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FOREWORD >

Welcome to the future of Leytonstone!

Leytonstone is a great place for business. It has pride in its cultural diversity and heritage and looks forward with confidence to excellent business opportunities in the future. I am both proud and honoured to present the **e11bid** Business Plan from the Directors of the Leytonstone Business Forum Community Interest Company.

Local businesses in the proposed BID zone in Leytonstone will soon be presented with a very special opportunity to vote to become the borough's first town centre BID, providing a powerful force for change and improvement in their local business environment. The establishment of the **e11bid** and the implementation of its long term vision could make a major contribution toward the sustained economic growth of one of the regions most vibrant commercial districts. A BID would help consolidate the strengths and aspirations that will enhance the quality of customer satisfaction, vital to business confidence. Waltham Forest Council has pledged full support to the local business community in its quest to establish a Business Improvement District in Leytonstone. Please get involved in the ballot and take the opportunity to vote for our future.

The **e11bid** will provide the business community with the tools to take the lead in the management and delivery of improved and additional services over and above those already provided by the Council. A BID can enable a range of benefits which can optimise the attraction of Leytonstone. We have a sound foundation to build upon, confident of achieving our potential and maximising the benefits that will arise from Waltham Forest's status as a host Olympic borough.

Fawaad Shaikh
Chair – LSBF CIC



e11bid

INTRODUCING THE E11BID >

Summary

Statement of Intent

Our aim is to establish a Business Improvement District (BID) in the Leytonstone commercial area. We will accomplish this through localised governance and efficient management, creating the bespoke business environment that enables businesses to flourish.

Benefits of the e11bid

- > Increased shopper and visitor footfall
- > Longer customer visits to E11business district
- > Reduced crime and theft
- > Improved marketing and promotion of our commercial district
- > Attractive street environment
- > Fixed, voluntary and ring fenced BID investments
- > Safer, cleaner, improved shopping, living and visitor experience
- > Reduction of anti-social behaviour
- > Better consultation and engagement with the Council relating to strategic issues
- > Increased property values
- > Maximising our retail profile within the commercial renaissance of London East

Business Decides >

Businesses and all other non-domestic rate paying hereditaments within the designated BID boundary will be eligible to vote for a BID in Leytonstone. You have one vote regardless of the size of your business and you also have the opportunity to get involved in the governance of our district through regular meetings and events. The 5 year plan will set out a framework that is both transparent and accountable, affording a 3 year review option.

The Plan >

This 5 year business plan sets out an outline of the investment, costs and range of services designed to ensure that the business community is fully informed of the **e11bid** and the processes put in place to ensure its delivery. The **e11bid** team that would emerge from a yes vote will have a professional management structure enabling us to achieve our vision. They will report to the **e11bid** Board of Directors.

The Investment >

Most businesses will pay less than £2 per week. Larger businesses with a rateable value of £50,000 a year would pay less than £10 a week. This value represents a minimum investment for maximum return. The **e11bid** Company will spend the investment fund on a range of improvements in its five year term leading up to July 2012. The BID alone is expected to generate in excess of £55,000 of core funding per annum. It is also expected that this fund will be boosted by additional investments of match funding and voluntary contributions.

A VISION FOR LEYTONSTONE >

A Vision Becoming Reality

Exciting times await E11! In the vision of our 5 year strategy, Leytonstone's business district will be a place which flourishes in a dramatically improved economic environment in London East. It will be a place where the commercial quarter achieves its full potential as a key centre, having a vital everyday role in the lifestyle experience of those who live, work, visit and enjoy leisure time here. Leytonstone has a distinct commercial identity in its range of retail independents, speciality retailers and excellent day and night time cafés, bars and restaurants. Our diverse multicultural business community is well placed to attract customers from beyond its geographic immediacy.

Leytonstone can regain much of its past status as a key retail destination of choice within the lifetime of this BID. Niche outlets can contribute towards its redefinition as a preferred location offering an excellent reason to visit, spend time and do business.

