manager, St Georges Shopping and Leisure Centre
Suzy Wood, Manager, St Ann's Shopping Centre
Alan Emm, GE Money (to be confirmed)
Ivan Carlse, Fitz Health Club Ltd.
Sangita Manek, Blaser Mills Solicitors

If a YES vote is obtained, the BID Company will form the delivery agency for this Business Plan. The final BID Board will reflect the nature of the BID area. The proposed BID Board structure is:

BID BOARD STRUCTURE [to be checked against final Mem and Arts]

Seven BID Members;

Two Voluntary Members;

Two Local Authority representatives.

One Strategic Area representative

TOTAL 12 Members

Copies of the BID Company's Memorandum and Articles of Association are available via the BID Company web site (www.harrowtowncentre.co.uk).

How will the projects be delivered?

The BID Company will employ a BID Manager to run and ensure the actions and projects set out in this document are delivered. The BID Manager will be responsible to the BID Board.

A number of small sub groups will be established to help delivery of the business plan. These will cover safety and security and promotion and marketing.

All companies that vote are BID members and can be involved in the working of the BID Company either through being involved in one of the sub-groups or being on the BID Board.

Relationship of Harrow BID Company to Harrow Town Centre Forum

To be inserted here following agreement by the Town Centre Forum:

What is a BID?

A BID is a business arrangement through which the local business community, the Council and other statutory service providers can implement plans and improvement projects that directly benefit their area.

The improvements must be in addition to services already provided by the public sector. These proposals must be agreed by a majority of ratepayers in the BID area before the BID can go ahead.

The cost of the proposal is met by a supplement on the rate bills of the businesses within the BID area along with other voluntary contributions. All businesses that pay the supplement levy are entitled to a vote in a ballot conducted by the Local Authority to determine if the BID proposal should go ahead.

Although the vote is led by the Local Authority, a BID is **not** part of the Council and the projects and services that a BID delivers do not replace existing Council services.

After a fixed period (for Harrow, we are proposing the usual BID length of **5 years**), the success of the BID must be reviewed and businesses will decide whether it should continue through consultation and another ballot.

How do BIDs operate?

BIDS operate on a basis of statutory contributions.

This means that all eligible businesses in the BID area are obliged to contribute to the scheme if the majority of businesses have supported the BID in a ballot. This means that there is no “free-loading” – everyone contributes.

The great thing about a BID is that the level of investment via the BID levy has been set by businesses, through a series of consultations.

The money is kept locally, and spent locally, for the benefit of the local area.

The BID levy is based on the rateable value of the business unit (hereditament) and is a direct investment in the town centre. The funds collected through the BID levy will be kept in a separate BID bank account, held by the BID Company.

The total income from the levy, and from extra funds attracted, will be used to fund local activities and services, **as decided by businesses.**

What do business rates cover?

Business rates are a national tax collected by the Council and then redistributed at a national level. There is no relationship between the money you pay to the Council and the services that your Council provides. The Council’s income is spent throughout the borough on statutory and discretionary services for residents and businesses.

How does the ballot process work?

Harrow Council is responsible for managing and paying for the ballot. This is to ensure that it is carried out fairly and is a secret ballot that is not influenced by the BID Company.

Businesses in the BID area will vote on the proposal. Each property with a separate rateable value will receive one vote.

Where a business has more than one rateable business unit, it will receive a ballot paper FOR EACH UNIT. It is important that you complete and return EACH vote.

For example, in the case of Boots the Chemist, which has two stores in Harrow, Boots will be allocated two votes.

To be successful, a BID proposal must gain a simple majority of those voting, plus a majority of the rateable value voting.

What you need to do?

Are you a Store Manager?	Are you a business owner?
Consider	
Usually, someone at your head office will vote on the company's behalf. However, they will almost certainly contact YOU to find out whether YOU consider that the proposals set out in this document will be of benefit to the store.	You need to look at this document and consider whether the proposals will benefit your business and the wider town centre
Decide	
You need to decide what the main issues in the town centre are and whether these proposals address the issues and represent value for money. For more information visit: www.harrowscentre.co.uk or phone: 0208 736 6084.	You need to decide what the main issues in the town centre are and whether these proposals address the issues and represent value for money. . For more information visit: www.harrowscentre.co.uk or phone: 0208 736 6084.
Vote	
The vote will be conducted as a postal ballot arranged through Harrow Council. Prior to the formal ballot papers being issued, you will need to confirm the voting process with your head office/area manager.	The vote will be conducted as a postal ballot arranged through Harrow Council. Prior to the formal ballot papers being issued, you will need to: confirm who will be voting on your company's behalf

