



# Croydon Business Improvement District Renewal Proposal 2012-17



Your Town Centre. Your Business. Your Decision.

Vote YES



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# Introduction

In February 2007, major rate paying organisations in Croydon Town Centre voted in favour of creating a Business Improvement District (BID) in the centre and paying an annual contribution to help fund additional projects, services and events that would improve the local environment for the benefit of businesses, employees and visitors alike.

Since then, we have successfully delivered a range of initiatives that reflect the needs of our levy payers. This proposal highlights some of our key achievements during our first five year term. It also sets out our plans for 2012-17, drawn up in consultation with Town Centre businesses. Please take time to read the contents and find out how your organisation can benefit in the future.

In October, businesses will be invited to decide whether they wish to continue making a positive contribution to the commercial and social welfare of the Town Centre through the work of Croydon BID. Only by securing a majority 'yes' vote in the renewal ballot this autumn, can we build on our achievements to date and work towards making Croydon a better place to do business, visit, live and work. We would like to count on your support.



**Your Town Centre.  
Your Business.  
Your Decision.**

# About Croydon BID

Croydon BID is one of the largest Business Improvement Districts in the country, covering virtually the entire Town Centre and representing approximately 580 levy payers including well known brands and organisations in the retail, office, leisure, hospitality and public sectors.

We are an independent, not-for-profit company limited by guarantee. All the projects and services we deliver are additional to – not in place of – those already provided by Croydon Council. This is safeguarded through 'Baseline Agreements' drawn up with the local authority which set out an agreed level of service provided in the BID area by the Council. A summary of the baselines will be available in more detail on our website [www.croydonbid.com](http://www.croydonbid.com).

## What is a BID?

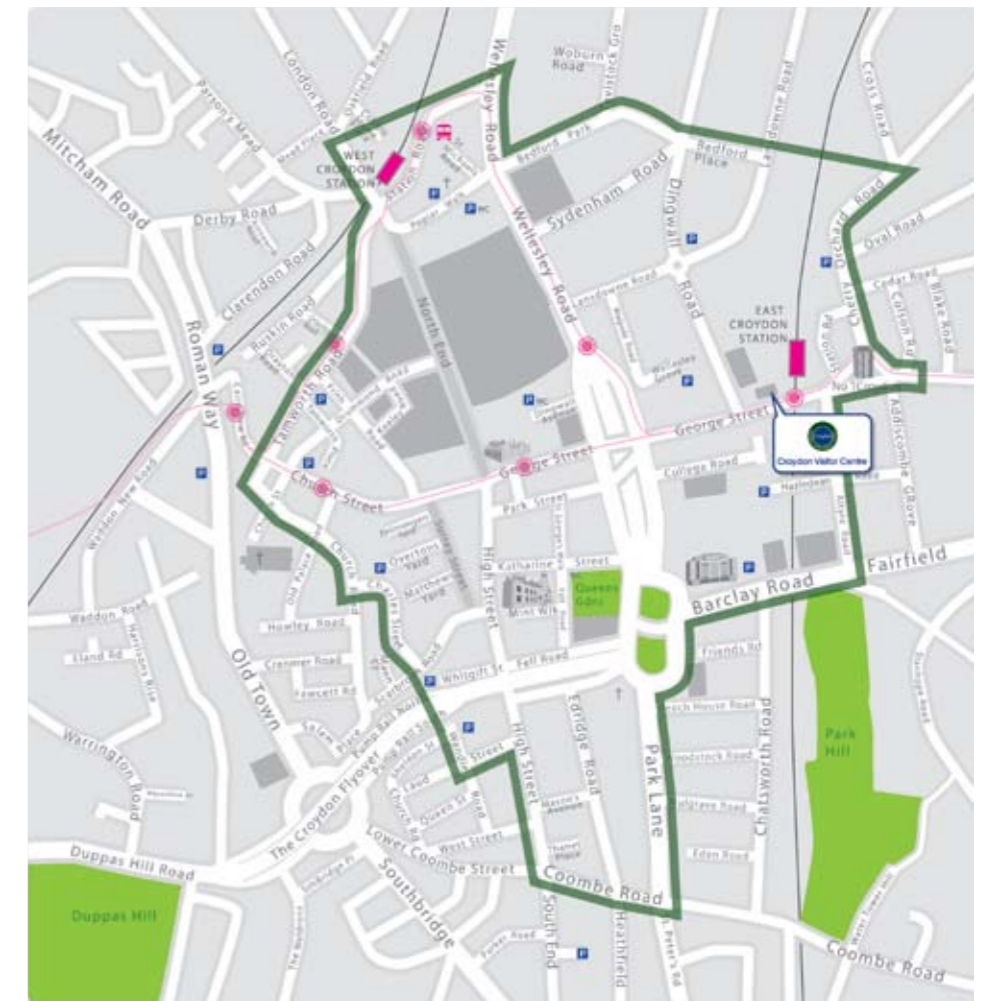
Business Improvement Districts like ours are business-led organisations set up in defined areas by like-minded business people who seize the initiative to work together to positively improve their local trading environment. BIDs can only be created or renewed if they are sanctioned through a formal ballot of businesses operating in the BID area, when a majority of votes both by number and by aggregate rateable value needs to be secured.

## Everyone contributes & shares in the benefits

BIDs are funded by a small, compulsory annual business levy based on the rateable value of all eligible businesses in the BID area. This means that, irrespective of how a business votes in the ballot, it is legally obliged to contribute to the BID levy once a majority vote in favour. As the BID levy income is ring-fenced for specifically improving the local area, however, it also means that all contributing businesses share in the benefits derived.