The vision will be realised by:

- > Building on the characteristic strengths of Leytonstone's commercial and cultural personality, nurturing the key strengths of Leytonstone's traditional heritage and its forward thinking embrace of strategic change.
- > Managing the public realm of the commercial quarter to ensure its development as an attractive, safe and accessible retail, business and leisure location.
- > Raising the profile of the business community as key fundraisers, decision makers, stakeholders and a local delivery mechanism in all areas of town centre management.



BIDS – A DESCRIPTION >

Stories of Success

BIDs have been a global success story established in leading cities in the United States, Canada, South Africa and Australia. This includes over 2000 in America where they have successfully transformed many of the 'downtown' areas of classic decline. Indeed, world acclaimed cities like Washington, Baltimore and Philadelphia have reversed their decline and prospered as BIDs.

BIDs are widely acknowledged as being instrumental in reversing the decline of under-performing commercial districts and are therefore a tried and tested success story. The Government in January 2004 introduced pilot BID schemes in 22 towns in the UK. This was on the back of significant support from stakeholder interests and advocacy from organisations like the Association of Town Centre Management (ATCM). Sixteen towns are now operating as successful BIDs.

Parliamentary legislation in September 2004 approved the introduction of BIDs enabling commercial districts to benefit from the kind of opportunities that BID status offers. Partnerships in all quarters of the UK's towns and cities have now adopted BIDs as a strategic and effective mechanism to deliver additional value and quality of services to their commercial centres.

In its simplest terms, a BID is an area managed by an independent business led company which seeks to guarantee, improve and enhance services and environmental conditions. A BID will provide businesses with the opportunity to identify the projects and services that they believe will deliver value added improvements to a defined geographical area. Through a partnership agreement, a BID would also enable businesses to agree the level of funding which it can allocate to help make their priorities happen. It can only come into force if the businesses grant approval by way of a 28 day postal ballot period. If the ballot returns a YES vote of approval, a BID Company will come into existence as the representative body of businesses in the defined area. The investment from businesses under the terms and operating conditions of the BID, form the base fund of the budget that will be used to attract additional match funding.

BIDs could be described as a concept established to enable commercial districts to be:

- > Strategically placed to confidently respond to competition from other commercial locations
- > Fully informed and prepared to optimise current and future opportunities
- > In a superior position to help shape and define the physical, operational, investment and developmental profile of a defined area



THE BUSINESS AND STRATEGIC CASE FOR A BID IN LEYTONSTONE >

Why Leytonstone, Why Now?

The optimum growth and economic prosperity of Leytonstone will best occur within the context of the local and sub-regional strategic framework. This means that with the capacity to make local choices and decisions, the commercial district of Leytonstone can benefit through strategies geared to ensure it has a vibrant mix of retail, leisure and cultural facilities. This will attract more people to spend their shopping and leisure time in Leytonstone. By improving the image and environmental quality it can enhance its appeal as a safe and pleasant place, offering a wide variety of uses that will attract growing and sustained levels of footfall and inward investment.