Harrow town centre BID area

The BID covers:

- All units St Georges Shopping and Leisure Centre
- All units St Ann's Shopping Centre
- All units St Ann's Road
- Nos 276 – 380 (Evens) Station Road
- Nos 249 – 381 (Odds) Station Road
- Nos 2 - 132 (Evens) College Road
- Nos 15 - 79 (Odds) College Road
- Harrow Bus Station
- Clarendon Road
- Kymerley Road
- Havelock Place
- Nos 5 - 9 Headstone Road



It is proposed that the BID area will cover the streets shown in the figure above. Upper floor units will also be included in the BID area.

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Section 2: BID Development

A Shadow Board was established in April 2008 to develop this proposal and business plan.

The BID Shadow Board comprised of

- Steve Kent (St Georges Shopping and Leisure Centre)
- Suzy Wood (St Ann's Shopping Centre)
- Kurt Jansen (McDonalds Franchisee – Station Road and St George's)
- Ivan Carlse (Fitz Health Club)

The Shadow BID Board was also like to thank the following companies for their input and support for the Harrow Town Centre BID

Marks & Spencer

Iceland

Argos

Next

Harrow Town Centre Police Team

Harrow Business Against Crime (HBAC)

Lloyds TSB

Avanta

Boots

What businesses told us

An initial survey of town centre retailers was undertaken during 2008 to identify what businesses felt were the key issues facing the town centre.

The key issues that came across as part of this initial consultation process focussed on:

- Safety and Security
 - Promotion and marketing
 - Clean and green environment
-
- These issues were then presented via an introductory BID event, staged on the 21 May in Harrow's Vue Cinema to promote further discussion and feedback.
 - An event for the office sector was held on 31st July to which all offices within the proposed BID area were invited to discuss their particular aims and objectives.
 - Following publication of the draft Business Plan in September 2008, all businesses in the town centre were contacted to gauge their views on the draft proposals.
 - In addition, a number of businesses have attended weekly meetings of the BID Shadow Board in order to provide input into the proposals.
 - As a result of the consultation process, the BID Company strengthened the proposals under the Safe and Secure theme by proposing to bring Harrow Business Against Crime (HBAC) under the overall control of the BID Company.

- Our consultation feedback has also demonstrated the need to show good return on investment particularly during a recession and wherever possible in this plan we have endeavoured to show these monetary figures.

The BID Company therefore believes that this final Business Plan provides a range of services that will benefit all the businesses in Harrow.

BID aims and objectives

The main aim of the BID is to create a safe, vibrant and prosperous town centre under the following three areas.

1. Reducing Costs

Purpose: the Harrow Town Centre BID aims to ensure that every business that contributes to the levy will receive a return on their investment

Project: Harrow Business Against Crime

Background: incidences of crime in Harrow town centre have been a major concern for retailers and offices. While the town centre police team have made excellent progress to date, the recession is still increasing levels of shoplifting.

What we hope to achieve: to ensure the total co-ordination of crime prevention in the town centre to reduce stock loss for every shop in the BID zone.

How: every town centre premises within the BID zone, will have access to free services from HBAC. This will include

- shared information and intelligence (cost in monetary terms?)
- free personal safety training for staff, including self-defence
- reduced price radios (quote amount)

Project: Trade Waste and Recycling

Background: currently businesses have to pay separately to have their waste removed. By providing free recycling schemes, we plan to reduce significantly the amount of money that businesses spend on waste disposal.

Waterloo Quarter BID zone have recently implemented a weekly free recycling scheme to cover paper, cards, plastic and cans. The total cost of the scheme is £32,000 which means an average annual saving of £232.00 per business based on 138 businesses.

What we hope to achieve: Collective recycling schemes will be implemented to benefit every town centre business. This will help to reduce business costs and improve our green credentials. Total saving per year?

2. Increasing Footfall

Purpose: to significantly increase footfall in the town centre and encourage a more affluent shopper through targeted marketing.

Project: Marketing Strategy

Background: footfall in the town centre has decreased by 10% between 2006 and 2008.

What we hope to achieve: By establishing a regular calendar of similar well-organised and publicised events would have a significant impact on footfall in the area throughout the year. This will include £30,000 of investment in festivities during the critical lead-in time to Christmas.

For example in November 2008? an event at the St George's Shopping Centre resulted in a 49% increase in footfall over one weekend.

Project: Environmental Improvements

Background: Along Station Road, there are numerous badly lit alleyways which prove to be a magnet for shoplifters, vandals and other forms of anti-social behaviour.