## Less talk more action

BIDs drive change and improvement – they are not simply talking shops – and because the level of anticipated income is generally known in advance, it means that BIDs are well-placed to put appropriate short, medium and long-term projects in place, without having to rely on the availability of public funding.



## The Croydon BID area

The BID is within the area denoted by the green line, from West Croydon Station in the north, taking in Cherry Orchard Road and No.1 Croydon in the east, along Park Lane to Coombe Road in the south and Charles Street and Church Street to the west. Properties that are both on the line

and inside the line will be included. That is to say, where the BID boundary is drawn along a road, properties on both sides of the road are included in the area.

A full list of eligible properties can be downloaded from [www.croydonbid.com](http://www.croydonbid.com)

# Chairman's foreword



These strong partnerships will be essential as we seek to restore confidence and progress in our Town Centre following the theft, violence and destruction that prevailed in August. We must not allow these criminal acts to hamper or deflect us from our ambitions.

I am delighted to introduce our Business Proposal for the term 2012-17 which directly reflects the up to date priorities of the Town Centre business community. Our aim is to build on the progress to date as well as directly respond to new challenges .

In October, businesses have the opportunity to vote on whether the BID will continue for a further five years. Only with your support through a "yes" vote can these plans be implemented.

Please consider our Proposal carefully.

*Joe Rowe*

Joe Rowe

Over the last five years, Croydon Town Centre's Business Improvement District (BID) Company has delivered its commitment to improve our Town Centre's competitive position and to ensure that the Town Centre is more welcoming to businesses, employees, residents, visitors and shoppers alike.

Croydon has a strong and supportive business community. By working in partnership with key stakeholders, including local businesses, Croydon Council and the Metropolitan Police, the BID has worked successfully to enhance the Town Centre offer. Through the BID, businesses have invested in excess of £7.5 million in a series of new services and projects that have achieved visible and measurable improvements in the priority areas critical to the town's prosperity.



**Vote YES**

**Make your vote count this autumn**

## Board Members

- Joseph Rowe  
*Chairman*
- Neil Barker  
*Stiles Harold Williams*
- Andrew Bauer  
*Whitgift Centre*
- John Bean  
*Amicus Horizon*
- Bruce Beattie  
*Novus Leisure*
- Brian Hart  
*Barbon Insurance Group*
- Courtney Hindle  
*NCP*
- Simon Hoar  
*Croydon Council*
- Timothy Hyde  
*House of Fraser*
- Steven Lawrie  
*Metropolitan Police*
- Parameswar Menon  
*Allders*
- Trevor John Morgan  
*YMCA*
- Don Niven  
*National Westminster Bank*
- Steve O'Connell  
*Greater London Assembly*
- David Ordman  
*Centrale*
- Jayne Saunders  
*Marks & Spencer*
- Carolyn Spencer  
*UK Border Agency*
- John Strutt  
*BT*
- Charles Walford  
*Stanhope plc*
- Steven Yewman  
*Minerva*

# Responding to your feedback

To ensure the projects and services we deliver meet business needs, we review our priorities each year in conjunction with the BID Board and with the wider business community.

In developing our proposal for 2012-17, we broadened our consultation programme even further to ensure there was continued need and support for a further BID term. Between March and May 2011, a detailed survey of over 900 contacts at local and national level was undertaken among organisations eligible to vote in the ballot.

This was supplemented by general meetings, one-to-one discussions, telephone interviews, business sector meetings and regular round-table events which took place throughout the spring and summer and resulted in us receiving pledges of support from the vast majority of organisations for the BID to continue.



## Your top five priorities for the town centre

- 1 **Safety and security**  
Deliver extra policing, targeting crime, anti-social behaviour, rough sleepers and street drinkers
- 2 **Image and perception**  
Build and maintain a positive Town Centre image through co-ordinated marketing, PR, promotions and events
- 3 **Cleanliness and appearance**  
Deliver additional street cleaning and environmental improvements to enhance the town's appeal
- 4 **Way-finding and accessibility**  
Build on the success of the Croydon Visitor Centre, improve way-finding and promote the town's ease of access and extensive commercial offering
- 5 **Business representation**  
provide business with a 'one stop shop' to resolve operational issues and collectively influence major developments and changes planned for the town.

# Five years of achievement

Over the last five years, more than £7.5 million has been invested in projects and services that have made visible and measurable improvements to the Town Centre area across all of the priority areas identified by businesses. For every £400 of levy income received we have raised a further £200 in additional cash and in-kind contributions. As a result:

**93%** businesses agree that initiatives like CBCP, Pub Watch, Business Watch and Travel Watch assist them in tackling and reducing crime

**10** extra police officers dedicated to Town Centre policing

**10%** reduction in reported crime so far in 2010-2011

**12%** shoplifting re-offending rates – well below the national average of 20%

**92%** visitors feel safe during the day-time

Crime is falling & perceptions of safety have improved



Way-finding in & around the town has got better



**91%** businesses feel our Croydon Visitor Centre provides a useful service to residents, visitors and tourists

**250,000+** visitors to our award-winning Visitor Centre so far

**55%** increase in Croydon Visitor Centre footfall over the past year

Visitor numbers are increasing

**75%** rise in visitors for our Christmas lights switch on last year



**13%** increase in visitor numbers to our 4-day June 2011 festival with an additional £1million spent in the town

**£4.7 million** spent in the Town Centre due to our Christmas Village Market

Town Centre footfall has outperformed the national average by 5 percentage points over the past four years

