



↗ Ealing Broadway Business Improvement District

Business Plan
2006/2011

January 2006



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Foreword



Ealing Broadway is a great place for business. It is an established and thriving retail and office destination, which makes it a popular place for many businesses to locate. It has excellent transport links. It is prosperous and lively. However, Ealing Broadway can and should do better. It needs to be better managed. It needs to promote itself in the context of increasing competition. Residents and shoppers need to feel safer when using the centre, especially at night.

To secure a better and safer trading environment in Ealing Broadway, a local business-led and not-for-profit company – Ealing Centre Partnership – seeks your support to establish a Business Improvement District (BID). This will be a new model for managing Ealing Broadway that will uniquely give businesses a say in how the town centre should be managed.

This business plan sets out how we can improve Ealing Broadway. It contains a strategy and range of projects that have been put forward by local businesses and supported by the Council, the police and residents alike to make Ealing safer, cleaner and a shopping centre with improved levels of footfall and increased levels of shopper satisfaction.

The plan explains how these projects will be funded, principally through the application of a BID levy on 450 business ratepayers in Ealing Broadway along with additional contributions from some major landowners and Ealing Council. It identifies the benefits these projects will have for local businesses and how we will measure and monitor our success at achieving them. It also sets out how a new BID company for Ealing Broadway will be managed to make sure that the funding it obtains is spent wisely and effectively.

Local businesses will be formally invited at the end of February to support the establishment of a BID in Ealing Broadway.

We invite you to read this business plan, support the ideas in it and vote in favour of the Business Improvement District.



Support for the Ealing Broadway Bid from local Businesses



Steve Levitt, Visage Independent Retailer

“Visage is an established business and committed to being part of a successful Ealing Broadway, and so would welcome any ideas that would improve the centre. However, it doesn’t mean money being spend to subsidise services for which rates area already paid into. I am confident this is not the case and will be additional services and prove to be a positive development.”



Ian Turner, Marks and Spencer

“Marks and Spencer is committed to Ealing Broadway and we fully support the Business Improvement District because we believe that improvements to the local working environment will be good for us and for retail here in general.”



Mahanta Shrestha, Monty’s Restaurant and President of the Ealing Chamber of Commerce

“I believe the Business Improvement District will help bring prosperity to the area. We as businesses have the knowledge to understand what our town centre needs to be a thriving place to work, shop and relax in.”



Richard Palfreeman, Northfields Estate Agent

“We wholly support this initiative which we firmly believe will benefit businesses and residents. It will help ensure improvements are made as well as being a valuable investment programme for attracting new families, young professionals, investors and first time buyers into the area.”



Liz Pilgrim, baby e

“We support the Business Improvement District because it will significantly improve our immediate environment with safer and cleaner streets.”



01_Executive Summary



The proposed Ealing Broadway BID will initially operate from April 2006 until March 2011. The project ideas in the BID proposal will be largely funded through a compulsory BID levy to be served on 450 separately rated properties in Ealing Broadway (see Figure 1 below).

Figure 1 Ealing Broadway BID Boundaries



Vision for the Ealing Broadway BID

Responding to concerns and issues raised by local businesses over 2004 and 2005, our vision for the Ealing Broadway BID is:

“To create a safe, clean, attractive and user friendly town centre – a destination of choice for customers, employees, businesses and investors, both now and in the future.”





Our vision will be delivered through five goals. These are:

A Safer Ealing – reducing crime and improving perceptions of safety among visitors to and employees in Ealing Broadway, making it a more welcoming place to shop, visit and enjoy.

A Cleaner Ealing – improving the town centre’s environment notably, with improved levels of cleansing, presentation and maintenance.

An Accessible Ealing – helping people access Ealing Broadway and move around it, helping them to feel welcome in Ealing Broadway with improved signage, street lighting and greening of shopfronts.

An Active Ealing – raising the profile of Ealing Broadway within west London and bolster Ealing’s offer through special events, marketing and promotional activities.

Lobbying for Ealing Broadway Businesses – ensuring that the views of local businesses and investors are heard by public agencies and to provide membership services for BID members.

Business Plan Funding

The levy will be set at 1% of annual rateable value in 2005 and adjusted each year for inflation. Tenants in the Ealing Broadway Centre will receive a 30% discount and Arcadia Centre will receive a 50% discount, to be made up by additional voluntary contributions from their landlords. Other landowners such as the Prudential, the freeholder of the Sainsbury’s Local store in Ealing Broadway, will contribute additional funds. The Council has also agreed to allocate planning gain contributions towards some of the projects in this business plan. Other agencies, such as the Police and Thames Valley University, have agreed to provide additional in kind support.

The total cash investment to promote the Ealing Broadway BID Business Plan will be in excess of £2.3 million, made up of the following sources:

Source	£
BID levy	1,614,487
Additional Voluntary Contributions from landlords and grants secured	334,630
Additional funds committed (Council’s Section 106 funds)	395,500
TOTAL	2,344,617

Additional grant funds will also follow as the BID company will be able to bid for National Lottery and other grants and has a team with experience in securing outside funds.

The Ealing Broadway BID Company will enter into binding legal agreements with the Council and has a memorandum of understanding with the Police which establishes certain standards of service that will be maintained or exceeded if the BID proceeds. It will not be possible for either agency to reallocate resources away from Ealing Broadway if the BID proceeds.

Partnership and Management Arrangements

The management and operation of the Ealing Broadway BID will be undertaken by the Ealing Broadway BID Ltd. Its finances will be managed and monitored by a programme manager who will report to the Ealing BID board. Its accounts will be audited by Johnson and Johnson Accountants.

02_ What is a Business Improvement District?



Definition

A Business Improvement District (BID) is a defined geographical area where business rate payers within the area agree to contribute financially for a fixed period of time for the delivery of specific additional services to improve the commercial environment and the public realm in partnership with the local authority.

The BID concept was established:

- To respond to stronger competition, businesses, workers, residents and visitors who have many choices among locations to find the best services and environment to live, visit and work;
- To respond to weaknesses or opportunities that need to be addressed in an area, for example, no budget for streetscape maintenance or new development means areas need to be promoted; and
- To create a sustainable funding base which is secured locally for investment into an area.

The concept is based on the extensively adopted US model. The regeneration of major cities such as Washington, Baltimore and Philadelphia can be attributed in part to the introduction of BID programmes. Unlike other regeneration initiatives, a BID is driven by the businesses in the area, not by Government. Through consultation, a range of projects and services are discussed and agreed, and these are then put to a democratic vote involving all the businesses in the area. If the vote is successful then the projects are implemented through a BID levy that is charged in addition to standard business rates. The BID levy typically operates for between three and five years and the funds levied are managed by the BID proposer. It is open to the BID proposer to extend the life of the BID for a further period, subject to a fresh ballot of the businesses involved.

The legal authority to set up and manage a BID in England is the Local Government Act 2003. BIDs are set up following the preparation of a business plan by a BID proposer which identifies the BID levy and what the funds received will be spent on. A levy of up to 5% can be served. Ealing Centre Partnership is the BID proposer for the Ealing Broadway BID and is serving a levy of 1%.

To receive approval to proceed, a secret BID ballot must meet two tests. First, a simple majority of those voting must vote in favour. Secondly, those voting in favour must represent a majority of the aggregate rateable value of the hereditaments (rateable properties) voting. The Council has powers to veto a BID ballot in the event that the BID conflicts with an adopted Council policy or if the Council considers the levy would place a significantly disproportionate burden on a person or group or persons or where the burden would be inequitably applied. The legislation also gives powers to the Secretary of State at the Office of the Deputy Prime Minister to declare the ballot void if there has been a “material irregularity” in the BID ballot. Further information relating to the Business Improvement District Regulations can be found in Appendix 1.



BIDs Across England

Since Kingston town centre became the first town centre in the country to establish a BID in November 2004, a number of other town centres have held ballots to establish similar structures. To date, the vast majority of proposed town centre BID ballots have been successful. BIDs have typically covered reasonably small numbers of businesses with between 200 and 400 rateable properties and have sought to operate on the basis of a 1-2% levy. The annual BID levy to be collected for town centre BIDs approved so far ranges from £250,000 to £729,000. The business plans prepared for each successful BID indicate that levies are generally used, after staff and administrative costs and cost of collection, to pay for security and safety measures, improvements to street cleaning, streetscape and environmental works and town centre marketing and promotion measures.

Within West London, businesses in Kingston and Paddington have voted in favour of BIDs. A BID is being developed in Hammersmith town centre.

The Ealing Broadway BID Levy

If a majority of businesses vote in favour of the BID and the business plan, a BID levy will be served on 456 business rateable properties within the proposed Business Improvement District. Generally this will be the equivalent of 1% of rateable value a year. This levy will be collected starting from 1st April 2006 for a period of five years ending on 31st March 2011. The levy will rise with the rate of inflation annually. It will be collected by the Council and then transferred over to the BID company to manage and spend in accordance with the business plan.