What we hope to achieve: Extra lighting will be installed in these areas thus deterring criminals and providing a safer and more welcoming ambience to encourage greater footfall.

3. Working Together

Purpose: To work with the Council, Police and other relevant agencies to address issues which directly affect the BID area.

Project: Local Procurement:

Background: Businesses in the town centre can support each other by encouraging trading between each other.

What we hope to achieve: The BID will encourage local trading opportunities by establishing networking opportunities and developing a package of preferential rates for local businesses to trade with other local businesses. This will cover everything from meeting room hire to legal services. (list package of benefits and value from working with the Chamber of Commerce??)

Project: Additional funding:

Background: The BID can supplement its income through identifying and applying for funding from a variety of sources.

What we hope to achieve: The BID will be able to significantly increase the value of the levy by applying for additional funding to support priority projects from National Lottery; London Development Agency, European Funding etc.

For example: Camden Town Unlimited (CTU) worked in partnership with the local council and with Transport for London (TfL) to upgrade the pedestrian experience. By pooling resources together it is expected that CTU's total investment of £300,000 will eventually lever in over £10 million of funding from both public and private sources.

BENCHMARKING AND TARGETS

How do we ensure we get additional services?

The Harrow BID will bring new initiatives to the town centre and enhance Local Authority services not replace them. The BID Company will therefore benchmark existing Police and Council run services, and will closely monitor pre-prescribed Service Level Agreements to ensure that standards are always met.

Service Level Agreements will be negotiated with the local authority for relevant services that will guarantee a level of core service provision in the BID area. This will provide a contractual agreement that cannot be reduced following the introduction of BID funded services.

The Harrow BID Company will benchmark the following services:

- Street Cleansing, Graffiti & Litter Removal
- Police (Harrow Town Centre Team), (Harrow Business Against Crime)
- Management of St Ann's Road/Kiosks and pitches • Festivals & Events
(Community Safety /Closed Circuit Television)

With benchmarks in place, it will be possible for the BID Company to ensure with no ambiguity, that all services introduced by the BID will be over-and-above those services already provided by the Local Authority.

Where BID projects are undertaken in conjunction with other agencies , Service Level Agreements will legally oblige these organisations to use the BID funds exclusively for the services agreed by the BID Board, and only within the BID area.

The additional services delivered by the BID will be governed by contractual service level agreements established prior to commitment of expenditure by the BID Board. The BID Company can undertake services either through the Council's contractors or by employing alternative external contractors directly.

Harrow Council provides a number of services to the town centre. These are listed below. Detailed Baseline summaries for each of these services are included in Appendix ?? Baseline Agreements for these services have been drafted and will be entered into by the BID Company and the London Borough of Harrow. These will be available on request from the Harrow BID Company's office.

Baseline and agreements for the following have been identified and are being finalised for the following

- *Street Cleansing, Graffiti & Litter Removal*
- *Police (Harrow Town Centre Team), Harrow Business Against Crime*
- *Management of St Ann's Road/Kiosks and pitches*
- *Festivals & Events*

Baselines and agreements are being considered for the following:

- *Community Safety/ Closed Circuit Television*
- *Refuse Collection & Recycling*
- *Public Car Parking & Parking Traffic Enforcement*

*Trading Standards Licensing
Community Safety
Street Trees, Public Parks & Green Space
Planning & Transportation*

Street Lighting
Street Furniture & Signage
Highways Maintenance
Nuisance / Abandoned Vehicles
Tourist Information
Public Conveniences
Harrow College

The key indicators are listed in the box below:

Key Performance Indicators

Qualitative Town Centre Satisfaction

Annual satisfaction Surveys

Quantitative Annual town centre health check

- Pedestrian flow counts
- Car park usage
- Town centre monitoring

Pedestrian Flowcounts

Town Centre Footfall Average

(Based on St George's/St Ann's/Debenhams Footfall

Action Plan

Monitoring levels of shoplifting/stock loss on a monthly basis

Other measurements of actions undertaken to be added here

Costs Incurred in Developing BID Proposals, Holding Ballot and Implementing the BID

The costs incurred in developing the BID Proposal, holding the BID ballot and implementing the BID are not to be recovered through the BID levy. This preparatory work has been funded by voluntary subscriptions from businesses and subsidies from Harrow Council. The BID levy charge will only be used to fund the improvement programmes from October 2009-September 2014, as set out in Part X of this proposal and relevant running costs.