The town is cleaner & greener



**16,000** hours of additional street cleansing – 5 days a week 52 weeks a year

**8 million** pieces of chewing gum removed

**100** extra Town Centre litter bins installed

**7** neglected areas of land cleared

**1,000** additional floral displays installed

Perceptions have improved



**73%** businesses feel our events improve visitor perceptions of the area

**66%** businesses feel our events improve employee morale

**75%** visitors said their view of Croydon improved as a result of our June 2011 event

**83%** businesses say they are satisfied with Croydon as a location for business

**89%** people are satisfied with Croydon Town Centre as a place to work and visit

Businesses are better informed & represented



**6,000** newsletters distributed each year

**4,000** annual reports circulated

**72%** businesses feel it is important to have an organisation to champion their issues

**62%** businesses feel there are adequate opportunities to engage on Town Centre issues

BID representation on key strategic and operational groups including the top level crisis management team

What could be lost if the BID is not renewed

- X No extra Town Centre police
- X No Croydon Business Crime Reduction Partnership
- X No Travel Watch, Business Watch, Pub Watch, Child Safe or commuter safety schemes
- X No additional intensive street cleaning and gum removal
- X No deep-cleaning and disinfecting of subways and 'hot spots'
- X No year-round floral displays
- X No more Town Centre festivals and events
- X No Christmas lights in the Town Centre
- X No Croydon Visitor Centre
- X No dedicated website promoting the Town Centre
- X No one to keep you informed about major developments and lobby on your behalf
- X No one to monitor the Council's service levels and ensure standards are being maintained
- X Over £7.5million of investment would be lost from the local area over the next 5 years

Your Town Centre. Your Business. Your Decision

# Safe & Secure

Reducing crime and the fear of crime in the Town Centre is our number one priority. Working in close association with the police, businesses, Croydon Council and various agencies, our aim will be to deter and tackle crime and anti-social behaviour and to improve perceptions of safety both during the day and at night.

## Projects

### Extra police:

We will fund extra police in the Town Centre specifically to target business priorities such as theft and anti-social behaviour

### Business Crime Reduction Partnership:

We will build on the success of the Croydon Business Crime Reduction Partnership and its affiliated Pub Watch, Business Watch and Travel Watch schemes, to deter crime, target persistent offenders and reduce business losses through intelligence-sharing and greater communication with Safer Croydon Radio

### Street drinkers, vagrants, beggars and anti-social behaviour:

We will work to minimise the detrimental impact that street drinkers, vagrants and beggars have on perceptions of the town and on people's feelings of safety

### Licensing & illegal street trading

We aim to ensure better regulated control and enforcement of street trading, entertainment and promotional activities to help foster a sense of well being in the Town Centre

### Child Safe scheme:

We will grow membership and awareness of the Child Safe scheme to help reinforce Croydon's 'family friendly' credentials

### Town Safety Audit:

We will work with the Police, Croydon Council, businesses and other agencies to carry out a safety audit in the Town Centre, encompassing lighting, street design, CCTV, sub-ways and vulnerable areas with a view to recommending improvements to design out crime

### Town Centre Crime Prevention Strategy:

We will work with key stakeholders to develop a crime prevention strategy for the Town Centre, focusing particularly on issues related to the impact of the town's busy night-time economy

### Safer Croydon Awareness Campaign:

We aim to improve perceptions of safety by raising awareness of the wide range of crime prevention initiatives in place in the town through events and communications

## Testimonial

"The BID's contribution to crime reduction in the Town Centre cannot be overstated. Crime and antisocial behaviour in the Town Centre has come down since the BID's introduction and the confidence of those who work in and visit Croydon Town Centre has gone up.

I am sure this wouldn't have been possible if it wasn't for the extra officers that the BID have funded and the strong relations that we have been able to build with the BID and local retailers to tackle crime. The BID's continuation is extremely important in order for us to maintain and improve on the crime reductions we've seen over the past two years."

**Adrian Roberts**  
Borough Commander

**10**  
extra police officers  
dedicated to Town  
Centre policing

**92%**  
visitors feel safe  
during the day-time

“  
**£977,000**  
invested in Safety  
and Security over  
five years  
”



**Vote YES**

**safer streets**

Exceeding our  
expectations...

In 2007 we promised to:

- Provide an efficient security and enforcement service
- Implement a retail theft initiative
- Help provide alternative activities for young people
- Help businesses design out crime

Then delivered this  
much more...

- Funded extra dedicated Town Centre police
- Croydon Business Crime Reduction Partnership
- Business Watch, Travel Watch and Pub Watch schemes
- Business Crime Prevention Workshops
- Commuter reassurance scheme with British Transport Police
- Safer Croydon Awareness campaigns
- Child Safe
- Supported Cabsafe and the Best Bar None Awards focused on issues related to the night-time economy
- Ensured better regulated control of street activities, particularly in North End
- Represented business security needs and issues on a range of panels, groups and forums

# Clean & Attractive

Nothing creates a better first impression than a clean, tidy and cared-for appearance and ensuring the town's streets are litter-free, well-maintained and benefit from tangible, visible improvements is high up on our agenda.

In addition to ensuring streets are clean and easy to navigate, we will also build on our efforts to enhance green spaces and improve the public realm to attract more people and businesses into the area and help make everyone's experience of the town a pleasant one.

## Projects

### Maintain standards: Intensive street cleansing, hot spot maintenance and gum removal:

We will fund additional street cleansing and maintain 'hot spot' areas on a regular basis

### Target subways and neglected areas of land:

We will make privately-owned areas of land and subways more pleasant by working with property owners and community organisations to initiate wider clean-up programmes

### Public realm improvements:

We will facilitate improvement of the Town Centre public realm to enhance everyone's experience of it, exploring the creation of pocket plazas/pocket parks and the introduction of public art projects in suitable locations to bring fresh life, colour and vitality to underused areas in the Town Centre

### Environmental enhancements:

We will increase the area's appeal by funding year-round floral displays and hanging baskets in the Town Centre

### Cost saving initiatives:

We will explore opportunities to introduce cost saving initiatives including joint procurement of utilities, telecoms and other services to help levy payers manage costs effectively

### Maintain standards:

We will ensure standards of cleanliness are maintained by the Council and its contractors through regular monitoring of baseline agreements and an annual environmental audit to track performance

### Public toilet facilities:

We will work to ensure that adequate public toilet provision is made within future development plans, particularly those that with a bearing on the night-time economy



## Testimonial

"First impressions are always crucial and Croydon BID plays an important role in presenting the Town Centre in the best possible light.