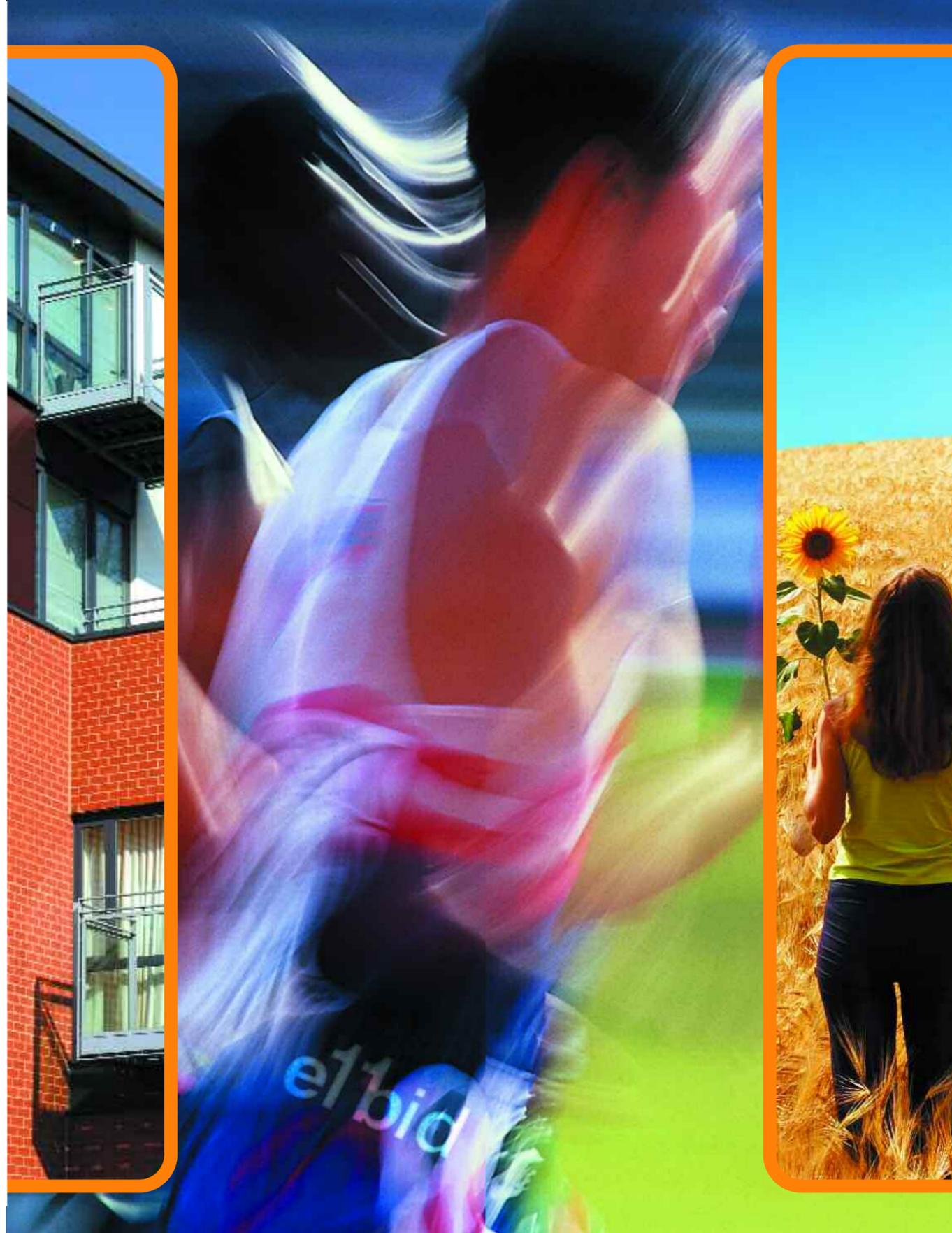
On the 24th of April 2007, the LBWF Council Cabinet gave their approval to the **e11bid** Business Plan 2007-2012. This signalled their support of the development and establishment of the **e11bid** and the services, projects and proposals for management and governance contained within. This is significant as it indicates the extent to which the **e11bid** Plan and the Council's strategies are consistent with current and emerging Local, North London, Regional and Government strategies.

At the national level of the Department of Communities and Government, town centre locations like Leytonstone are encouraged and supported to become thriving centres for business growth via shopping and job creation. In particular, it suggests that businesses should have a greater say in managing town centres and that their expertise and knowledge should contribute toward the growth and success of town centres in the 21st century.

Leytonstone has an excellent range of diverse businesses which can form the basis of its future prosperity. No single agency, state or otherwise, is capable of solving all of the problems that Leytonstone faces. The area could be described as being at a major crossroad in its evolution into a thoroughly modern commercial district. Locations such as Leytonstone must adapt and improve their response to the changing environments in which they exist. By developing and introducing new and innovative methods of fundraising, localised governance and delivery mechanisms, Leytonstone will be best placed to address the challenges and competition faced by commercial centres in the modern environment.

Having consulted widely with local businesses about their concerns over the past months, it has become clear that what businesses want is to further empower themselves to define and deliver on their own priorities. A BID would provide the Leytonstone business community with an opportunity to extend the remit of the Leytonstone Business Forum (LSBF) as an organisation of businesses for business, coming together to discuss, agree and initiate solutions for our commercial environment. In the LSBF, Leytonstone has a definitive business organisation with a clear and established purpose, able to respond both to the threats and opportunities in the future.