Estimated Income and Expenditure Plans

The Harrow BID estimated income and expenditure have been based on a 95% collection rate of the BID levy.

INCOME

BID Levy (NET income) £206,000

Voluntary Contributions

Owners of St Ann's Shopping Centre £15,000

Owners of St George's Shopping and Leisure Centre £11,000

Estimated income from St Ann's Road Activity Areas:

TOTAL BID INCOME £232,000

EXPENDITURE

Projects by Theme Proposed Proportions

Reducing Costs 40%

Increasing Footfall 35%

Working Together (In kind)

Staff and Administrative Costs

Staff Costs 20% - add in figures here?

Admin, Levy Collection and Monitoring 5%

TOTAL EXPENDITURE 100%

None of the costs incurred in developing the BID proposals or to hold the ballot are to be recovered through the BID levy.

Developments costs were funded by a combination of the Harrow Town Centre Forum funds and in kind Council Officer time. In addition Harrow Council has funded the cost of the required levy collection software.

Once the BID is operational, minor variations within budgets will be managed by sub-groups, major variations will be reported to the main Harrow Town Centre Company BID Board for agreement.

The BID Company 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 priorities for the coming year, which allows the BID the flexibility to respond to changing business needs and requirements.

The BID will seek to secure other sources of funding over the course of the BID's lifetime. These may be from businesses, property owners or developers. The BID Company will also apply for public funding for specific projects.

Interesting Facts

- **17 BIDs already exist in London**
 - **They cover areas such as the South Bank, Ealing and Paddington**
 - **No London area has voted against a BID**
- add in further examples of good achievements from other areas**

The Levy Details

Key Facts

Most BIDs set a levy between 1 and 1.5%. The BID Board however recognises that the current trading environment is uncertain.

The BID Board is therefore recommending a maximum levy rate of 1% over 5 year period to take account of these trading conditions and not put undue pressure on resources.

The Proposed levy rates are set out in Appendix X. In summary, they are:

- LEISURE AND RETAIL PREMISES INCLUDING RETAIL BANKS & BUILDING SOCIETIES 1.0%
- RETAIL, RESTAURANT AND LEISURE PREMISES THAT PAY A SERVICE CHARGE TO A SHOPPING CENTRE 0.75%
- OFFICE PREMISES 0.75%
- CAR PARKS 1.0%

Exemptions

- Premises with a rateable value of less than £3000 will be exempt from paying the levy and therefore will not be eligible to vote in the ballot.
- The BID levy will be chargeable to the person paying the business rates regardless of whether the property is occupied or empty.
- The BID levy is charged on a daily basis. There will be no refund where a property ceases to be shown in the rating list, however new properties coming into the list will be liable.
- Businesses that begin to occupy existing hereditaments during the five year term of the BID will be liable to pay the levy provided the hereditament remains eligible for BID membership.
- The BID levy will be increased to take account of inflation by 3% per annum or the Retail Price Index (RPI) whichever is the lower. (explain more what this means ?)

If you want to know your rateable value, please contact David Sklair, 0208 736 6084 or visit www.voa.gov.uk.

Include section on: How the BID pays for itself

Insurance premium reductions – give examples from other areas

Reduction in the costs of recycling

Reduced costs of the car club

Staff retention: costs in advertising for new staff, interview, man hours etc

Cost of free advertising in Harrow People

Cost of free editorial/advertising in Harrow Observer/ Harrow Times

Free listing on BID website

Regular quarterly free business networking opportunities

Timetable

January to June 2009: Demonstration Projects including:

- car club
- business support

- etc

May 2009: Pre-ballot campaign

June/July 2009: BID ballot

October 2009: BID established following a successful BID vote

Contact us

To speak to a member of the BID Board or request any documents please get in contact:

David Sklair

BID Co-ordinator

C/o: Harrow Council

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Civic Centre

Station Road

Harrow

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E-mail: bids@harrow.gov.uk

www.harrowtowncentre.co.uk

SECTION ? ACTION PLAN

1. REDUCING COSTS

PROJECT	YEAR 1 ACTION	BUDGET (YEAR 1)	TIMING	FUNDING & PARTNERS	MEASUREMENT
<i>Total Proposed Budget</i>		£82,250 (35%)			
<i>Harrow Business Against Crime</i>	To fund and bring Harrow Business Against Crime (HBAC) into the BID Company.	£80,000 annum per	Commence October 09	Harrow BID	Levels of reported crime Police response times Incidents monitored
Trade Waste	Investigate town centre wide waste collection/ recycling and other green schemes (Feasibility Study)	£6,500 Feasibility Study Contract £7,500 (for 6 months) for paper and cardboard	October 09 – April 10 From April 10	Consultancy/ Harrow Council	Feasibility Study undertaken Contract with provider signed
Car Clubs	Investigate feasibility of setting up Car Club for Harrow Town Centre businesses	Staff Time	Commence October 09	BID/Car Club providers	Number of Cars available