The Croydon Visitor Centre provides a warm and friendly welcome to all who come into the town and the team makes sure everyone leaves the Centre with a good understanding of what is on and available in the town, thereby enhancing their experience of it.

All of the BID's projects have a positive impact on improving the image and perception of the town, from safety and cleanliness, right through to festivals and events which, as the largest hotel in the area, has a positive effect on my business."

**Michelle Hickey**  
General Manager  
Jurys Inn Croydon

**1,000**  
additional floral  
displays installed

**8 million**  
pieces of chewing  
gum removed

“  
**£761,000**  
invested in  
Cleaning and  
Greening over  
five years  
”



**Vote YES**

**cleaner & greener**

Exceeding our expectations...

In 2007 we promised to:

- Keep the streets cleaner
- Make alleyways and underpasses more pleasant
- Provide extra greening
- Audit cleaning standards

Then delivered this much more...

- Additional deep cleaning to reduce litter, tackle fly-tipping, remove chewing gum and street staining especially in 'hot spot' areas
- Over 100 extra Town Centre litter bins
- Improvements to privately-owned neglected areas including underpasses and alleyways
- Almost a 1000 year-round floral displays
- Annual Chewing Gum Litter campaign
- Window vinyls and displays in vacant shop premises
- Bespoke, energy-efficient annual Christmas lights scheme
- Supported gritting efforts during severe winter weather
- An annual audit to track environmental quality improvements and target resources effectively

# Perception & Image

As one of South London's primary retail, leisure and cultural destinations, Croydon has a great deal to offer. We aim to counter negative perceptions by raising the profile of the Town Centre, promoting its broad and diverse commercial offering and spreading the word about how businesses are working together to change Croydon for the better. We will also introduce a programme of events and activities designed to energise the Town Centre, showcase what it has to offer, increase visitor numbers and opportunities for spend.



## Testimonial

"The Croydon BIG get together in June was a hugely successful event, encouraging more families and visitors to explore the Town Centre and all that it has to offer. The store saw an increase of 5% in footfall which in turn had a positive impact on sales. We look forward to supporting more of these events in the future to encourage additional customers to our store"

**Jayne Saunders**  
Store Manager  
Marks & Spencer, Croydon

**73%**  
businesses feel our events improve visitor perceptions of the area

“  
**£767,000**  
invested in improving the town's image and  
**£1,090,000**  
invested in festivals & events over five years  
”

## Projects

### Co-ordinated marketing and communications programmes:

We will build and maintain a positive Town Centre brand through co-ordinated marketing, advertising, PR, social networking and promotional programmes

### Festivals, events, markets and street entertainment

Building on our previous track record for organising festivals and events, we will introduce a fresh, vibrant and creative approach to attract and sustain interest throughout the year, increase visitor numbers and enhance everyone's experience of the Town Centre.

### Employee Engagement Programme:

Working with key partners, we will develop an employee engagement programme designed to build a sense of local community and help to attract, retain and reward staff

### Town Centre Christmas lights scheme:

We will fund a Christmas lights display in the Town Centre to help boost visitor numbers and create a vibrant evening economy

### Croydon Town Centre website:

We will develop the [croydowntowncentre.com](http://croydowntowncentre.com) website to raise awareness, build interest and attract more visitors to the town

### Empty shops:

We will address the challenges presented by vacant and empty premises and aim to minimise the detrimental impact they have on the area



Vote YES

festivals & events

Exceeding our expectations...

In 2007 we promised to:

- Market Croydon as a great place to shop, work and play
- Organise additional events

Then delivered this much more...

- Welcome to Croydon campaign
- Croydon Fashion Festivals
- Croydon Food Festivals
- Annual Christmas Festival and lights switch-on
- Croydon's BIG Get Together street entertainment event
- Continental and street markets and entertainment
- Dedicated Croydon Town Centre website
- Social networking on Twitter and Facebook
- VIP shopping days, events and offers for employees
- Shopping, restaurant, bar and history guides
- Town Centre maps
- Welcome to Croydon TV
- PR and promotions supporting BID activities across the year
- Exhibitions & events

# Way-finding & Accessibility

We recognise that Croydon's success depends to a large extent on the ease with which people can reach and navigate the town and access its wide commercial offer, irrespective of their means of travel. Accordingly, our efforts will focus on promoting Croydon's fantastic transport links and its broad retail, cultural, leisure and commercial offer and we also will actively work with business to address parking, accessibility and travel needs.