Based on a 1% levy, the costs to a business ratepayer would be as follows:

Rateable value	Annual contribution	Monthly cost	Weekly cost
£10,000	£100	£8.33	£1.92
£20,000	£200	£16.67	£3.85
£30,000	£300	£25.00	£5.77
£40,000	£400	£33.33	£7.69



Eligibility to Pay the BID Levy

All business rate payers will be obliged to pay the BID levy with the exception of those businesses operating from properties with a rateable value of less than £10,000. This lower limit has been proposed in line with the Council's current level of business rate relief for small businesses in Ealing Broadway.

"Central List" properties that are not contained on the local Rating List will not be required to pay the levy. These include British Telecom payphones and the gas and electricity supply network. However, it would in theory be open to the BID company to serve a BID levy on any substantial new advertisement sign or group of signs if these were to have a combined rateable value in excess of £10,000.

The list of BID levy payers and the amounts to be paid will be updated and amended during the life of the BID to reflect any changes in ratepayers along with appeals against rateable values set by the Valuation Office along with any additions, changes and removal from the Rating List which would lead to an amendment to the BID levy charged.

The BID levy will have to be paid by any new ratepayer moving into the BID area up until 2011 even though they did not vote on the initial proposal to set up the BID. Likewise, any new rateable properties created would be obliged to pay the BID levy too. If a business rate payer occupies premises for less than one year, the amount of BID levy payable will be calculated on a daily basis. There will be no charge on empty properties for the first three months, but the full BID levy will have to be paid thereafter.

Levy Exemptions and Reliefs

Reflecting the different types of properties within the Ealing Broadway BID area, three types of properties would receive some level of BID levy relief:

– **Properties entitled to mandatory and discretionary charity relief from the Council with regard to Business Rates.** All properties falling into this category will receive the same percentage relief on the BID levy as their Business Rates. This relief may be 100% depending on their eligibility.

– **Tenants in the Arcadia and Ealing Broadway Shopping Centres relief:** Tenants in the Ealing Broadway shopping centre will receive 30% relief on the BID levy and tenants in the Arcadia Shopping Centre will receive 50% relief on the bid levy. This is because these tenants already receive some of the services proposed in the BID Business Plan, particularly security and cleaning. Tenants here pay a service charge for these services to their landlords, and may consequently feel that also paying the BID levy presents them with disproportionate costs. However, these companies will benefit from the marketing, events and environmental and access improvements, and are likely to benefit from increased numbers of visitors. To offset this potential loss of income to the Ealing Broadway BID, the landlords of these two shopping centres have agreed to provide additional voluntary contributions to the equivalent of the reliefs provided. The new owners of the Arcadia Centre along with Legal & General and Land Securities (joint owners of the Ealing Broadway Centre) are active supporters of the BID and the project ideas in this business plan.

– **Christ Church CoE Junior School** will be exempt from the levy. Although it has a frontage onto Springbridge Road, it is not a business and it is not appropriate that it be eligible to pay the BID levy for this reason.



Paying the BID Levy

The BID levy will be payable in two instalments, falling on 1st April and 1st October of each year. Collection and enforcement arrangements for the BID levy will be similar to those for the collection of business rates. Ealing Broadway BID Ltd may authorise refunds to BID leypayers in exceptional circumstances and write off bad debts where appropriate. Detailed rules for the collection and enforcement of the BID can be seen in the Operating Agreement which the BID company has entered into with Ealing Council.

Milestones in the Lifetime of the Ealing Broadway BID Business Plan

November 2005	Launch of Ealing Broadway BID campaign
1st December 2005	Launch of BID website www.ealingbroadwaybid.co.uk
27th February 2006	BID ballot papers posted to all business rate payers
28th March 2006	BID ballot vote period ends
1st April to 1st May 2006	BID implementation arrangements put in place, including appointment of Ealing Broadway BID company interim board.
1st April 2006	BID Levy collection begins
October 2006	First year AGM electing BID company directors
April 2008	First evaluation of BID programme
April 2010	Second evaluation of BID programme, including resolution of need for extension of BID
April 2011	End of first phase of the life of the BID, and end of the Business Plan.

BID Business Plan Limitations

During the five year period of the business plan it is likely that a number of new projects and opportunities will come forward which it has not been possible to predict at the time of preparing this document. The delivery of these projects will be dependent on securing income either from other external grant funding sources for which Ealing Broadway BID Ltd will be eligible as a not-for-profit company, or revenue generating initiatives.

The business plan has also been based on secured and forecast revenue sources including additional voluntary contributions from the landlords of managed shopping centres and Ealing Council's contribution from planning gain (section 106) funds.

03_The need for a Business Improvement District



Why Ealing Broadway?

Ealing is one of suburban London's major shopping and office centres, with 133,300 square metres of retail floorspace and nearly 70,000 square metres of office space. It is of vital importance not only to the London Borough of Ealing and its population, but it also provides around 10,000 office and 5,000 retail jobs.

It has the widest range of places to eat and drink in within West London. It is the second biggest retail centre in West London behind Kingston. It is the third biggest office centre in West London behind Kingston and Hammersmith. It is a key transport hub in West London with tube and mainline rail connections along with 18 bus routes serving it. New proposals such as Crossrail, the West London Tram and recent direct links from Heathrow will make it a more accessible shopping destination. It has a wide range of cultural, new media and festival spaces including Ealing Studios, Pitshanger Manor and the Questors Theatre. It is home to one of the largest universities in the country – Thames Valley University – and the University has invested in a number of sites around Ealing Broadway.

The challenges facing Ealing Broadway

While Ealing Broadway is a strong and attractive town centre, it faces major threats to its future success. These include:

- **Ever higher consumer expectations:** The way we use town centres is changing fast. Consumer expectations are rising. They spend more on leisure, eat out more, but also have more choice of where to go and where to exercise that choice. Local people are saying they want a **quality** centre with a **better** mix of uses. If Ealing Broadway is to thrive in this climate it needs a more distinctive range of shopping, cultural and leisure facilities that increases visits from local and wider borough residents. More people need to choose Ealing Broadway rather than go to more distant competing centres.
- **Competition:** The improvement and growth of nearby town centres, some undergoing major expansion, will soon threaten Ealing's ability to retain shoppers and visitors. New development at Uxbridge and the major new Westfield shopping centre still under construction at White City provide attractive alternatives to Ealing Broadway. Kingston businesses have responded to threats from other shopping centres by voting in favour of a BID. This will generate over £729,000 a year of BID levy revenue that businesses will use to promote their centre. Hammersmith town centre businesses will be voting in February to run their own BID.
- **Employment:** Ealing needs to retain and improve its reputation as an employment centre, especially to make its office stock more attractive to new tenants and investors in the context of improvements to public transport, including the Heathrow Connect train service which provides a twice hourly direct service to the airport.



- **Street environment:** Ealing's street and pedestrian environment is tired, below-standard and, once improved, needs better maintenance.
- **Evening economy:** The thriving night-life, particularly late at night, though generally good for the economy, must be well co-ordinated and managed so that it neither deters some people from using the centre at night nor causes a nuisance to local residents. Wider choices of evening and night time leisure activities need to be encouraged, to attract all sections of the community into the centre during the evening and discourage anti-social behaviour associated with the centre.
- **Disinvestment:** Ealing Broadway must remain commercially viable in the context of the challenges it faces, especially from other centres, to avoid disinvestment.

Why a Business Improvement District?

No one agency can solve the challenges that Ealing Broadway faces. It is clear that a partnership of organisations from the private sector need to collaborate on the centre's future.

Ealing Broadway needs a strong and united business driven mechanism, in collaboration with a supportive public sector, to help stimulate a proactive and positive response to the challenges it faces. A BID is the ideal vehicle to tackle these challenges. This is because it will bring together all landowners and businesses with a common interest in the future prosperity of Ealing Broadway. These include the Police, the Council, Thames Valley University and a range of small and larger businesses who will be paying the BID levy if the BID proceeds. By introducing an additional levy on all businesses ratepayers in the BID area, and giving this funding to Ealing Broadway BID Ltd to invest in ways that local businesses have said they want to see the money spent, the expenditure will address their concerns. The BID will also bring extra resources and funding to Ealing Broadway. As a not-for-profit organisation Ealing Broadway BID Ltd will be eligible to apply for grants to tackle crime and promote the liveability of the town centre.

Why Now?

Ealing Centre Partnership has consulted widely with local businesses about their concerns during 2004 and 2005 (refer Appendix 4). It has developed a range of projects to address the concerns raised by local businesses. It will enter into binding agreements with the Council and the Police to continue to deliver, and in places improve, current levels of service. In the context of future threats, especially from White City, it is important that additional resources be applied to improve Ealing Broadway's appeal now in anticipation of the completion of this development. This needs physical works but also a co-ordinated marketing programme among all businesses with an interest in the future of the town centre.



Economic Impact

The impact of the BID will be far greater than the straight “purchasing power” of the BID levy itself. Nonetheless, it is clear that the implementation of this business plan will have a significant economic impact on businesses in Ealing Broadway.