2. INCREASING FOOTFALL

PROJECT	YEAR 1 ACTION	BUDGET YEAR 1	TIMING	FUNDING & PARTNERS	MEASUREMENT
<i>Total Budget</i>		£63,450 (27%)			
Marketing Strategy	Creation of BID marketing plan and calendar of events to integrate advertising, PR and local and pan London events	Staff Time	Commence October 09	Harrow BID Harrow Council Etc	Creation of marketing plan
	Compile regular e.mail and/or newsletter to cover events, achievements, development news and commercial opportunities	Printing and mail out costs £ tbc	Commence October 09	Harrow BID	Number newsletters produced
Promotion	Annually update and distribute Town Centre visitors leaflet (originally published July 2005) to residents (through Harrow People’’, hotels/libraries and shopping centres	£1,500 (annual redesign and printing costs)	Commence October 09	Harrow BID, plus sponsorship opportunities	Production of shopping leaflet
	5000 copies (printing costs)				

	£600)							
Harrow People	Secure quarterly space in Harrow People to promote town centre, events and businesses as appropriate. (100,000 distribution; all households and businesses in Harrow)	£4,000 per annum	Commence October 09	Harrow BID/Harrow Council	Space and editorial included in Harrow People			
Markets	<ul style="list-style-type: none"> • Arrange French market twice per year • Establish specialist other markets throughout the year. eg Craft Market 	<i>In kind support</i>	October 09/March 10 From March 10	French Market Provider/Harrow Council/Harrow BID	French market arranged. Other markets arranged			
Other Events	Other Events Support/promote events eg Engage professional street entertainers and sponsor community groups on 5 occasions per year (minimum) in line with	£2000 per annum	Commence October 09	Harrow BID	Number of events arranged			

Early opening	Evening	annual marketing plan.	Staff Time	October 09 to April 10	Harrow BID	
		Assess support for and coordinate evening opening in town centre				Pilot early evening opening introduced
		Coordinate and promote evening opening in town centre (from April 2010); Organise relevant evening events e.g. music/concerts	£17,500 per annum	Commence April 10	Harrow BID Businesses	
Christmas and Other Events		Christmas Event Support incl event, festive lights, advertising	c£30,000 per annum	Christmas 09	Harrow BID	Christmas event
Charity Sellers		Work with relevant organisations (Public Fundraising Regulatory Association (PFRA)) to control presence of charity sellers in town centre	Staff Time	Commence October 09	Harrow BID PFRA Harrow Council	Site Management Agreement signed off by relevant organisations
Promote/use pedestrian area for benefit of town centre		Promote establishment of new activity area(s) eg between St Ann's and St George's Shopping	£5,000	Commence October 09	Harrow Council Harrow BID	New activity area(s) designated

	Centres.					
	Negotiate management/use of outdoor space with Harrow Council					
BID/Town Centre Web site	Review and maintain BID/Town Centre web site to include (i) Business/shopping directory (ii) events calendar (iii) news/project updates (iv) visitors info	£2,000	Ongoing			Web site maintained on regular basis
Signage and Information	Work with Harrow Council to provide information boards Install up to 5 BID/Town Centre information boards	£5,000	Commence October 09	Harrow BID with Harrow Council/TfL		Number of signs/information boards installed

New Business/ Employees Welcome Pack	Develop Harrow pack for businesses/employees to include for example <ul style="list-style-type: none"> • Loyalty/Debit Card • Car Club information • Other 	£1,000	April 10	Harrow BID	Employee produced pack
Loyalty/Discount/ Debit Card Schemes	Investigate feasibility of establishing a Harrow Charge Card	£9,000 set up costs incl one system £1,500 per annum services costs	Commence October 09	Harrow BID	Number of charge cards issued
LDA London Ambassadors Scheme	Train town centre people as London Ambassadors	£50 per person	Commence October 09	Harrow BID/LDA	Number of people trained
Promoting Harrow Town Centre as a Business Location	Compile promotional material and work with freehold owners to attract new retailers to the town centre	£1,500 per annum	April 10	Harrow BID	Production of material
Child Safe Zone	Introduce Child Safe Zone across the Town Centre: To provide a single contact number clearly displayed for direct contact with the local security team e.g. CCTV Centre www.childsafezones.co.uk	Staff Time	Commence October 09	Harrow BID Harrow Council	