## Projects

### Croydon Visitor Centre:

We will build on the success of our Croydon Visitor Centre and help attract more visitors into the town by raising awareness of Croydon's extensive commercial offerings and cultural heritage

### Convention bureau service:

We will work with key partners to explore the creation of a convention bureau service for Croydon to promote and capitalise on the town's excellent transport links and broad commercial offering

### Improved way-finding:

We aim to improve way-finding around the Town Centre, working with key partners to improve signage and accessibility and enhance the experience of visitors

### Parking:

We will give fresh life to the Croydon Car Parking Consortium to address issues such as signage, tariffs and accessibility and help increase visitor numbers and dwell-time

### Early warning alerts:

We will assist businesses in their continuity planning by raising awareness of potential disruptions caused by road closures or changes to transport services so that their impact can be minimised



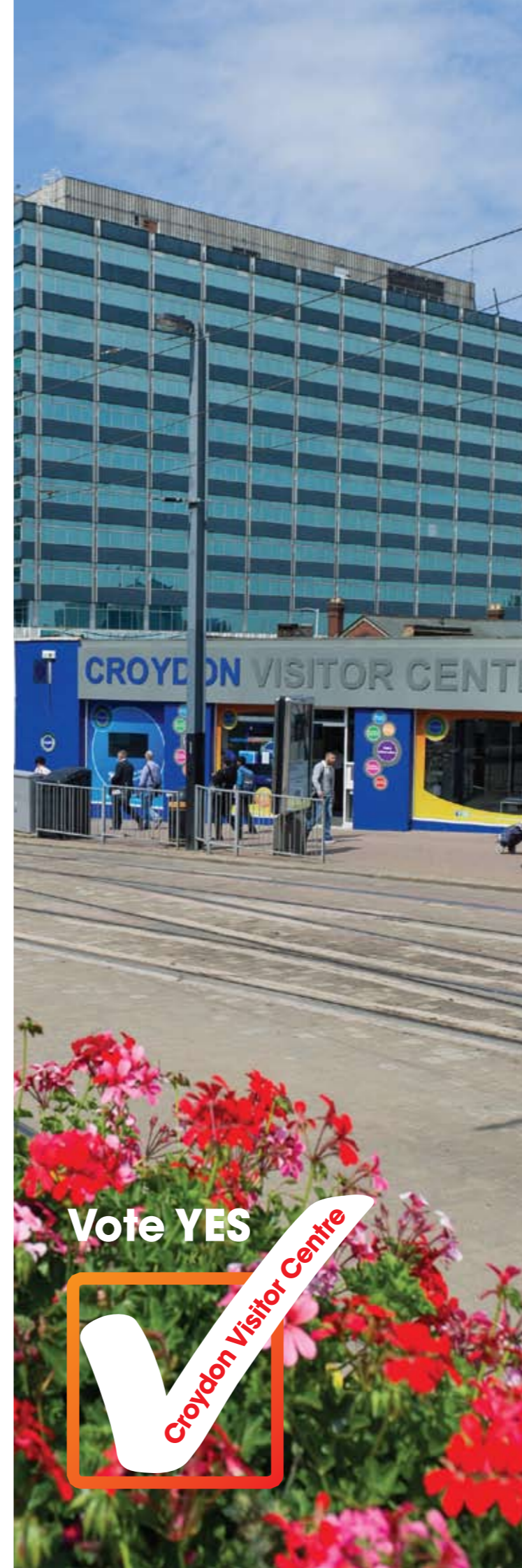
## Testimonial

"The improved image of Croydon, as a direct result of the BID delivering on its business objectives, supported by an excellent transport system, has provided significant appeal to future employers and employees coming into the Town Centre. Croydon's burgeoning insurance market has and will continue to benefit from this as we look to attract high quality staff to the area."

**Brian Hart**  
Barbon Insurance

**91%** businesses feel our Croydon Visitor Centre provides a useful service to residents, visitors and tourists

“  
**£894,000**  
invested in improving way-finding and promoting accessibility over five years  
”



**Vote YES**



Exceeding our expectations...

In 2007 we promised to:

- Promote awareness of Croydon's accessibility
- Improve signage
- Alert businesses to potential disruptions

Then delivered this much more...

- The Croydon Visitor Centre
- General advice and information on Croydon
- Travel advice and ticket sales
- Improved signage
- Free and discounted parking offers
- Seven 'Safer Parking' car parks
- A dedicated travel service for employees
- Town Centre maps, guides and brochures
- Events and exhibitions
- Early warning alerts

# Business Engagement

We know that levy payers have a real desire to ensure their voice is heard and their needs are met and our aim therefore is to represent business interests and lobby on your behalf. We will also keep you informed of our progress and activities through regular newsletters, e-communications, workshops and events.

## Projects

### One stop shop:

We will continue to provide business with a 'one stop shop' to resolve day-to-day operational issues

### Business representation:

We will act as the voice of the Town Centre business community on major developments and proposed policy changes and keep businesses up to date with planned developments and their impacts

### Business communication and networking:

We will keep you informed through our newsletters, the croyonbid.com website, e-communications, workshops and events as well as through partner communication channels designed to inform and connect the local business community

### 2012 Olympics:

We will work with Croydon Council and other key agencies to identify and capitalise upon the commercial opportunities presented to the town by the 2012 Olympics

### Regular monitoring:

We will carry out regular monitoring of footfall and pedestrian flow as well as gauging public and business perceptions of the Town Centre to ensure our resources are focused effectively and projects and services are in line with business needs

### Additional funding:

We aim to attract and grow levels of additional contributions to help maximise value for money and a secure a strong return on investment for levy payers

## Testimonial

"Personally and on behalf of LV=, I would like to thank you and everybody involved in the organisation of communication and liaison between the Police, Borough officials and local businesses following the riots in Croydon.

The swift and efficient response of the Police and the Council were impressive. But equally impressive was understanding the need to communicate with the thousands of people affected - and making that happen quickly and effectively.

As a local employer of c. 700 people (many of whom work shifts until quite late in the evening), we were very concerned about the safety of our people. The actions and co-operation of everyone involved resulted in us being able to make decisions to close our office early on that first day (and earlier than usual on subsequent days) based on the facts as known and an understanding of what other businesses in the area were planning.

Our people were kept safe and felt confident in the focus on their safety and security by their employer and in the support of their local community."