The package of environmental improvements set out in this business plan will make the public realm in Ealing Broadway more welcoming, enticing more shoppers and visitors into these spaces and then into the shops and other commercial enterprises. This will encourage greater pedestrian footfall resulting in an increase in spend in Ealing Broadway-based businesses. It will also make the town centre a more attractive location for staff to work in. It is anticipated that this will lead to greater profits, higher rates of retention of staff and therefore increased investment in Ealing Broadway businesses.

Providing a safe environment in Ealing Broadway will encourage greater private sector investment amongst the business community and their staff. New businesses will be encouraged to locate here in the knowledge that crime rates are low and initiatives such as the Storenet and Nitenet radio safety schemes are tackling shoplifting and other types of anti-social behaviour as well as addressing fear of crime.

Increased marketing of the centre and events will help Ealing Broadway hold its own against competition from other centres.

A strong business-led organisation such as a BID will ensure that the voice and concerns of local companies are addressed by public agencies and that funding is allocated towards Ealing Broadway. The BID structure will enable local businesses to meet and trade with one another through improved networking opportunities.

04_Ealing Broadway Business Improvement District area



The BID would take in the heart of Ealing Broadway, covering 456 separate rateable properties (or “hereditaments”) including a mix of retail (55%), office (30%), leisure (8%) and other commercial uses (7%). It extends from Westel House and the Police Station in the west to the eastern end of the Mall including the Ealing Broadway and Arcadia Centres. It also covers businesses in Haven Green and Springbridge Road and, to the south of the Uxbridge Road, Oak Road, High Street, Bond Street and Ealing Green including Ealing Studios and the Ha!Ha! public house on Mattock Lane. The BID boundary therefore incorporates the main tourism attractions, retail areas, Thames Valley University, Ealing Broadway station and a number of Council-owned properties including Perceval House and the Town Hall. The BID boundary is illustrated on the map below:





Logic for the Boundaries

Ealing Centre Partnership established a working party of local businesses to consider the case for the BID, projects to achieve agreed objectives along with the BID boundaries. In deciding on the boundaries for the BID, the working party was guided by a number of factors.

The first of these was to have a reasonably compact BID measured in terms of the number of business rated properties or “hereditaments”. This helps in marketing and developing the BID to its ratepayers. In setting a BID size at around 450 hereditaments, the Ealing Broadway BID is relatively large. Consistent with other research, the working party considered it important not to have too large a BID area and, for this reason, rejected the option of extending the BID area into West Ealing. Past experience has shown that large BID ballots get lower turnouts and a further concern is that a geographically long BID area would cover trader groups with different interests and priorities and prevent resources from being applied effectively.

It was secondly considered that the BID should include a mix of retail, office and cultural uses consistent with policies in the Ealing Centre Strategy to promote Ealing as an office location and a cultural centre and to tailor BID spend around these sectors’ needs.

Thirdly, it was considered that the core of the BID be located around Ealing Broadway. This decision acknowledges Ealing Broadway’s strategic location in the west London economy and within the wider Ealing Broadway/West Ealing centre, its proximity to a major suburban rail, Underground and bus interchange and important development sites such as Dickens Yard, adjacent to Ealing Town Hall. It also seeks to respond to specific local challenges that Ealing Broadway faces around management of the evening and night-time economy, congestion and street cleaning.

A detailed list of addresses in the Ealing Broadway BID area is shown at Appendix 2.

05_Aims, objectives and delivery plan



The Aim

Our vision for the Ealing Broadway Business Improvement District is:

“To create a safe, clean, attractive and user friendly town centre – a destination of choice for customers, employees, businesses and investors, both now and in the future.”

Our vision will be delivered through five objectives. These are:

A Safer Ealing – reducing crime and improving perceptions of safety among visitors to and employees in Ealing Broadway, making it a more welcoming place to shop, visit and enjoy.

A Cleaner Ealing – improving the town centre's environment notably, with improved levels of cleansing, presentation and maintenance.

An Accessible Ealing – helping people access Ealing Broadway and move around it, helping them to feel welcome in Ealing Broadway with improved signage, street lighting and greening of shopfronts.

An Active Ealing – raising the profile of Ealing Broadway within west London and bolster Ealing's offer through special events, marketing and promotional activities.

Lobbying for Ealing Broadway Businesses – ensuring that the views of local businesses and investors are heard by public agencies and to provide membership services for BID members.

These objectives and the projects within them respond directly to what businesses within the BID area have said they want to see in the Business Plan following consultations with them in 2004 and throughout 2005 (refer Appendix 4). They also arise from discussions with public agencies such as the Police and the Council and the priorities of their funding programmes.

The remainder of this section details each of the individual projects along with target achievements, timescales and costs in Year 1 (2006/7). More detailed costings for each project in over the lifetime of the Plan are shown at Appendix 5.

The 2006/7 projects are well developed, but there will be opportunities for businesses and stakeholders, through membership in BID activities, annual AGMs and consultation with Ealing Broadway BID Ltd, to bring forward other projects in the future that also meet the objectives of the Business Plan.

Objective 1_A Safer Ealing



Project: Town Centre Rangers

Benefits to Businesses: Reduced levels of crime, increased levels of safety and a more attractive environment for visitors and staff.

Description: Ealing Centre Partnership's core funders have paid for a Town Centre Ranger since 2003. The BID company will retain the services of this ranger and appoint a second ranger to work in the evenings and at weekends. Together, these two rangers will act as caretakers for Ealing Broadway. With regard to safety, the rangers will:

- Run the Storennet/Nitenet Radio Safety Scheme;
- Set up a Business Crime Partnership to share criminal intelligence with businesses and Police; and
- Co-ordinate the Police, CCTV and Radio Safety Scheme services with those of the private sector to ensure that security services provided to the town centre operate effectively and efficiently.

They will also be responsible for monitoring problems on the street such as unauthorised rubbish dumping and reporting problems such as graffiti and fly posting to the Council and its contractors. Further, they will monitor the Council's street cleansing contractor, ECT, and suggest areas where street cleansing could be improved. Finally, the Rangers will welcome visitors to major Ealing events, acting as ambassadors for Ealing Broadway and offering information and advice.

The BID company will explore with the Council the possibility of giving Rangers enforcement powers to allow them to serve Fixed Penalty Notices for illegal dumping or other streetscape offences such as highway obstruction, following discussions with local businesses.

Project Delivery: Ealing Broadway BID Ltd

Partners: The Rangers will have operational links with the Police and Ealing Council's Parks and Countryside Service and its Envirocrime Team

Budget for 2006/7: £65,000 (inclusive of salaries, on costs and other staff-expenses including recruitment, uniform and training)

Achievements: One job retained, one new job created, double the number of reports

Timetable	Year 1				Year 2	Year 3	Year 4	Year 5
	Q1	Q2	Q3	Q4				
Appointment of new ranger	•							
Confirmation of enforcement powers for rangers				•				
Annual report of rangers' successes				•	•	•	•	•

Objective 1_A Safer Ealing



Project: Extension of Storennet/Nitenet Radio Safety Scheme

Benefits to Businesses: Making Ealing Broadway safer with reduced levels of street crime, especially shoplifting. Reductions in levels of street crime to be measured relative to Acton and Southall and other hotspots of recorded street crime in the borough.

Description: Ealing Centre Partnership has worked with MRS Communication and the Council to operate a Storennet/Nitenet Radio Safety Scheme. This links retailers, businesses, the Police and the two town centre rangers who work in West Ealing and Ealing Broadway to the Council's CCTV control unit and, more importantly, to each other for information sharing. Businesses in the network notify one another and provide assistance to other businesses through the network. With BID funding, this would enable the scheme to operate more effectively in Ealing Broadway in the evening and help traders, especially licensees, identify anti-social behaviour and improve the delivery of security services in the town centre.

Delivery Agency: Ealing Broadway BID Ltd

Partners: The success of the project will rely on collaboration between the police, licensees, businesses and the Council's CCTV control unit. Thames Valley University has agreed to allow a radio aerial to be located on its rooftop at Westel House to improve reception in Ealing Broadway.

Budget for 2006/7: £6,000

Achievements: 20 additional businesses using and benefiting from radio safety programmes (Year 1)

Timetable	Year 1				Year 2	Year 3	Year 4	Year 5
	Q1	Q2	Q3	Q4				
Nitenet programme operational				•				
Review/ publicity of impact of project					•	•	•	•

Objective 1_A Safer Ealing



Project: Anti-Social Behaviour Project

Benefits to Businesses: Better trading environment as a result of reductions in levels of youth anti-social behaviour, especially graffiti, in Ealing Broadway as a result of increased levels of collaboration between the Police, BID Rangers, the Council and others.

Description: Ealing Centre Partnership and the Police have successfully lobbied the Council to establish a dispersal zone in Ealing Broadway and have asked for a Drinking Control Zone to be introduced.

In the first year of the BID programme, the BID Company will trial a project with the YMCA or the Ealing Youth and Connections Service to identify young people observed to be at risk of behaving in an anti-social manner in the town centre especially at evenings and weekends. Youth workers will intervene to identify more rewarding alternatives, including support to attend local youth clubs instead.