The LSBF believes that the BID is therefore a mechanism that can provide the structure and funding that the business community now needs to deliver innovative, specialised and enhanced services. Leytonstone can therefore become an even more attractive place to shop for users of the day, evening and night time economies. Locally determined decisions can be made which will raise standards of cleanliness, safety and overall excellence in town centre management.



Leytonstone needs to have proactive strategies to address the threats and the opportunities of the present and the future. These include:

STRATFORD CITY >

The Stratford City development will generate 139,350 sq metres of retail and will be one of the largest retail driven commercial projects in London. Once completed Stratford would be a very attractive shopping and employment destination offering powerful competition to all other major shopping centres within London and beyond. It is likely that the impact on all other retail centres within its catchment reach will be significant. Leytonstone, which lies a few minutes away on the Central Line, would be particularly vulnerable to the impact of Stratford City's appeal. Accordingly, it is necessary that measures are taken to ensure that the retail offer at Leytonstone is sufficiently strong, enhanced and diversified enough in order to minimise the inevitable leakage of trade to Stratford Shopping City.

2012 OLYMPICS >

The 2012 Olympics presents Leytonstone with a potential windfall of economic opportunities for growth in many sectors of the local business community. In particular, the Olympics will bring procurement opportunities of a scale and range unknown in Leytonstone's recent commercial history. Other benefits and gains are expected to include improvements to the local transport infrastructure as well as increased community and sports amenities serving the area. These are likely to have a positive impact by promoting an improved perception of the area which may translate into higher property values and greater investment confidence.

CLIMATE CHANGE AND LOCAL AGENDA 21 >

A change in the choices we all make in relation to our everyday activities is vital to protecting both our global and our local environment. Through the **e11bid** we want Leytonstone businesses to lead the way by supporting policies and initiatives which clearly demonstrate the borough's commitment to making responsible and sustainable choices in their everyday practices. Through the **e11bid** we want Leytonstone to become an Energy Transition District (ETD). Essentially, being an ETD means having a strategic commitment to support and encourage the business community to embark on a fossil energy descent. This dependency is reduced pro-rata with the increase in alternative, viable and renewable energy sources. By making Leytonstone an ETD, businesses will both save money and contribute toward the sustainable aims and objectives of Local Agenda 21, which protect our local and global environment.

PILOT BASELINE CONTRACT AND MONITORING ZONE >

New and improved monitoring and operational arrangements can significantly support the Council's core ambition to improve the standard of its baseline services and operations in the **e11bid** area. The **e11bid** Company will support and work in close partnership with the Council to achieve its aim of ever improving standards of excellence in service delivery and customer satisfaction. Together we will design and introduce a pilot baseline mechanism and monitoring arrangement for the Leytonstone business district.



FOLLOWING THE TRENDS >

The **e11bid** Business Plan has been developed in line with a number of local, regional, and sub-regional strategies and policies. Consistency and alignment of our added services with these important strategies, policies and other town centre initiatives are referred to below:

Community Strategy:

- > Assisting to strengthen the local economy and infrastructure
- > Decreasing crime and improving the local environment
- > Improving transport links

Local Strategic Partnership:

- > Ensuring that public spaces are cleaner, greener and safer

London Plan:

- > Supporting and encouraging town centre management, partnerships and strategies
- > Introducing Business Improvement Districts in appropriate location

Unitary Development Plan:

- > Ensuring that major new retail developments, leisure and other uses likely to attract many people are directed or encouraged to site development in its key centres, including Leytonstone.
- > To ensure that as far as is possible and practical, that all local residents who live within the catchment of Leytonstone, have access to convenient, quality shops, services and facilities.
- > Maintain and enhance the vitality and viability of Leytonstone and encourage its physical and economic regeneration

Waltham Forest Enterprise Strategy >

The strategy for the **e11bid** area will compliment the Waltham Forest Enterprise Strategy (WFES), setting out a clear framework for the growth of businesses in the town centre. The framework proposes:

- > Linkages to the Council's corporate regeneration strategy and assist in its delivery within the overall Local Area Agreement
- > Create a management and partnership structure that will enable the **e11bid** area to achieve its retail growth objectives, develop clear standards of service and improve the quality of the town centre offer
- > Provide a foundation for the delivery of management led initiatives which promote the growth of business in the **e11bid** commercial district
- > Set a clear framework for improved management and delivery of resources and identification and access to external funding for the **e11bid** district
- > Provide an environment that enhances history, local identity and improved standards of safety and cleanliness
- > Develop the **e11bid** area into a district with a wide range of attractions and a thriving centre for business, shopping, visiting and leisure



CONSULTATION >

Sharing the Information

Through local partnership and stakeholder arrangements, a comprehensive programme of consultation has been conducted over the past nine months with the local business, consumer and residential community. This has been delivered through accessible and user friendly methods, which have been particularly effective in clarifying the basis of the **e11bid** proposal. It has also highlighted the impact, benefits and implications for all of the communities in Leytonstone. This process is essentially about communicating the progress in a variety of ways, with a clearly defined audit trail including:

- > Regular presentations and consultative updates with LSBF Board and Committee Members
- > Monthly articles and features in the Community Focus Booklet covering the campaign to establish a BID for Leytonstone
- > Letters and information packs to individual businesses via email, post and hand delivery
- > Presentations to Community Council Meetings
- > Personal, email, telephone and postal audits conducted with 97% of Businesses
- > Discussions and meetings with delegates of all leading retail businesses (Boots, Primark, Matalan, Tesco, Natwest, Barclays, Superdrug, Woolworths etc)
- > Regular newsletters leading up to ballot

Business audits and consultations have been held with over 195 businesses of those eligible to vote. What we have learned from these consultations is that businesses want a safer, cleaner, greener and more economically prosperous Leytonstone.

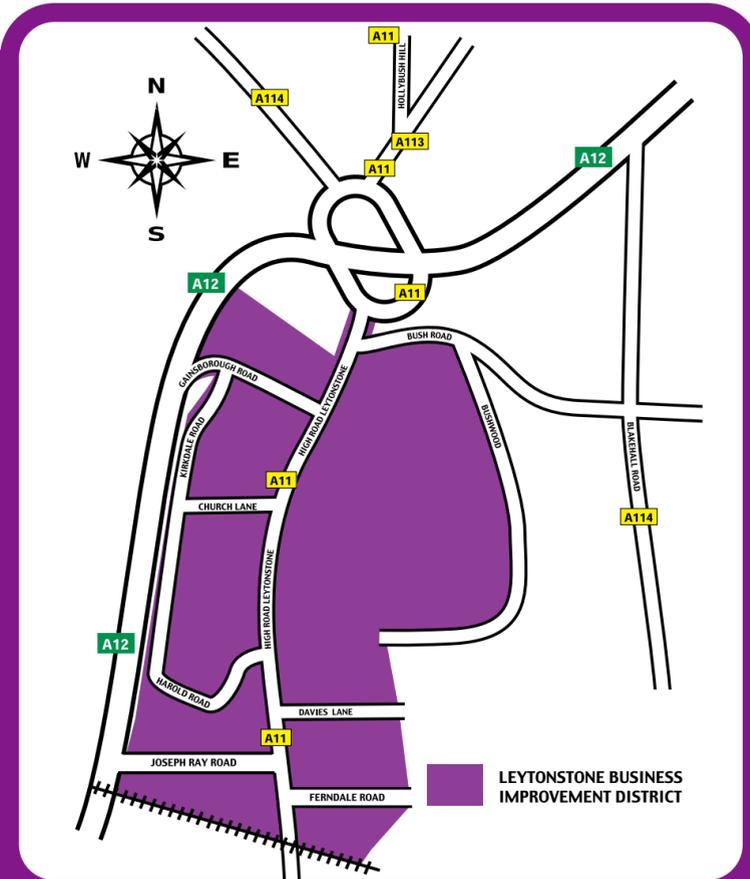
THE E11BID AREA >

Where it's Happening

The LSBF has considered the merits of the **e11bid** and the geographical boundary that it would have. The **e11bid** area is centred on the northern section of Leytonstone High Road and Church Lane. The BID area was defined with a remit for a compact area of businesses massed around the commercial centre of Leytonstone.