**Karen Sharpe**  
LV=

“  
**£496,000**  
invested in connecting and communicating with businesses over five years”  
”



Exceeding our expectations...

In 2007 we promised to:

- Provide a 'one stop shop' for resolving day to day issues
- Be a voice for business
- Keep businesses informed

Then delivered this much more...

- Regular monitoring to ensure standards are maintained
- Bi-monthly BID newsletters, regular e-communications and annual reports
- Programme of business communications, events and workshops to support networking, share best practice and facilitate discussion
- Business directory
- Business representation on panels, groups and forums
- Lobbying on key issues impacting the Town Centre
- Surveys tracking trends in perception of the Town Centre

# How businesses benefit

## The retail sector

- A safer, cleaner and more pleasant environment for customers
- Increased footfall due to improved perceptions of the area
- Increased footfall arising from targeted marketing and events
- Free promotion of offers and events through the Croydon Visitor Centre, our website, maps and guides
- Fewer stock losses and reduced costs due to reductions in business crime

## The office sector

- An improved working environment to aid recruitment and retention of employees and minimise recruitment costs
- Improved client perceptions arising from a more positive experience of the area
- Information and networking events to open up new business opportunities
- Assistance with business interruption planning
- Dedicated employee events, discounts and promotions



"I am very pleased to endorse the Croydon BID rebalot for another 5 years. During the last term they did a fantastic job in improving the business scene in the town and in bolstering Croydon's town centre itself. A task that is even more important now. Croydon BID has proven through its work and initiatives what a valuable asset it is to Croydon and to the businesses the BID serves. They should absolutely vote yes to support the BID through the work it has already done and will continue to do in supporting them for the next 5 years."

**Boris Johnson**  
Mayor of London



Photo by Peter Truman (Croydon Guardian)

## The leisure/night time economy sector

- Increased footfall due to improved perceptions and targeted marketing activity
- Targeted operations focused on night time economy issues and anti-social behaviour
- A safer, cleaner and more pleasant environment for customers
- Free promotion of offers and events through the Croydon Visitor Centre, our website, maps and guides

## Across all sectors

- A strong representative voice on issues that matter to you
- A fast and efficient 'one stop shop' for dealing with issues such as litter and graffiti
- Free business directory listing on our website
- Opportunities for wider business engagement and networking
- Assistance with business interruption planning

**Vote yes to ensure the benefits to your business continue**

# How will we measure success?

The projects and services to be delivered by Croydon BID will aim either to build on what is already provided or introduce a new service that businesses consider a priority. A range of input and output measures will be put in place to determine the level of progress made throughout the year and this will be reported back on a regular basis to BID levy payers.

Input	Outcome
<p><b>Safe &amp; Secure</b></p> <ul style="list-style-type: none"> <li>Police/security resource</li> <li>Support to businesses through safety and security awareness campaigns</li> <li>Activities for young people</li> <li>Design-out crime workshops</li> </ul> <p><b>Perception &amp; Image</b></p> <ul style="list-style-type: none"> <li>Positive media coverage</li> <li>Comprehensive, targeted marketing programme</li> <li>Year-round festival and events programme</li> <li>Co-ordinated calendar of events</li> <li>Three main festival events</li> <li>Continental markets and events</li> <li>Dedicated Town Centre website</li> <li>Employee engagement programme</li> </ul> <p><b>Clean &amp; attractive</b></p> <ul style="list-style-type: none"> <li>Regular monitoring of BID area to ensure minimum standards</li> <li>Clean-up activities</li> <li>'Greening' activities</li> <li>Vacant premises improvements</li> <li>Public realm improvements</li> </ul> <p><b>Way finding &amp; accessibility</b></p> <ul style="list-style-type: none"> <li>Improved signage</li> <li>Croydon Visitor Centre</li> <li>Property developer group</li> <li>Town Centre maps and guides</li> </ul> <p><b>Business Representation</b></p> <ul style="list-style-type: none"> <li>Regular newsletters and e-communications</li> <li>Dedicated business website</li> <li>Networking and best practice events and workshops</li> </ul>	<p><b>Safe &amp; Secure</b></p> <p>With the creation of a safer environment and a reduction of the fear of anti-social behaviour through strong delivery and a concerted marketing campaign, the crime level and fear of crime will reduce.</p> <p><b>Perception &amp; Image</b></p> <p>This activity will return a measured uplift in footfall, customer profile and retail sales in the BID area. It will also work to improve perceptions of Croydon as a premier shopping, work and leisure destination. The overall outcome will see the continuance of an increasingly vibrant Town Centre.</p> <p><b>Clean &amp; attractive</b></p> <p>Improved cleansing and environmental quality standards will be delivered to the Town Centre. With an improved visual environment, the local businesses, employees and visitors will gain a positive impression.</p> <p><b>Way finding &amp; accessibility</b></p> <p>Levels of satisfaction amongst the employee and visitor populations will increase as information channels are improved, signposting is enhanced and decisions regarding regeneration within the Town Centre are better communicated.</p> <p><b>Business Representation</b></p> <p>The facilitation of opportunities to local businesses is made up of the wider BID offer through the festivals programme, services to employees as well as attracting visitors. It is essential to ensure that the business community is aware of what is on offer to support their business to grow. The employee population will benefit from information linking them to the Town Centre and activities taking place.</p>

# The BID levy

The BID levy is a mandatory charge, enforceable in the same way as non-domestic rates. Croydon Council is contracted to collect the BID levy on behalf of Croydon BID.