During the lifetime of the BID, this project would be developed to improve the sharing of crime and anti-social behaviour information and observations between the town centre rangers, the Police and businesses through a Business Crime Partnership. Businesses will be better informed of changes in criminal and anti-social behaviour in the area and be better prepared to deal with them.

Delivery Agency: Ealing Broadway BID Ltd

Partners: The success of the project will rely on collaboration with the Police, the YMCA, local schools, the Council's Community Safety Unit and a Business Crime Partnership. If successful, additional funding may be sought from the Council or local businesses benefiting from the project to extend it into future years.

Budget for 2006/7: £6,500

Achievements: 20 young people at risk supported (Year 1)

Timetable	Year 1				Year 2	Year 3	Year 4	Year 5
	Q1	Q2	Q3	Q4				
Project initiated		•						
Agreement to collaborate on information sharing				•				
Publication of findings					•	•	•	•

Objective 2_A Cleaner Ealing



Project: Cleaner for Longer

Benefits for Businesses: Improved levels of cleanliness across Ealing Broadway in excess of current statutory minimum standards. Higher levels of customer satisfaction with the town centre.

Description: Ealing Council is obliged to keep Ealing Broadway clear of litter and detritus between the hours of 8am and 8pm to comply with the Environmental Protection Act 1990. BID funding will be used to extend the hours of cleansing so that the town centre is clean earlier in the morning as workers, shoppers and visitors arrive in the town centre.

The Rangers will monitor levels of service periodically and photograph areas where cleansing could be improved. In return, Ealing Broadway BID Ltd will publicise to all businesses the need to have a waste removal contract and work with them to improve their waste management. The outcome of monitoring meetings with the Council's contractor, ECT, will influence where new rubbish bins are installed.

Delivery Agency: ECT

Partners: The work of ECT would be overseen by the Council as the principal client along with the BID's Town Centre Rangers on behalf of local businesses.

Budget for 2006/7: £50,000

Achievements: 13 hours a day constant cleansing of Ealing Broadway.

Timetable	Year 1				Year 2	Year 3	Year 4	Year 5
	Q1	Q2	Q3	Q4				
Contract signed to extend cleansing operations		•						
Monitoring and quarterly review of performance			•	•	•	•	•	•
Survey of shoppers to record perceptions					•		•	

Objective 2_A Cleaner Ealing



Project: Anti-Graffiti Programme

Benefits to Businesses: A more pleasant trading environment and improved perceptions of street safety among shoppers and visitors to the Ealing Broadway.

Description: BID funding would be used to speed up the removal of graffiti from known hotspots and to apply anti graffiti coating where necessary thereby ensuring that graffiti is removed more quickly and easily.

Ealing Council currently operates a mobile team across the borough responsible for removing graffiti from commercial properties. The Council serves notices on the freeholders of businesses affected by graffiti. Businesses have 30 days in which to remove it. Failing this, the Council will charge the business/ landlord a fee to remove this. The BID will seek to remove this burden from businesses by contracting either the council's private contractor to remove the graffiti or the BID company will tender the contract direct to a private contractor subject to cost, value for money and ability to perform.

Delivery Agency: Ealing BID Ltd town centre rangers

Partners: The BID company would work through the Council's graffiti removal contractor initially however may seek to contract this work directly with a graffiti removal company. Year 1 priorities would be developed in collaboration with the Police and the Council's Envirocrime Unit.

Budget for 2006/7: £43,000

Achievements: All of Ealing Broadway reviewed, existing graffiti removed and future graffiti removed as it occurs.

Timetable	Year 1				Year 2	Year 3	Year 4	Year 5
	Q1	Q2	Q3	Q4				
Survey of Ealing Broadway	•							
Graffiti blitz begins, including identification of areas for graffiti free coating		•	•	•	•	•	•	•
Survey of shoppers to measure perceived changes in cleanliness					•		•	

Objective 2_A Cleaner Ealing



Project: New Litter Bins

Benefits to Businesses: Reduced levels of litter and detritus leading to an improved trading environment.

Description: This project will see the introduction of additional street bins with cigarette butt capacity in Ealing Broadway at strategic locations identified by Ealing Council's street cleansing contractor and the town centre rangers. Bins would bear the Ealing Broadway BID logo. Other bins being renewed in Ealing Broadway subsequently would also bear the BID logo.

Delivery Agency: Ealing Council

Partners: The Council will work with its cleansing contractor, ECT, and other contractors to install bins.

Budget for 2006/7: £3,500

Achievements: Twenty new bins

Timetable	Year 1				Year 2	Year 3	Year 4	Year 5
	Q1	Q2	Q3	Q4				
Survey of Ealing Broadway		•						
Bins installed			•					
Survey of shoppers to identify perceived changes in cleanliness					•		•	

Objective 3_An Accessible Ealing



Project: Improved Street Lighting

Benefits to Businesses: Improved levels of luminosity in Ealing Broadway, making the town centre feel safer and brighter. New columns will provide an opportunity for further marketing the town centre.

Project: The Council's new lighting contractor, EDF, will replace existing street light columns in the centre of Ealing with new columns capable of displaying Christmas and festive lighting along with marketing signs for major events, for example, the Jazz Festival, improving the appearance and luminosity of Ealing Broadway at the same time. This project will be completed by December 2006. The columns will be maintained by the lighting contractor thereafter at no cost to Ealing Broadway BID Ltd.

Delivery Agency: Ealing Council lighting contractor (EDF)

Partners: Once installed, Ealing Broadway BID Ltd will display marketing banners and Christmas/ festive lights to publicise major events in the town centre.

Budget for 2006/7: £97,000 (lamp columns only)

Achievement: 94 new street lighting columns

Timetable	Year 1				Year 2	Year 3	Year 4	Year 5
	Q1	Q2	Q3	Q4				
Standard of lighting agreed	•							
Lights installed		•						
Christmas lighting displayed			•		•	•	•	•
Survey of shoppers to record perceptions of safety					•		•	

Objective 3_An Accessible Ealing



Project: Removal of Street Clutter

Benefits to Businesses: Visitors to the town centre will rate Ealing Broadway as a more attractive shopping centre. The BID company will have a greater say in the state of Ealing Broadway shopping centre.

Project: A one off blitz of street clutter is proposed that would remove unnecessary signage and lamp column signs across Ealing Broadway. The BID town centre rangers would, thereafter, monitor additional signage placed by the Council and other public and private agencies. If granted enforcement powers on behalf of the Council, they would be able to authorise removal of unwanted signage.

Delivery Agency: Ealing Council

Partners: The BID town centre rangers would work closely with Council officers to agreed on signs and clutter to be removed.

Budget for 2006/7: £37,500

Achievement: One signage blitz – 100 signs removed in Year 1.

Timetable	Year 1				Year 2	Year 3	Year 4	Year 5
	Q1	Q2	Q3	Q4				
Survey of town centre		•						
Blitz of unnecessary signage completed			•					
Annual review conducted to identify other signs to be removed					•	•	•	•

Objective 3_An Accessible Ealing



Project: Street Paving and Signage Renewal

Benefits to Businesses: Improved levels of tidiness in Ealing Broadway. Improved perception of the town centre as a safe, inviting place to visit as a result of removal of street clutter.

Delivery Agency: Ealing Council

Partners: Ealing Council's appointed contractor will replace and upgrade street paving and signage in the most heavily trafficked areas around Ealing Broadway station and on The Broadway, representing the gateway to the town centre.

Budget for 2006/7: £100,000

Achievements: 500 linear metres of highway improved and signage removal across the town centre.

Timetable	Year 1				Year 2	Year 3	Year 4	Year 5
	Q1	Q2	Q3	Q4				
Survey of town centre		•						
New street paving			•					
New street signage				•				

Objective 3_An Accessible Ealing



Project: Green Business Plan

Benefits to Businesses: Ealing Broadway will be promoted as a colourful centre.

Project: This project will be trialled in Year 1 to provide opportunities for additional planting to shopfronts in the BID area, focusing on Bond Street, Haven Green and High Street, and supplementing the Council's own expenditure on parks and public space elsewhere in Ealing Broadway.

The BID Programme Manager will work with local businesses and sponsors to agree a package of improvements to shopfronts and shopping streets in the town centre. On the assumption that the project is successful, the project will be extended into future years with businesses being supported to have planting displays in front of their businesses.

Consideration will be given to extending this approach to include planting displays on lamp columns close to shopfronts and obtaining commercial sponsorship for displays. In the long term, this project is expected to be self-financing.

Delivery Agency: Ealing Broadway BID Ltd

Partners: The BID Programme Manager will work closely with the Council's Parks and Countryside Service on installation and maintenance of additional planting in the public realm. Consultation with the Ealing Broadway BID Group and the Ealing Chamber of Commerce will identify opportunities for sponsorship.

Budget for 2006/7: £30,000

Achievements: 15 businesses participating in Year 1, and 20 businesses each year afterwards, a total of 95 businesses.