The most northern end of the boundary is anchored by Tesco supermarket. The main retail parades of the area include Leytonstone High Road, Church Lane and Kirkdale Road. The heart of the BID area around the Leytonstone Underground station already has a sense of place, not dissimilar to a village business community. It includes a diverse range of businesses which co-exist and provide a vibrant and niche core of specialist and independent outlets. St John's Church, at the junction of the High Road and Church Lane, is a focal point and an excellent architectural landmark in Leytonstone's **e11bid** area. At its most southerly, the commercial district is home to a range of non-high street retail businesses on Joseph Ray Road.

Roads included in the **e11bid** area are Aylmer Road, Barclay Road, Barfield Road, Beacontree Road, Brockway Close, Browning Road, Burghley Road, Bush Road (A114), Bushwood, Church Lane (A11), Carlton Road, Dacre Road, Davies Lane, Ferndale Road, Forest View, Gainsborough Road (A11), Grove Road, Harold Road, Harrington Road, Hartley Road, Harvey Road, High Road Leytonstone (A11), Joseph Ray Road, Kirkdale Road (A11), Lancaster Road, Lemna Road (A11), Leybourne Road, Leyspring Road, Lister Road, Michael Road, Mornington Road, Stanmore Road, Vernon Road and Woodville Road. Only commercial properties on the ratings list will be charged.



PROFILE OF LSBF >

The LSBF – The Story of a Winning Team

The **e11bid** is being proposed by a forum of businesses with a track record of sound delivery and achievement. Since its humble beginning in February of 2004, the LSBF has grown from a small nucleus of local businesses with passion to a highly influential and well respected organisation for positive change. In short, a vehicle to deliver a commercial oasis in Leytonstone.

Successes to date include:

- > ShopWatch / PubWatch – The use of portable radios gives clear and precise intelligence to individual businesses, keeping them aware of anti-social behaviour in and around their commercial environment. With 29 radios in operation around the town centre, businesses have seen a drastic reduction in petty crime and stock loss levels.
- > Intelligence Newsletters – Monthly newsletters are published for members of the scheme and circulated via LSBF Security and Licensing Sub Committee meetings. The purpose of accumulating intelligence and holding meetings is to highlight the latest criminal trends and circulate information to deter and reduce crime.
- > Car Free Festivals – The forum is involved in the process from beginning to end and has been instrumental in organising large screen TV and marketing opportunities including free stalls and subsidised on screen advertising.
- > WF Enterprise Strategy – We were involved in the development and delivery of the WFES. We are partnering the Council in developing a series of one stop shops to support the inception of start up, SME and BAME businesses. In particular we are now focusing on the introduction of more women and minority groups to the enterprise base of Waltham Forest.
- > Environmental Improvements – We have been involved in the consultation process for schemes in the Leytonstone area. We recommended a number of projects to be delivered resulting in CCTV for the town centre, Nature Trail for St John's Church, revised Green Man roundabout layout, and public notice boards.
- > E11 Consortium – We have pioneered dialogue with the Council's procurement department and other statutory bodies to begin providing goods and services with a larger client base. This will further the SME's role in tendering for contracts and improving the vibrancy of the local economy.
- > Regular Dialogue – Six sub-committees meet regularly, furthering causes that relate to the entire Leytonstone business community. The Board Members have regular contact with local council, regional and central government bodies to highlight the appeal of Leytonstone. Whether you're a start up business considering Leytonstone as your base of operations or you have been here established for years and wish to diversify, the forum is a vital point of call for enterprise matters large and small.



BASELINE SERVICES >

Building a Solid Foundation

The business rates that are collected by the local authority from local businesses will continue to fund a range of services in the **e11bid** area. These include services outlined below which are vital to the environmental quality and operational efficiency of the town centre. Areas included are street cleansing, highways management, street lighting and waste disposal. However, though these baseline services will continue, businesses will seek and expect an improvement in the quality of these services under the prospective autonomy of the **e11bid** Company and the localised town centre management.