Town Centre Parking Strategy	Work with Harrow Council to review town centre parking, charges etc	Staff Time	Commence October 09	Harrow BID Harrow Council	Revised parking charges
Shopmobility	Support and publicise Shopmobility Scheme	Staff Time	Ongoing	Harrow BID Shopmobility	Shopmobility usage
Cleaning	To monitor and work with Harrow Council on cleaning in the town centre.	Staff Time	Commence October 09	Harrow BID Harrow Council	
Trade Waste	Work with Harrow Council to monitor and review trade waste collections as appropriate	Staff Time	Commence October 09	Harrow Council	
Pigeon control	Investigate methods to reduce presence of pigeons	£1,250 ? per annum	Commence October 09	Harrow BID	Introduction of pigeon reduction methods
Fly-posting and graffiti removal	To monitor and work with Harrow Council on removal of fly posting and graffiti from street furniture	N/A	Commence October 09	Harrow BID	
	Encourage businesses to regularly remove graffiti from their buildings	N/A	Commence October 09	Businesses	
Environmental	Work with landowners to improve condition and	Staff Time	Commence	Harrow BID	Improvements

3. WORKING TOGETHER

PROJECT	YEAR 1 ACTION	BUDGET YEAR 1	TIMING	LEAD ORGANISATION	MEASUREMENT
Business Services	Establish business forum for members to share best practice, give advice and aim to improve overall business performance (eg. Investors in People and work experience opportunities)	BID staff time	Commence October 09	Harrow BID Harrow College Other agencies	Number of events staged
	Organise lunchtime events for office workers eg walks, exercise classes, self defence classes etc	BID staff time	Commence October 09	BID Other agencies BID business members	Number of events staged
Local Procurement	Develop package of preferential rates for local businesses to trade with other local businesses and employees.	BID staff time	Commence April 10		Number of loyalty/discount schemes introduced

<i>Policing</i>	<ul style="list-style-type: none"> To establish monthly meetings between BID, HBAC, Town Centre Police Team, Council to ensure effective working in the town centre. 	Staff Time	Commence October 09	Harrow BID HBAC Police Harrow Council	
<i>Safety</i>	<p>To work with Police and other agencies to address safety issues across the town centre, specifically at</p> <ul style="list-style-type: none"> - Harrow on the Hill Tube and Bus Station - Queens House Car Park 	Staff Time	Commence October 09	Harrow BID HBAC Police Harrow Council TfL	
<i>Town Centre Strategy</i>	Work with Harrow Council to identify medium/long term strategy for town centre and ensure it meets the needs of business community	Staff Time	Commence April 10	Harrow Council	
	Promote development sites	Staff Time	Commence April 10	Harrow Council	
<i>Streetscape</i>	Work with Harrow Council to ensure business	Staff time		Harrow BID	

Improvements	needs are met in any new proposals.					
Employment and Training	Work with relevant agencies (eg Employment Service) to assist businesses in filling temporary vacancies;	Staff Time	Commence April 10	Employment Service/Slivers of Time		
Wi -Fi	Investigate and implement Town Centre-wide wi-fi zone	Staff Time	Commence April 10	Harrow BID	Wi Fi introduced	
Youth Schemes	Work with relevant agencies to undertake projects designed to engage young people in meaningful activities that are not detrimental to the town centre.	In Kind		Harrow BID	Number of town centre activities organised	

4. ADMINISTRATION, FUNDING AND MANAGEMENT

EXPENDITURE

PROJECT	ACTION	BUDGET YEAR 1	TARGET DATE	FUNDING & PARTNERS
Total Proposed Budget			£58,750 (25%)	
Staff Costs	BID Manager incl on costs and admin costs	£1bc say £50,000	Year 1-5	Harrow BID
Levy Collection	Software Costs BIDs module software & support maintenance costs	£2,500 per annum	Year 1-5	Harrow BID
	Work with Harrow Council and business to ensure agreed levy collection rate	To be checked !!!	Year 1-5	Harrow BID

INCOME

PROJECT	ACTION	ESTIMATED INCOME	TARGET DATE	FUNDING & PARTNERS
Additional Funding	Investigate methods to obtain additional funding		Year 1-5	As identified

St Ann's Road	eg National Lottery; London Development Agency etc			
	(i) Management Negotiate management/use of outdoor space with Harrow Council	£TBA	Year 1 Establish working agreement	Harrow Council/Harrow BID