Timetable	Year 1				Year 2	Year 3	Year 4	Year 5
	Q1	Q2	Q3	Q4				
Project initiated	•							
First round of shopfronts improved		•						
Second round of shopfronts improved				•				

Objective 4_An Active Ealing



Project: Marketing, Events and Public Art

Benefits to Businesses: A significantly higher sub regional profile for Ealing Broadway as a place to shop, do business in and unwind, resulting in an increase in the number of visitors to the town centre and an increase in the length of time they stay.

Description: Marketing will be a key element of the BID programme with staff working in partnership with other Ealing Broadway businesses and transport providers to ensure a coherent and consistent approach.

This element of the programme will fund a range of initiatives designed to attract people to our town centre and encourage them to stay and shop longer. These initiatives will be delivered following a partnership approach and it is anticipated that such things as a series of events over the year (including a winter festival), a website, advertising and newsletters will be provided.

In Year 1, festive lighting for Christmas will be installed and it will seek to persuade all existing businesses which promote Ealing Broadway to agree on a common approach to selling the town centre. This collaboration will present an opportunity for businesses to network and do business with one another.

This activity will be delivered on the back of the physical improvements to be implemented in the first year of the BID so that the town centre delivers on its promise.

Delivery Agency: Ealing Broadway BID Ltd

Partners: The owners of the Ealing Broadway and Arcadia Centres (Legal and General, Land Securities, Urban City), Thames Valley University, Ealing Studios, First Great Western Rail, Transport for London, Ealing Council, Ealing Gazette, Ealing Times, Ealing and West London College, Questors Theatre

Budget for 2006/7: £95,000

Achievements: Co-ordinated and regularly updated marketing programme.

Timetable	Year 1				Year 2	Year 3	Year 4	Year 5
	Q1	Q2	Q3	Q4				
Initiate discussions with partners	•							
Agree on a common marketing campaign		•						
Campaign launched to coincide with BID AGM		•						

Objective 5_Lobbying for Ealing Business



Project: Representation on Public Agency Boards

Benefits to Businesses: The views of local businesses and investors will be more effectively heard by public agencies with agencies having a wider appreciation of the needs of businesses. Additional opportunities for the BID company to bid for additional grants. BID membership services for BID levy payers.

Description: It will be of vital importance that the BID company staff and Board continue to be able to lobby for the interests of the BID and businesses in the area. The lobbying work involves representing businesses and lobbying for their interests with public agencies. A small budget has been identified to support current work carried out by the Ealing Centre Partnership programme manager and Board members who sit on the Council CCTV Steering Group, the Council Performance and Audit Scrutiny Committee, the Safer Ealing Partnership and who chair the Safer Neighbourhoods Ealing Broadway Police Team Focus Group. BID status will also be used to persuade Councils and other agencies to bid for project funds for which Ealing Broadway BID Ltd may not be eligible or may be too small an agency to run.

A secondary purpose of lobbying is to ensure those resources allocated to Ealing Broadway are spent effectively and are not directed elsewhere and, further, that strategic decisions by public agencies are taken with business interests in mind.

Delivery Agency: Ealing Broadway BID Ltd

Partners: Ealing Chamber of Commerce, the Police, Ealing Council

Budget for 2006/7: £1,000 (plus one quarter of BID programme manager time – estimated to be £11,500)

Achievements: BID company attendance minimum of 55 meetings with public agencies in Year 1, 60 per year in Years 2 to 5.

Timetable	Year 1				Year 2	Year 3	Year 4	Year 5
	Q1	Q2	Q3	Q4				
Annual report confirming achievements in previous year					•	•	•	•

Objective 5_Lobbying for Ealing Business



Project: Business To Business

Benefits to Businesses: More opportunities for businesses to meet and, as a result, do business with one another.

Description: Ealing Broadway BID Ltd will operate services in conjunction with the Ealing Chamber of Commerce to encourage BID levy payers who want to be more actively involved in the management of the BID. Ealing Broadway BID Ltd will contract with the Chamber to organise business training and information seminars, networking events and provide business support information. Specific events would include:

Networking Events – to raise issues on behalf of Ealing Broadway BID and promote opportunities for increased trade among members.

Business Support – a range of training and business support initiatives will be available to BID businesses through Ealing BID's link with the Chamber of Commerce.

Delivery Agency: Ealing BID

Partners: Ealing Chamber of Commerce

Budget: £2,000

Achievements: Four new networking meetings per year, attended by more than 50 local businesses.

Timetable	Year 1				Year 2	Year 3	Year 4	Year 5
	Q1	Q2	Q3	Q4				
Programme agreed with Chamber of Commerce		•						
Network meetings	•	•	•		•	•	•	•

Objective 5_Lobbying for Ealing Business



Project: Monitoring Key Programme Indicators

Benefits: Demonstrates effectiveness of BID spending in improving cleanliness, safety, access and, ultimately, increases in footfall and the length of time visitors stay in Ealing Broadway. Provides evidence to ensure that efforts by public agencies are being delivered effectively to complement BID spending.

Description: The business plan has identified a number of targets (refer Section 6) to measure its success in improving the trading performance of Ealing Broadway. Likewise, Ealing Centre Partnership is finalising agreements with the Council and the Police to guarantee levels of service in Ealing Broadway throughout the life of the BID. Ealing Council currently carries out a periodical “health check” of its seven principal shopping centres. This combines quantitative analysis of each centre along with surveys of shoppers and residents. The next survey will be carried out in February 2006. The Council also carries out an annual review of cleanliness surveying 1,000 “transects” across the Borough. This equates to about 30 transects in Ealing Broadway a year.

BID funding will complement the broadbrush survey carried out by the Council, measuring indicators not included in its town centre “health check”. It will, for example, pay for footfall counts in Ealing Broadway and for additional “transect” surveys in Ealing Broadway to provide a statistically more reliable assessment of levels of cleanliness. This project will also pay for perception surveys and gathering of crime and safety statistical monitoring for publication in an annual BID performance report.

Project Delivery: Ealing Broadway BID Ltd

Partners: ENCAMS (formerly the Keep Britain Tidy Group), and other independent contractors.

Budget for 2006/7: £10,000

Achievements: On an annual basis, customer/resident perception surveys, three litter surveys, continuous footfall monitoring, a quarterly review of recorded crime and a record of the number of ranger interventions to tackle crime and anti-social behaviour, ensuring delivery of projects against deadlines and results.

Timetable	Year 1				Year 2	Year 3	Year 4	Year 5
	Q1	Q2	Q3	Q4				
Preparation of baseline of visitor figures, cleanliness and crime	•							
Quarterly review		•	•	•				
BID performance report					•	•	•	•

06_Benchmarking and targets



Benchmarking and Continuation of Existing Services

The BID will bring new initiatives to Ealing Broadway that will enhance services delivered by the Council, the Police and other public bodies.

Ealing Centre Partnership, on behalf of Ealing Broadway BID Ltd, is in the process of finalising a binding five year legal agreement with Ealing Council about set levels of service it will be obliged to provide when the BID is in operation (referred to as a “baseline agreement”). A separate memorandum of understanding is being drafted with the Police. Ealing Centre Partnership will also enter into an agreement with the Council on how the BID levy will be collected and transferred over to the BID company, along with binding deadlines for transfer of funds and procedures for collecting bad debts (referred to as an “operating agreement”). A copy of both agreements can be viewed on the Ealing Broadway BID website (www.ealingbroadwaybid.co.uk).

The baseline agreement sets out commitments in relation to:

- Maintaining support for public events in Ealing Broadway such as the Jazz Festival;
- Enforcing timescales for graffiti removal;
- Improvements to highways maintenance including timescales for the removal of broken street furniture;
- Licensing of premises and alcohol licensing, including closer collaboration and communication between the BID company, the Council’s licensing team and the two town centre rangers;
- Enforcing street trading, including the potential to give the BID town centre rangers enforcement powers on behalf of the Council;
- Retention of current levels of expenditure on street trees, public parks and landscaping in the public realm;
- Maintaining and improving levels of street cleanliness;
- Ensuring that closed circuit television is used effectively to reduce crime and tackle traffic offences, and not as a measure to raise parking fine-related revenue;
- Community safety and the enforcement of dispersal orders;
- Street lighting installation and maintenance, with a commitment to install new columns to allow new Christmas lighting to be installed before December 2006;
- Town centre management and economic development, including regular updates to the joint Ealing Centre Partnership/ Council Ealing Centre Strategy;
- Consulting Ealing Broadway BID Ltd on major planning applications, and ensuring that Ealing Broadway BID has a voice to support or oppose proposals;
- Public car parking, including a commitment to review extending the hours of operation of Springbridge Road car park in the light of forecast increases in footfall;
- Access to Perceval House and Council services over the Internet.