Currently most town centre services are delivered under the provisions of Baseline Service Level Agreements. It is planned, subject to a yes vote, that this will form the basis of a partnership agreement between the **e11bid** Company and the LBWF. To ensure that businesses derive maximum value for money and added value for the current business rates investment, the **e11bid** Company will enter into an Operating Agreement with the Council. This will guarantee the Council's ongoing commitment to the delivery of agreed baseline service provisions in the **e11bid** area.

Services to be provided will be clearly defined in terms of frequency, delivery, times and performance monitoring. Through a collaborative partnership with the Council, the **e11bid** Team will actively support a Pilot Baseline Contract and Monitoring Zone. Through this new initiative the Council and the **e11bid** Company will enter into a comprehensive baseline service contract and monitoring arrangement. This will provide better value for money through improved quality of services delivered in the **e11bid** area. As part of the Council's drive toward excellence, where possible, the **e11bid** Company will expect and pursue new, higher quality standards in the delivery of these baseline services.

These Include:

- | | |
|-----------------------------|-----------------------------|
| > Cleansing and Maintenance | > Street Wardens and PCSO's |
| > CCTV | > Town Centre Management |
| > Car Parking | > Tourism |
| > Street Furniture | > Festivals and Events |
| > Street Lighting | > Waste Management |
| > Policing | > Highways Maintenance |
| > Street Wardens and PCSO's | > Highways Engineers |

As well as these baseline services, the Council is responsible for a number of additional services in the **e11bid** area, which it will continue to provide:

- | | |
|------------------------|--------------------|
| > Trading standards | > Regeneration |
| > Licensing | > Transportation |
| > Town planning | > Business support |
| > Economic development | |

As a reminder, the services that form those already being carried out and paid for by prevailing business rates will be contained within the BID Baseline Service Agreement. Standards of statutory and contractual obligations relating to Baseline Service Level Agreements can be viewed as a supplemental at the end of this Business Plan or downloaded from www.e11bid.co.uk

THE E11BID - THEMES AND PROJECTS >

An Opportunity for Leytonstone

The **e11bid** is an opportunity to improve the trading environment of our area and its attractiveness as a place to shop and invest. We are on the verge of a commercial renaissance in Leytonstone. Through effective marketing, strong leadership and efficient operational management, the BID in Leytonstone can set new standards of excellence.

The term of the initial **e11bid** Company is five years. After the first three years, if it has not performed to the expectations of the voting business community it can be reviewed. The LSBF, which has been in existence since February 2004, proposed the **e11bid**. Since then businesses have met regularly to discuss and agree issues and concerns relating to their trading environment with a view to ensuring that the quality and delivery of services, events and development are of a satisfactory standard. The case for the **e11bid** has evolved at the request of businesses and was communicated at regular meetings of the membership of the LSBF, via questionnaires and at face to face meetings with members of the business community. The **e11bid** will build on the success of the LSBF by generating and targeting extra resources for Leytonstone's commercial district.

From an extensive programme of paper consultations involving individual audits with businesses, six key themes and thirty projects have emerged for implementation if the ballot is successful. The top six themes are as follows:

THINK GLOBAL, ACT LOCAL >

Theme 1

Everyone is being encouraged to support projects which both respect and preserve the health of our environment for future generations. Through the LSBF, Leytonstone businesses have indicated their willingness to proactively contribute towards the area's growing reputation as an environmentally respectful place to do business. As an Energy Transition District (ETD) schemes will include:

Projects

- > Solar Lights – Installation of energy efficient, alternative powered light sources in town centre with the benefit of reduced power consumption, usage, as well as cost of power supply and maintenance. This represents a pioneering use of technology at local town centre level.
- > Expansion of waste management and recycling – Consolidation of councils trade waste collection scheme in the BID area. Benefits include reduced cost of trade waste collection and increased efficiency.
- > Light Sculptures – Supporting public art that uses renewable energy. This would create a landmark and town centre focal point. Through an innovative community involvement, this may provide employment opportunities for local emerging artists.
- > Energy Audits – Partnership arrangement with energy efficiency company to provide free online audits, creating savings on existing electricity and gas bills. Also, subsidised referrals to energy consultants for advice on sustainable practices.