This is governed and administered within the guidelines set out in the BID (England) Regulations 2004. Enforcement where non-payment of the levy occurs will be subject to recovery actions as defined within rating regulations - Local Government Finance Act 1988 and the Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989. For further details visit [www.croydonbid.com](http://www.croydonbid.com)

- The BID term will be for five years, commencing on 1<sup>st</sup> April 2012 until 31<sup>st</sup> March 2017. 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.
- Charitable status or mandatory charitable relief will not apply to the BID levy.

- The 1% BID levy will be charged on the rateable value of the hereditament as at 1<sup>st</sup> April each year.
- All premises with a rateable value of less than £40,000 will be exempt from paying the levy and therefore will not be eligible to vote in the ballot. Currently this means 584 rateable properties will be eligible for the vote.
- The BID levy is charged on an annual basis. The BID levy will be payable by whoever is responsible for payment of the business rates at the relevant hereditament on 1<sup>st</sup> April each year. There will be no refund if the BID levy payer vacates the premises during the year. Therefore BID levy payers should take steps where appropriate to apportion liability with incoming tenants, landlords of new freeholders.
- Businesses that begin to occupy existing hereditaments during the five-year term of the BID will be liable to pay the levy for their period of occupation, provided the hereditament remains eligible for BID membership.
- The BID levy is the principle source of income for the BID. From April 1<sup>st</sup> 2012, the levy will be set at 1% of the relevant rateable value of each rated unit of property within the BID area valued at £40,000 or more. There are no exemptions to the BID levy.

## Working out your BID levy

To calculate the amount of levy payable, simply multiply by 0.01, the rateable value of the business unit based on its rateable value as at 1st April each year. For example:

Typical Rateable Value	Annual BID Levy for 2012
£40,000	£400
£50,000	£500
£100,000	£1,000
£500,000	£5,000
£1,000,000	£10,000

## How much money will the BID raise?

The BID levy will be set at 1% and bring in approximately £1 million additional investment into the area each year. It will be collected as one single annual instalment.

## Additional funding

The BID levy provides our core income. In addition, we will seek to attract additional funding from private and public sources as well as seeking voluntary contributions from property owners and other individuals/organisations with a longer-term interest in the area on an on-going basis. During our first five year term, for example, we attracted additional contributions worth in excess of £2.5 million and each year, Croydon Council contributed £40,000 in addition to its levy payment.

# Collection of the levy

If the ballot is successful, Croydon Council will issue the BID levy bills and collect the levy on behalf of Croydon BID.

Funds will be transferred to the BID's bank account under arrangements set out in the formal Operating Agreement. This agreement is available on [www.croydonbid.com](http://www.croydonbid.com). A hard copy may be requested by calling the BID team on 0208 680 8012. The levy will be held in a separate account solely for the BID. It will be collected in one instalment due on 1st April each year. Funds that are collected over the expected collection rate will be added to the flexible fund.

Enforcement where non-payment of the levy has occurred will be subject to recovery actions as defined within rating regulations – Local Government Finance Act 1988 and the Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989. Such actions include the issue of a reminder, Magistrates Court summons, collection agencies and distraint.

The non-payment of the BID charge will be strongly pursued via all

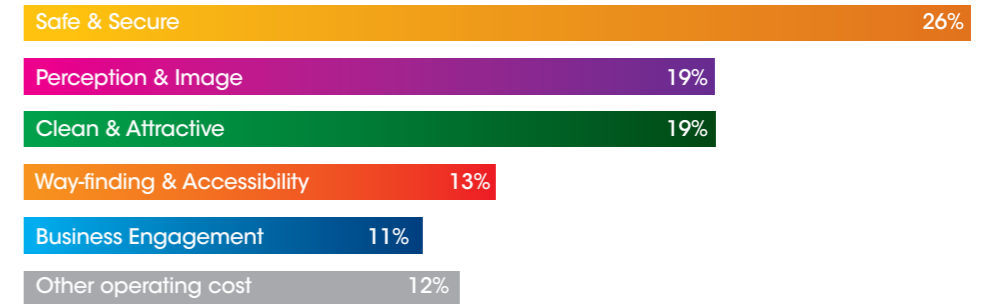
available enforcement options to ensure fairness to those businesses that have paid the BID levy. This will include: the preparation, issuing and serving of summonses at a cost to the BID payer; the use of bailiffs; committal action; insolvency action and County Court action. All of these actions may incur additional costs for which the BID payer will be liable.



# Budget

We anticipate that the BID will generate an annual income of £1 million based on a 97% collection rate being achieved and that this will be supplemented by additional voluntary, cash and in-kind contributions amounting to in excess of £500,000 per annum.

Based on the feedback received through our consultations and research, the chart illustrates how the funds will be apportioned against projects during Year 1. Thereafter the Board will agree on an annual basis how funds for subsequent years will be allocated, reflecting the views of levy payers expressed through our annual surveys.



# The ballot

From October 7<sup>th</sup> to November 3<sup>rd</sup>, levy payers will be asked to cast their vote for the BID in a formal and confidential postal ballot.

Croydon Council is responsible for managing and paying for the ballot to ensure it is conducted fairly and not influenced by the BID.

A ballot paper will be sent to each business unit with a rateable value of £40,000 and above. The ballot paper to be completed by placing a cross in either a 'Yes' or 'No' box in response to the question "Are you in favour of the Business Improvement District Proposals for Croydon Town Centre?" The ballot paper should be signed by the person that completed it and returned in the pre-addressed, postage-paid envelope provided.