Commitment from Public Agencies to the BID

The Ealing Broadway BID area is unusual in that it includes a number of sites occupied by the Council and the Police. Both public agencies will therefore have to pay the BID levy. They have not only indicated their support for it but have also said they will campaign for the BID. Ealing Council has further agreed to contribute £395,500 towards additional streetscape improvements in the town centre and, if its 1.3 ha site at Dickens Yard adjacent to the Town Hall is redeveloped, to provide further funds to improve access to this site and further physical improvements in the immediate vicinity. Thames Valley University are offering in kind office and administration support for the work of the BID company.

Measuring Performance

The performance of the BID will be monitored, measured and evaluated at three levels on a quarterly and annual basis. These are:

- **Project Achievements** – this will measure the performance of individual projects against the targets set out in Section 5 above;
- **Indicators of Success** – the BID company will measure and publicise its performance through a number of qualitative and quantitative indicators against each of the five objectives set out in this business plan.
- **Key Programme Indicators** – five specific quantifiable targets have been set for improved levels of satisfaction with Ealing Broadway.

Measuring the performance of the BID at these three levels will provide detailed information at both a strategic and operational level. This data will be used to inform the future delivery of the programme.



Project Achievements

The delivery of all project achievements will be used to monitor the performance of the Ealing Broadway BID. An annual BID report will provide a detailed analysis of these achievements against the targets in this business plan along with the timetable for their implementation. It will also help identify successes and where the programme of spend should be prioritised in future years.

The principal achievements for Year 1 (2006/7) are summarised below:

- The appointment of one additional town centre ranger, with town centre ranger activity extended to cover evenings and weekends;
- The extension of the Storennet and Nitenet programmes to Ealing Broadway, with an additional five new members participating in the programme;
- A blitz of graffiti and street clutter and signage, with the trial of an anti-social behaviour project between the town centre rangers, the Police and the Council;
- Early morning street cleaning, resulting in improved levels of cleanliness;
- Installation of new litter bins with the Ealing BID Logo;
- 2000 linear metres of highway reviewed for paving/ street furniture/ street lighting improvements;
- State of the art Christmas lighting for Ealing Broadway;
- 20 businesses participating in a Green Business project;
- A cross agency marketing plan for Ealing Broadway agreed upon and implemented; and
- More networking opportunities for Ealing Broadway businesses.

Indicators of Success

In addition to measuring project achievements, Ealing Broadway BID staff will also assess and publicise the performance of the BID through a number of indicators. The key indicators which will be used to measure the performance of the business the improvement district are:



Objective 1 – A Safer Ealing

Hours of operation of street rangers; town centre rangers' patrolling hours and the numbers and types of visits; levels of reported crime and anti-social behaviour in Ealing Broadway compared with Southall and Acton town centres (baseline: Ealing Crime and Disorder and Drugs Audit 2004 and current ranger records).

Objective 2 – A Cleaner Ealing

Levels of cleanliness in Ealing Broadway; the performance of the Council's contractor, ECT; number of incidents of illegal dumping not dealt with within 24 hours; the percentage of businesses in the BID area with agreed waste removal contracts; incidence of graffiti and rate of removal (baseline: Annual ENCAMS survey, current town centre ranger records and a photographic survey of graffiti and litter hotspots).

Objective 3 – An Accessible Ealing

Perceptions of safety as a result of new lighting compared to March 2006 benchmark (baseline: consumer survey).

Objective 4 – An Active Ealing

Number of partners who collaborate in joint marketing programme.

Objective 5 – Lobbying for Ealing Broadway Businesses

Attendance of Ealing BID staff and directors at public events and events with public agencies; attendance numbers at Chamber of Commerce-run BID events and the BID's AGM; number of individual enquiries dealt with by BID staff; number of issues resolved; key concerns of Ealing BID members assessed annually.





Key Performance Indicators

The BID proposes the following key performance indicators to measure the overall performance of the BID.

- **Higher footfall** – the key target for the Ealing Broadway BID is to increase the average number of people in the city centre at any one time by 2% per cent per year for the lifetime of the BID, an increase of 10% by the end of the BID. This is a conservative target which has been identified in the context of the Westfield shopping centre, the impact of which has yet to be understood. This indicator will be measured by installing footfall counters at key locations which will record footfall levels on a continuous basis.
- **Making Ealing Broadway more attractive to visitors and customers** – this will be measured through ENCAMS (formerly Keep Britain Tidy) Local Environmental Quality Standards which will be carried out by an independent agency. The target is to be 5% points ahead of the minimum acceptable standard set by the Government’s Audit Commission. As of 2005/6, this requires 70% of all “transects” to be at an acceptable or above standards.
- **Improving the appeal of Ealing Broadway to shoppers, employees and visitors.** Attitudinal surveys will be conducted on a biannual basis to gauge the views of Ealing Broadway visitors and staff. As of 2002¹, 81% of residents interviewed were satisfied with the range of high street shops, 60% were satisfied with the range of attractions and 47% felt safe in the town centre after dark. A more detailed survey will be conducted by the Council in March 2006 and the business plan will seek to achieve regular improvements throughout the lifetime of the BID.
- **A better place to do business** – this will be measured through property prices and a town-trading index subject to the participation of Ealing Broadway BID levy payers. These findings will be produced in the annual report of the Ealing Broadway BID and will also be published on the Ealing Broadway BID website (www.ealingbroadwaybid.co.uk). A secondary target will be to ensure that the centre’s vacancy rates remain lower than half the current national average.
- **A safe and welcoming environment for businesses, residents, shoppers and visitors** – this will be measured through the number of incidents recorded by CCTV, number of incidents recorded by the Town Centre Rangers, by reviewing data collected by the police and Council as part of the biannual Crime and Disorder and Drugs Audit and by biannual survey of residents’ attitudes towards safety in Ealing Broadway carried out by the Council.

¹ Source: Ealing Council Residents’ Survey 2002 – Ealing centre figures quoted here include West Ealing

07_Income and expenditure plans



Estimates of income and expenditure are set out below. The calculations of core operating costs and project delivery costs have been based on Ealing Centre Partnership's previous experience of managing the partnership and delivering similar projects.

These assumptions have been used to create budgets for the five year Ealing Broadway BID operational period.

Indicative First Year Budget Summary – 1st April 2006 to 31st March 2007

Income	2006/7 £	Expenditure	2006/7 £
BID Levy	301,674	A Safer Ealing	77,500
S106 Funding	295,500	A Cleaner Ealing	104,000
Post BID vote S106 funding	100,000	An Accessible Ealing	264,500
		An Active Ealing	95,000
		Lobbying for Businesses/ Monitoring Success	13,000
Additional Voluntary Contributions	61,126	Core costs	84,000
Other grants secured (Ealing Safer Partnership)	7,500	Contingency and uncommitted S106 funds	127,800
Total income	765,800	Total expenditure	765,800



It is not reasonable to assume a 100% collection rate of the BID levy. This is because of vacant properties and the likelihood that the BID will have a limited amount of bad debtors. This business plan has been prepared on the assumption of a 92% collection rate. Any extra funding received over and above the 92% figure would be allocated to a contingency fund to be spent in future years or to pay for other projects identified by local businesses as the plan is delivered.

Detailed budget forecasts for each of the remaining years of the BID can be found in Appendix 5 to this Business Plan.

Over the full five years of the programme, it is anticipated that the following spend will take place in Ealing Broadway (refer Table 1).

Table 1 Summary Income and Expenditure Plans 2006 to 20

Income	£	Expenditure	£
BID Levy	1,614,487	A Safer Ealing	360,364
S106 Funding	395,500	A Cleaner Ealing	443,437
Additional Voluntary Contributions and other grant funds	334,830	An Accessible Ealing	508,417
		An Active Ealing	264,500
		Lobbying for Businesses	69,573
		Core costs (including staffing and office costs and levy administration)	449,548
		Contingency (including S106 funds not allocated)	248,778
Total income	2,344,617	Total expenditure	2,344,617



Funding the Business Plan

The principal source of funding for the business plan will be the BID levy. The other key sources of funding will be the Council's contribution of planning gain (Section 106) funds and additional voluntary contributions from major landlords which will come on stream as a direct result of a successful BID ballot.

Undoubtedly, additional funds will be sought to complement the project ideas in this business plan. Sponsorship of new planting is one example, so is sponsorship associated with major events throughout the lifetime of the BID. As new sites are developed in the town centre, it is reasonable to assume that additional Section 106 planning gain funds will be obtained by the Council and, for legal reasons, will have to be spent in the town centre.

Moreover, as Ealing Broadway BID Ltd will operate as a not-for-profit organisation, it will be eligible to apply for a range of external grants to fund elements and projects within this business plan. As a non Government body, it is likely to be eligible to bid for some funding sources, for example, National Lottery money, for which Councils are unable to apply.

The London Development Agency's New Opportunities Fund is an obvious example of grant funding for which the BID would be eligible as it has given some initial funding, along with the Association of Town Centre Management, to pilot a BID in Ealing Broadway. It is envisaged that a joint Ealing Broadway BID/ Ealing Council application would be made for Mayor's "100 Squares" funding to improve the access into and around Ealing Broadway station. The Home Office and the Office of the Deputy Prime Minister regularly invite applications for funds to tackle crime and to promote the liveability of town centres. Acton town centre is currently benefiting from a £2.8m Liveability Grant to improve street cleaning and promote a new market in the town centre. From the private sector the Portman Group's Drink Aware Trust has been established by the drinks industry to help reduce alcohol abuse and promote responsible drinking.