5. MONITORING

PROJECT	ACTION	BUDGET YEAR 1	TARGET DATE	
Annual Evaluation	Annual Residents Survey on Town Centre	£1500 per annum	Years 1-3	Harrow BID Harrow Council
	Annual report Report produced - Annual billing leaflet - AGM held	£1000 per annum	Year 1-3	Harrow BID

STRATEGIC MONITORING				
Current trends	Business Improvement Districts Keep up to date with issues related to Town	£1000	Annually	Harrow BID

	Centre Management/ BIDs through membership of appropriate organisations/ attendance meetings/conferences at		Years 1-3	
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16. BID Management and Levy Arrangements - **THE SMALL PRINT**

Duration of the BID

The BID term will be for five years, commencing on 1st April 2009 until 31st March 2014. Before the end of this period, the BID Board may choose to seek renewal of the BID for a further term, through a renewal ballot.

All non-domestic ratepayers, either occupying property, or if unoccupied, owning, leasing, renting or having agreement to possess property in the BID area as defined above in response to point 1(1)(c) of Schedule 1 of the BID regulations, and having a Rateable Value of £3,000 or above, will be liable to the BID levy daily charge.

However, said ratepayers will not be liable for the said charge for any day, during the BID levy period, where the rateable value of the relevant hereditament is below £3,000; subject to the "closed financial year rule".*

Liability – Additional clarification:

Persons liable to the levy will be any "Rate Payer" as set out in section 59 of the Local Government Act 2003, [Interpretation of Part 4]. Section 59 clarifies the meaning by stating "non-domestic ratepayer, in relation to any area, means a person subject to a non-domestic rate under section 43 or 45 of the Local Government Finance Act, 1988 (c.41) (liability to non-domestic rates) because he is the owner or occupier of a hereditament situated in that area."

For the purposes of non-domestic rating, the London Borough of Harrow interprets the owner of a hereditament or land as per the definition in section 65(1) of the Local Government Finance Act 1988. This states that "the owner of a hereditament or land is the person entitled to possession of it". A similar definition exists in Schedule 4A of the Local Government Finance Act 1988 at paragraph 10(b) for unoccupied properties.

List of Liable Rate Payers at BID commencement:

*The initial list of non-domestic ratepayers liable to the BID levy will be set and available following formal notification of the ballot. **Appendix x**, is a snapshot list of the full details of all hereditaments that would be liable to the BID levy as at 2^{1st} January 2009 ("date when compiled") but please note that this list will be updated with any changes to the billing authority's rating list between **this date and the formal notification of the ballot and that any new**, refurbished or reconstituted hereditaments subsequently entered into the rating list after the BID commencement date shall additionally also become liable to the BID levy so long as other relevant criteria within this document are also met. **Appendix x** will be updated on an on-going basis to reflect changes in the billing authority's database of liable non-domestic ratepayers and relevant hereditaments. The list will therefore change over time as different liable ratepayers are added which will also become responsible for the BID levy or removed and are therefore no longer responsible for the BID levy.*

Rating List and Rateable values to be used in the BID:

For the purposes of the BID, the 2005 rating list and relevant rateable values (as amended) will be used to calculate the individual levy charges for each liable ratepayer, subject to the "closed financial year rule".

Financial year

For the purposes of the BID, a financial year is a period of 365 days (or 366 days in a leap year), commencing 1st of April and ending 31st of March inclusive.

Closed Financial Year Rule

The BID will operate a variable rateable value system within each “current” financial year; in effect ensuring that the BID levy charge is adjusted between the 1st of April and 31st March in line with any rateable value schedules issued by the valuation office for the same period. However, once the end of the financial year is past (i.e. the 31st of March), the BID will ignore any subsequent rateable value schedules altering the rateable value list retrospectively for the BID area and will apply the changes to the financial year in which the rateable value schedule was received only, if applicable. This will mean that no rebates will be given for reductions other than those that occur in the financial year itself, and likewise no increases in BID levy charge will also occur retrospectively once a BID financial year comes to an end.

The above concept will also apply to properties that may be removed from the list or added to the list retrospectively, and will also apply to splits or mergers. One exception is where rate payers become known to be liable BID payers after the commencement of the BID and potentially after the end of the relevant financial year and where rate payers cease to be liable BID payers but liability is not adjusted until after the end of the financial year. In these scenarios, liability will be adjusted accordingly and either demand notices issued for payment or refunds given as appropriate.