If a business has more than one rateable business unit with a rateable value of £40,000 and above, it will receive a ballot paper for each unit. Each paper counts as one vote and it is therefore important that every paper received is completed and returned. The BID will proceed, provided two tests are met:

1. A simple majority of those voting in the ballot must vote in favour
2. Those voting in favour must represent a majority by rateable value of the hereditaments (rateable properties)

# Management of the BID

The Croydon Business Improvement District Company Ltd is a not for profit company limited by guarantee. The BID Board is responsible for the strategic and fiscal management of the BID and for all decisions relating to it. Membership of the Board is entirely voluntary. Its structure reflects the number and types of business in the BID area and its members consist mainly of BID levy-paying businesses or statutory service providers as dictated by the BID Regulations 2004.

The BID is managed by a core team of four who are responsible for planning and delivering all of the BID's projects and activities, drawing on the expertise and support of the Town Centre business community.

The team currently comprises:

➤ **Maria Chapman-Beer**  
Interim Chief Executive

➤ **Gill Murphy**  
Business Engagement Manager

➤ **Billy Cotsis**  
Project Manager,  
Crime & Safety

➤ **Robert Campbell**  
Street Operations Manager



## Alteration of the BID arrangements:

The streets and hereditaments to be included in the BID area may change due to alterations in Croydon Council's rating list. Hereditaments may be additionally included if their rateable value, at any time during the BID period, meets or exceeds £40,000 or they are newly added to the ratings list and the rateable value threshold criteria is met. Hereditaments may also be excluded from the BID area and BID levy charge in cases where amendments are made to the ratings list and either removes hereditaments from the list or alters the rateable value to below £40,000.

BID arrangements may be altered without an alteration ballot as long as there is no proposal to alter:

- The geographical area of the BID
- The BID levy in such a way that would:
  1. cause any person to be liable to pay the BID levy who was not previously liable to pay; or
  2. increase the BID levy for any person other than for inflation purposes as mentioned above.

## Croydon Council may terminate the BID if:

- In the Council's opinion, the BID has insufficient finances. Before this happens, however the Council must offer the BID body a reasonable opportunity to arrange for financing the shortfall or for a reduction in the works or services which is sufficient to offset the shortfall. In addition, the Council must give those businesses that are liable for the BID levy an opportunity, at a public meeting, to make representations in relation to the termination of the BID arrangements.
- The Council is unable, due to any cause beyond its control, to provide works or services which are necessary for the BID to continue and the authority has consulted the BID and conducted a consultation with such representatives of the business community for the BID areas as the authority considers appropriate.

## Croydon BID may terminate the BID if:

- The works or services to be provided are no longer required;
- It is unable, due to any cause beyond its control, to provide works or services which are necessary for the BID to continue.

# Renew because...

As a business-led initiative working in partnership with key stakeholders, Croydon BID is uniquely positioned to be able to deliver all of the initiatives outlined in this proposal. We've come a long way since 2007 but there is still more to do and even greater challenges to face.

Only by supporting the BID and voting 'Yes' at renewal, can you ensure that Croydon Town Centre transforms in the way your business would like in future.

"Croydon BID has played an important role in improving both the appearance and safety of the Town Centre, providing our staff with a more enjoyable environment in which to work and making a significant difference to the way they feel about the Town Centre in general. This helps give them a renewed sense of pride in their place of employment, especially as many of our staff live locally too ...that's why I'm backing BID."

**Carolyn Spencer**  
UK Border Agency

"There is no doubt that the BID has heightened the profile of the Town Centre and substantially altered people's overall perception in a positive way. Croydon is now a much happier and safer place to live, work and play ...that's why I'm backing BID."

**Trevor Morgan**  
YMCA

"There is no doubt that people's perception of Croydon is changing for the better and the numerous activities and events delivered by the BID have definitely increased footfall, sales and trade opportunities for my business ...that's why I'm backing BID."

**Max Menon**  
Alders

"The work that Croydon BID has done in making the shopping district cleaner and safer, has given my customers a far nicer environment to shop in and a reason to stay in the town and visit my store. The events organised by the BID have undoubtedly encouraged new shoppers to visit Croydon and enjoy the comprehensive and diverse shopping experience that is on offer ...that's why I'm backing BID."

**Tim Hyde**  
House of Fraser

"Croydon BID has been fantastic in assisting my business on specific issues, for example in addressing cleanliness in the area and through the Croydon Visitor Centre helping to promote Croydon as a tourist destination and enhancing prospects for local businesses in the process. We also work very closely with the CBCP which is making great headway in improving safety in the centre. For these reasons, I firmly believe it is important to keep the momentum going and to support the BID for the future benefit of all who visit, live and work in our town...that's why I'm backing BID."

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**Mr. Stuart Clay**  
Holiday Inn Express, Croydon

"Croydon BID's extensive programme of activity has markedly improved the Town Centre, by focusing on all of the issues that are important to businesses. This in turn, has created a positive environment which has helped attract new business into the Town Centre, as evidenced by recent new business arrivals. It is therefore important to continue to support the BID to assist future inward investment into the town...that's why I'm backing BID."

**Neil Barker,**  
Stiles Harold Williams

"Croydon Town Centre Business Improvement District is successfully working in partnership with local businesses and key stakeholders to make positive improvements to the Town Centre in a comparatively short space of time. As a result of the numerous events and initiatives the BID has organised, there quite clearly is an improved and positive atmosphere amongst the town's businesses with the aim of delivering a better experience for those who shop, visit, work or live here...that's why I'm backing BID."

**David Ordman**  
Centrale



## Key Dates

# Your Town Centre. Your Business. Your Decision.

**Vote YES**



**September 5** (week commencing)  
Croydon BID Renewal  
Proposal published

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**September 19**  
Notice of ballot published by  
Electoral Services

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**October 7**  
First day of 28 day ballot period

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**November 3**  
Last day of ballot period

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**November 4**  
Announcement of result

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**April 1 2012**  
Formal start date of BID

### For more information:

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Printed on Offset stock,  
contains 100% recycled fibre