Other agencies will submit bids for external funds, especially Ealing Council and Thames Valley University, which will deliver additional funds for the town centre and in kind contributions to the area. Ealing Broadway BID Ltd will selectively support such applications where it is considered that the receipt of funding will directly or indirectly support the objectives of this business plan.

08_BID management arrangements



Governance

Ealing Centre Partnership, the proposer of the Ealing Broadway BID, will establish a new company – Ealing Broadway BID Ltd – to deliver the BID business plan and projects. This company will draw on the track record of its members and staff in delivering town centre management initiatives. The partnership also has existing administrative facilities and resources, which would be shared by Ealing Broadway BID Ltd as a means of reducing overall core costs in the business plan. A separate company will also allow the Ealing Centre Partnership Board to continue to devote appropriate attention to West Ealing which forms part of the wider Ealing strategic centre.

Extending the remit of Ealing Centre Partnership will retain an established knowledge of Ealing Broadway and relationships with local public agencies such as the Police and Ealing Council.

The Ealing Broadway BID board will control the funding and activities in the BID business plan. They will also undertake on going consultation with businesses, which will directly appoint the greatest proportion of directors. Ealing Broadway BID Ltd will trade as a not-for-profit business to deliver services that support the aims of the business plan. All profits will be ploughed back into delivering the overall BID aims and funding additional projects and events. Ealing Broadway BID Ltd will only engage in activities outside of the BID where they are of direct benefit to Ealing Broadway BID businesses.

Background to Ealing Centre Partnership

Ealing Centre Partnership is a group of active businesses and organisations that formed in 1998 as the Ealing Centre Forum to drive forward Ealing as a distinctive and attractive location, bringing together businesses, residents and public agencies to manage the town centre proactively. Its core funders are:

- Boots
- Ealing Family Housing Association
- Legal & General
- Prudential
- Thames Valley University
- Waitrose.
- Ealing Council
- Land Securities
- Marks and Spencer
- Sainsbury's
- Urban City/Schroders

It has substantial local knowledge of the Ealing area and has collaborated for the last seven years to promote Ealing. It was one of the first town centre groups to receive Government funding to establish a pilot BID project. Its members are all committed to seeing the BID succeed.



Composition of the Ealing Broadway BID Board

Reflecting the fact that no one agency is responsible for addressing the future challenges that Ealing Broadway faces, it is intended that the BID board will have representatives from across Ealing Broadway. It would comprise a minimum, with business levy payers in the majority:

- Two large BID levy paying tenants;
- Two small BID levy paying tenants (less than £200 a year, or £40,000 rateable value);
- One commercial landlord, paying an additional voluntary contribution;
- One BID levy paying landlord;
- One representative from the creative industries sector
- The Chair of Pubwatch, representing the “night time economy”.
- One representative from a local educational establishment
- One Ealing Council representative at senior management level;
- One non voting resident/community group representative (to be nominated by the Board);
- One non voting Police representative
- One non voting strategic area representative drawn from London Underground Ltd, Transport for London, Ealing Community Transport and First Great Western which operates out of Ealing Broadway station.

This mix would maintain a balance of interest and expertise at Board level. Other members will be invited to provide expertise on an ad hoc basis. The memorandum and articles of association for the company can be found at Appendix 3 to this business plan.

To ensure the BID gets off to a quick start after the ballot and to ensure that the BID immediately begins to deliver on its targets, a Shadow Board would be appointed by Ealing Centre Partnership to oversee the delivery of this business plan until a fresh board is elected in October 2006 at its first AGM. Details of the confirmed members of the Shadow Board are still being confirmed and will be published on the Ealing Broadway BID website (www.ealingbroadwaybid.co.uk).

Below Board level, working groups would be established to help in the delivery of the five programmes in this business plan. These would be led by the BID programme manager with input from Ealing Broadway BID levy payers and other agencies, such as the Police and the Council, as appropriate.



Professional Advisors

Vickers and Co. Solicitors has been appointed to provide legal advice to the BID Company. Alex Atchison from Vickers and Co. will act as interim Company Secretary to the BID Company until the first AGM in October 2006. Johnson and Johnson will act as its accountants. The Ealing BID Company's finances will also be the subject of scrutiny from Ealing Council's independent auditors as the BID company will be in receipt of public funds.

Operational Management

The activities of the BID will be managed on a daily basis by a new Ealing Broadway BID manager, Steve Breen, who currently serves as the manager of Ealing Centre Partnership. Steve will be supported by Gina Williams, office administrator (part time) and will supervise the two Town Centre Rangers. Steve will report directly to the BID board.

Steve and his team will be based in Walpole House, 18-22 Bond Street, W5. Brief details about the team are provided below:

Steve Bren – Town Centre Manager

Steve has a property management degree with eleven years' experience in the field of economic development and tourism promotion on the back of six years' real estate sales and property management. He is currently the Programme Manager for the Ealing Centre Partnership (ECP). Prior to moving to ECP, Steve worked for the London Borough of Ealing on a number of local successful initiatives including promoting the hotel market, ensuring a doubling of the number of premises in the borough. He also worked closely with Action Acton to secure Liveability funding from the Office of the Deputy Prime Minister.

Gina Williams – Office Administrative Support (part time)

Gina has several years' experience of customer service and administration obtained in the retail and office sectors. She has worked for ECP since April 2005, where she does the office's bookkeeping including salaries. She has been co-ordinating the activities of ECP staff meeting with businesses in the BID area. She manages the Ealing Centre Partnership website and will be responsible for updating the Ealing Broadway BID website as the business plan is implemented.

Lurline Paulwell-Tindle – Town Centre Ranger

Lurline is the first town centre ranger to be appointed in the Borough. Prior to coming to Ealing, Lurline has had a long and varied career in journalism, tourism and the US legal system where, for ten years, she was a Commission of Deeds for the Governor of Florida, the US equivalent of a Justice of Peace. Lurline has worked with Ealing Centre Partnership since 2002 principally in West Ealing and, more recently, in Ealing Broadway. She has been an active and passionate "rubbish busting" enforcer and communicator with local businesses, shoppers and young people, raising the profile of Ealing Centre Partnership's Storenet and Nitenet projects which identifies known shoplifters, and securing greater participation in it among local traders.



Communication with BID Levy Payers

The BID company, its staff and Board members will be accessible to all BID levy payers and others with an interest in the future of Ealing Broadway.

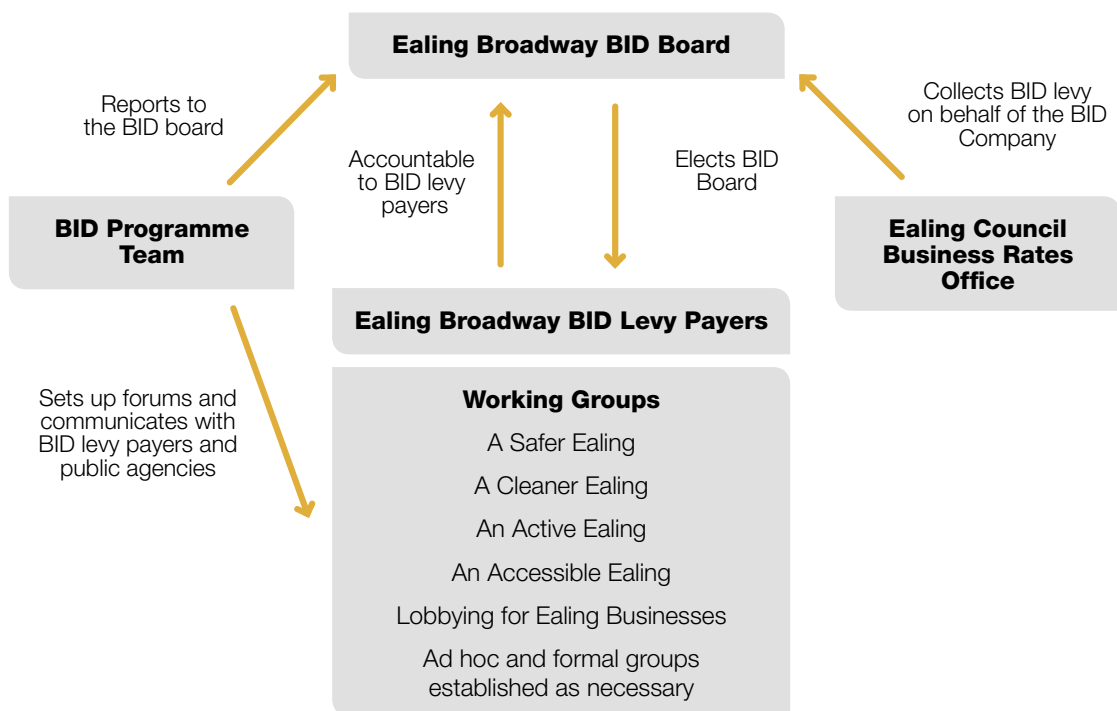
BID staff will continue to work from offices at Walpole House, 18-22 Bond Street, W5 and can be contacted on 020 8231 2423 and via e-mail. The office will be staffed from 8.30am until 5.30pm Monday to Friday. The two new rangers will be visible figures in the town centre, making regular contact with traders and shoppers.