The BID levy charge for each individual ratepayer is to be calculated by multiplying its rateable value by either 1% or 0.75% according to the property use as set out in appendix x and dividing the result by the number of days in the financial year.

Procedural Arrangements

The BID charge is a daily charge based on rateable value. It is to be paid in full in advance, the due payment date being the 1st of April of the relevant financial year (or within 14 days of the demand notice being issued if this is later than 1st April) unless the BID payer liable for the charge was not so liable until a later date, in which case the BID payer liable will be expected to pay in full the charge to the end of the financial year, within 14 days of a demand notice being served on them.

Recovery & Enforcement

The non payment of the BID charge will be strongly pursued via all available enforcement options. This will include: the preparation, issuing and serving of summonses at minimum of to the BID payer of £200 per summons case (or any other figure that the local authority may adopt); the use of bailiffs; committal action; insolvency action and County Court action. All of these actions may incur additional costs for which the BID payer will be liable.

The BID arrangements may be altered without an alteration ballot in the following instances:

The BID multiplier/poundage will increase each financial year by 3% or the Retail Price Index (RPI) (as announced in the preceding September/October), whichever is the lower, starting 12 months after the BID commencement date. It is to be calculated by multiplying the original figure, (as set out in the above response to Schedule 1(1)(d) of the BID Regulations), by 3% or the relevant RPI percentage increase whichever is the lower, and taking the answer to the first 3 decimal places, the latter digit always benefiting from rounding upwards if it is equal or greater than 5.

The streets and hereditaments to be included in said BID area may change due to changes in the relevant billing authority's local list. Hereditaments may be additionally included if their rateable value, at any time during the BID period, exceeds £2,999 or they are newly added to the local list and the rateable value threshold criteria [as set out in the above response to point 1(1)(d) of schedule 1 of the BID regulations] is exceeded. Hereditaments may also be excluded from the BID area and BID levy charge in cases where the billing authority amends the local list and either removes hereditaments from the list or alters the rateable value to below £3,000. Where this occurs, such amendments will either be effected as per the date on the billing authority's schedule, or if this date predates the beginning of the financial year in which the change is being made, the 1st of April of the relevant financial year in which the billing authority implements the change.

Relief Arrangements

No property will be excluded from the BID levy regardless of their status in respect of business rates. This means that all properties meeting the threshold criteria will be liable to the BID levy at one of the low rates set out in the BID rules. Furthermore there is to be no distinction made between occupied or unoccupied hereditaments, either occupancy status attracting the full BID levy.

Note on the effect of the 2010 Business Rates Revaluation on the BID.

Hereditaments not qualifying at the outset due to not meeting the rateable value threshold of £3,000, may well become liable for the levy post 1/4/2010 once the new rateable values from the 2010 revaluation are known. It is noted that these levy payers may not have participate in the original ballot. However, it will be up to the BID company to decide through their normal governance arrangements if they wish to include them in future billing or not. Either way, the minutes from any such decision will be sufficient to prove or disprove liability for the BID for any such properties.

The purpose of this policy is to ensure that the ballot is as fair and equitable as possible and transparent therefore providing the necessary decisions for effective administration.

How will the BID be monitored?

To ensure that the BID Company and projects are achieving results in the town centre, we will provide a number of measurable outputs by which you can judge us and your own business performance.

“ In terms of our staff retention, it is very important that the town centre is a safe and attractive area where people can enjoy events and relax during their lunch-break. The Business Improvement District will be a great step forward in achieving this aim and we are supporting it 100%. ”

David Gray, GE Money

“McDonalds is delighted to be involved in the Harrow bid. We value our position in the community and truly believe the benefits of the BID will have a positive impact on the town and its businesses”

Kurt Jansen, McDonalds Franchisee

A revitalised town centre is in the best interest of every business and we very much want to be part of that.”

Ivan Carlise, Manager of Fitz Health Club

“ Too many people are choosing to shop in other areas such as Watford and Brent Cross. We need to entice these shoppers back with a safe, modern and vibrant town centre where people can enjoy a complete shopping experience – the BID will provide us with the resources to do this.”

Suzy Wood, Manager of St Ann's Shopping Centre

“For too long, businesses have had very little say in what happens in the town centre. The Business Improvement District will allow businesses to shape the future of the town centre and bring real business acumen to the table. The BID will also ensure a voice for business within the Council to ensure that any day-to-day problems are resolved swiftly and efficiently.”

Steve Kent, Manager St George's Shopping Centre

“As a town centre leisure attraction, we feel that the Business Improvement District will provide a great opportunity to attract both old and new residents, shoppers and employees into the town centre.