All BID levy payers will receive quarterly newsletters on the progress of the delivery of the BID business plan. BID board meetings will be publicised and open to BID levy payers to attend. BID levy payers will be invited to an annual AGM to hear the progress of the business plan, question the Board and nominate themselves or others to sit on the Board.

Organisational Chart

An organisational chart of the operations of the company and its relations with BID levy payers and other bodies is set out below (refer Figure 2).

Figure 2 Structure of Ealing Broadway BID Operations





Risks in Implementing the Ealing Broadway BID Business Plan

The Ealing Broadway BID business plan has set some ambitious targets. No business plan is totally risk free. The following risks and mitigating actions have been identified to ensure that the project ideas in this plan can be implemented to make a tangible difference in the local trading environment (refer Table 2).

Table 2 Business Plan Risks and Mitigating Measures

Risk	Impact	Mitigating action
Lack of support from business ratepayers resulting in an unsuccessful ballot in 2006	Very high – if businesses do not vote to support the BID, this will be a major setback for the future Ealing Broadway.	To ensure maximum support for the BID, the following actions have been taken: <ul style="list-style-type: none"> – The project ideas in this business plan have been developed as a result of prolonged consultation. – A levy rate of 1% has been set with a partial relief for business rate payers in the Ealing Broadway and Arcadia Shopping Centres. – The BID company has obtained commitments from the Council and the police to continue to provide current and, in some places, improved levels of service as a result of the BID proceeding.
Appropriate management team not in place to operate the BID	High – the ability to collect and spend BID levies would be impaired. Projects would be postponed.	On this basis, support for the BID has increased and a successful vote is anticipated. Ongoing consultation up until the date of the ballot will ensure that this momentum is maintained as well as continuing to ensure that businesses, partners and the local community remain well informed about the BID development and implementation process. <p>The BID will continue to employ the current Ealing Centre Partnership Manager and some other Ealing Centre Partnership staff.</p> <p>An operating agreement between the BID company and Ealing Council is in place governing collection of the levy and its transfer to the BID company.</p>
Shortfall in funding, affecting delivery of Business Plan projects	Medium	To ensure that all projects in the Business Plan can be implemented, Ealing Centre Partnership has assumed a collection rate of 92% with a contingency identified of extra funds over and above this. Ealing Centre Partnership has also confirmed additional voluntary contributions from major landlords. Other sponsorship will be sought including grants from the London Development Agency, the Home Office and the ODPM, following achievement of BID status.



Table 2 Business Plan Risks and Mitigating Measures (Continued)

Risk	Impact	Mitigating action
Project outputs/ objectives not achieved	Medium	Funding sources have been identified and confirmed. A number of landlords have agreed to make additional voluntary contributions to ensure the BID is suitably financed.
Controlling costs of projects	Medium – fewer projects could be implemented	Careful project monitoring by Ealing Broadway BID staff will ensure that the project costs do not overrun. Regular monitoring will ensure that any potential overruns are identified early and changes made to that particular element of the business plan.
Managing expectations	Medium – unreasonably high expectations could result in an unwillingness to pay the BID levy, jeopardising the BID company's cashflow	<p>As a result of extensive consultation, there is significant awareness and expectation among traders about the BID. Deliverability has been a fundamental consideration throughout the consultation process and there is a need to manage expectations with regard to how quickly projects can be delivered, as some of the initiatives require further development work or the support of other agencies before they can be implemented.</p> <p>Notwithstanding this, Year 1 (2006/7) physical improvements have been identified, funding secured and guaranteed.</p>

Comprehensive risk management will be an integral part of the project management systems employed in the delivery of the overall BID programme and the individual projects considered by the BID board.

09_Monitoring and evaluation



Monitoring and Evaluation of Project Successes

Information and evidence of project successes will be collected quarterly by the Ealing Broadway BID programme manager and progress on achievements and timetables will be reported, initially to the Board and the Ealing Broadway BID Group, before being published on the BID's website and publicised at meetings with other groups such as the Ealing Chamber of Commerce, the Police and the Council.

Financial Management

Project finances will be managed and monitored by Ealing Broadway BID Ltd. The financial management of the project will be operated in accordance with appropriate financial and project management procedures recommended by Johnson and Johnson, Ealing Centre Partnership's accountants.

A project financial control system will be put in place to meet the requirements of partners and funding organisations, and tailored to meet the need of external funding agencies, as the BID company secures additional grants. Particular features that will be incorporated are:

- All income and expenditure will be logged using Sage Accounting. All projects will be given a unique number / cost centre, and invoices paid against each cost centre;
- An audit trail spreadsheet will be developed to record all items of income/expenditure and record items against specified project funds to demonstrate transparency and eliminate duplication;
- A monthly management report will be produced for Board members, illustrating expenditure against budget headings, balances available and a forward estimate of proposed expenditure over the remainder of the project. Any variations in outputs and forecast spend will be reported to the Board with a written explanation;
- Internal inspection procedures will be put in place for the Council's business rates office to inspect and an external audit will be conducted by an independent auditor on an annual basis;
- Subcontracting and expenditure will be subject to a tendering process to provide evidence of best value. Where required, independent reports will be commissioned to demonstrate selection criteria and scoring;
- A monitoring system will be put in place to log evidence of outputs;
- Upon project commencement, files will be set-up identifying sections for project documentation, finance, project delivery, marketing, evaluation, dissemination, audit reports;
- All invoices will be checked by Ealing Broadway BID Programme Manager for eligibility and accuracy and then signed by a minimum of two authorised signatories before payment;
- Project accounts invoices will be maintained for the requisite time period in accordance with requirements of funding organisations, and appropriate audit trails will be maintained for internal and external audit;

10_Strategic linkages



The Local Government Act 2003 gives Ealing Council the authority to veto a BID ballot in the event that the BID conflicts with an established local authority policy or strategy.

Clearly, to avoid this happening, Ealing Centre Partnership staff have consulted with the Council on the project ideas in this plan and the proposed management structure for the BID. In response, the Council confirmed at the July 2005 meeting of its Cabinet that it supported the BID concept and projects and would, as a major BID levy payer, vote in favour of it.

Nonetheless, the following summary of central Government, London wide, west London and local strategies confirms the extent to which the business plan is consistent with Government policies.

National Level

The ODPM is committed to seeing town centres thrive as centres of employment, shopping and, increasingly, more intensive housing. Its recently released How To guide on town centre management (2005) emphasises the importance of cross-sector collaboration especially in managing the negative effects of the evening and night time economy. It further suggests that the businesses should have a greater say in managing town centres and that their expertise and knowledge should be drawn upon.

The proposed BID board structure and composition reflects a desire for a multi agency approach to town centre management. Other opportunities for business participation will be provided via the Ealing Business BID Group, collaboration with Ealing Chamber of Commerce and BID working groups.

London Level

The London Plan acknowledges Ealing as a metropolitan centre in the London context and its potential for intensification. Investment plans by Transport for London will reinforce Ealing Broadway's accessibility by a range of forms of transport including the Tram and, in the longer term, Crossrail.

The Mayor's budget for 2006/7 also contains a commitment to have a Safer Neighbourhood Unit in every neighbourhood across London by March 2007 and to reduce crime.

The Ealing Broadway BID business plan will complement planned expenditure by the Greater London Authority and its partner agencies by investing in additional ranger support and promoting better collaboration between agencies with a common interest in crime prevention and tackling anti-social behaviour than currently exists. It is anticipated that Transport for London funds will be applied to tackle congestion locally. By contrast, the BID will invest in improving the streetscape and lighting levels and, in doing so, encourage walking and cycling to Ealing Broadway.



West London Level

At a West London level, both the West London Economic Development Strategy (2004) and the Mayor's draft West London Sub Regional Development Framework (2005) acknowledge the importance of promoting the vitality of its subregional major shopping centres. The West London Sub Regional Development Framework anticipates that existing West London major centres will need to take account of the new centre under construction at White City. The BID has been prepared in part as a response to the threat posed by White City.

Ealing Level

At a local level, the BID supports a number of local strategies. These include:

- The Unitary Development Plan, including the town centre strategy which has supplementary planning guidance status;
- The Crime and Disorder and Drugs Audit 2004, which identifies Ealing Broadway as a hotspot for street crime, robbery and violence;
- The draft Economic Development Strategy which acknowledges that the borough's traditional engine of growth in the manufacturing sector is waning. Centres along the Heathrow to Paddington corridor, such as Ealing Broadway, will have an ever greater importance in the long term economic development of the borough.

The BID business plan identifies a range of projects that will support or deliver the goals in these strategies.