KEEP MOVING, STAY SMILING >

Theme 2

For Leytonstone to be a successful place, it needs to be accessible with hassle free parking and easy movement of vehicles throughout its commercial district. However, from the widespread consultation conducted with the Leytonstone business community, car parking and vehicular congestion were cited as a major constraint on retail activity. It also has a negative effect on the quality of the local environment. Solutions to these two problems are viewed as vital to the success of the commercial district. The **e11bid** Company will work with the relevant strategic and Olympic authorities to improve the highway and traffic management in the **e11bid** area. The BID would offer the following solutions:

Projects

- > One free parking day per week – Provide one free parking day to encourage greater shopper visitation and increased stay to boost local trade.
- > Regular subsidised parking vouchers in BID area – Provision of up to 8000 parking vouchers per annum to local businesses for customer/client parking to encourage and support better conditions for local trade. This will aid capture of transient car-based consumers.
- > Dual use of residential CPZ's – Dual usage of underused spaces on side roads at specific times and locations to increase localised parking facilities for short-term parking around the town centre.
- > Increase in visible signage to car parks – Prominent signs to indicate car parks and town centre to increase customer awareness, encourage trade and enhance the BID areas as both a motorist and pedestrian friendly environment.
- > Regular monitoring of light sequencing and traffic flow – To decrease congestion and pollution levels whilst increasing traffic flow within the centre.



STREETSCAPE AND ENVIRONMENT >

Theme 3

The image of the streetscape can make a vital contribution toward the physical renaissance of Leytonstone. Improvements will include a range of high impact initiatives aimed at making Leytonstone a brighter and more attractive place for businesses, shoppers and visitors. Schemes will include:

Projects

- > Subsidised shop frontage design and improvement scheme – Provision of subsidised improvement to business signage, disabled access, glass display units and security shutters to create a more connected and attractive town centre.
- > Connected, attractive town centre – Conduct a study on the aesthetics with a view to an improved physical environment. In addition, introduce innovative lighting at crime hot spots to reduce fear of crime and actual incidents.
- > Tree planting, greening and street flowers scheme – Partner with private local company to supply and maintain flower arrangements and possible tree planting. This will enhance green spaces and make buildings in the town centre look more attractive.
- > Townscape design feasibility studies – **e11bid** study to produce an identity and sector analysis of the retail market, customer profiles and the long term strategy for a prosperous Leytonstone. The focus will be the long term viability of the town centre in creating a local, niche market.



SAFE AND SOUND >

Theme 4

Though Leytonstone is one of the safest commercial districts in the borough, a sense of well being for businesses, residents and visitors remains a high priority. The Safe and Sound projects propose to reduce both the actuality and the fear of crime. The **e11bid** would deliver improvements in the area through the following:

Projects

- > Introduce vandal resistant sensors – Installation of vandal-resistant bulk head, motion sensor lighting in higher crime areas. This will be combined with an audible warning service for instant assistance. It will instil confidence amongst vulnerable members of the local community.
- > Better policing – Promote the expansion of local No Drinking Zone, help implement Met Police “Specials” scheme and reduce business crime and stock loss levels. Also, provide data on financial support offered for crime prevention to create a safer BID area and a better information flow on crime and safety.
- > Probation and remedial work project – Partnering with probationary service to assign workers for BID boundary remedial works. Business owners will provide resources for the equipment and products required and the BID Company will assign workers to complete tasks at no additional cost to businesses.
- > Localised CCTV coordination – Manage and monitor localised CCTV system in **e11bid** area for quicker and more practical response to anti-social behaviour.
- > Shopwatch – Expand Shop and Pub Watch schemes by promoting dialogue and shared intelligence with members to reduce occurrences of crime. Also, facilitate a co-ordinated strategic approach towards crime reduction.

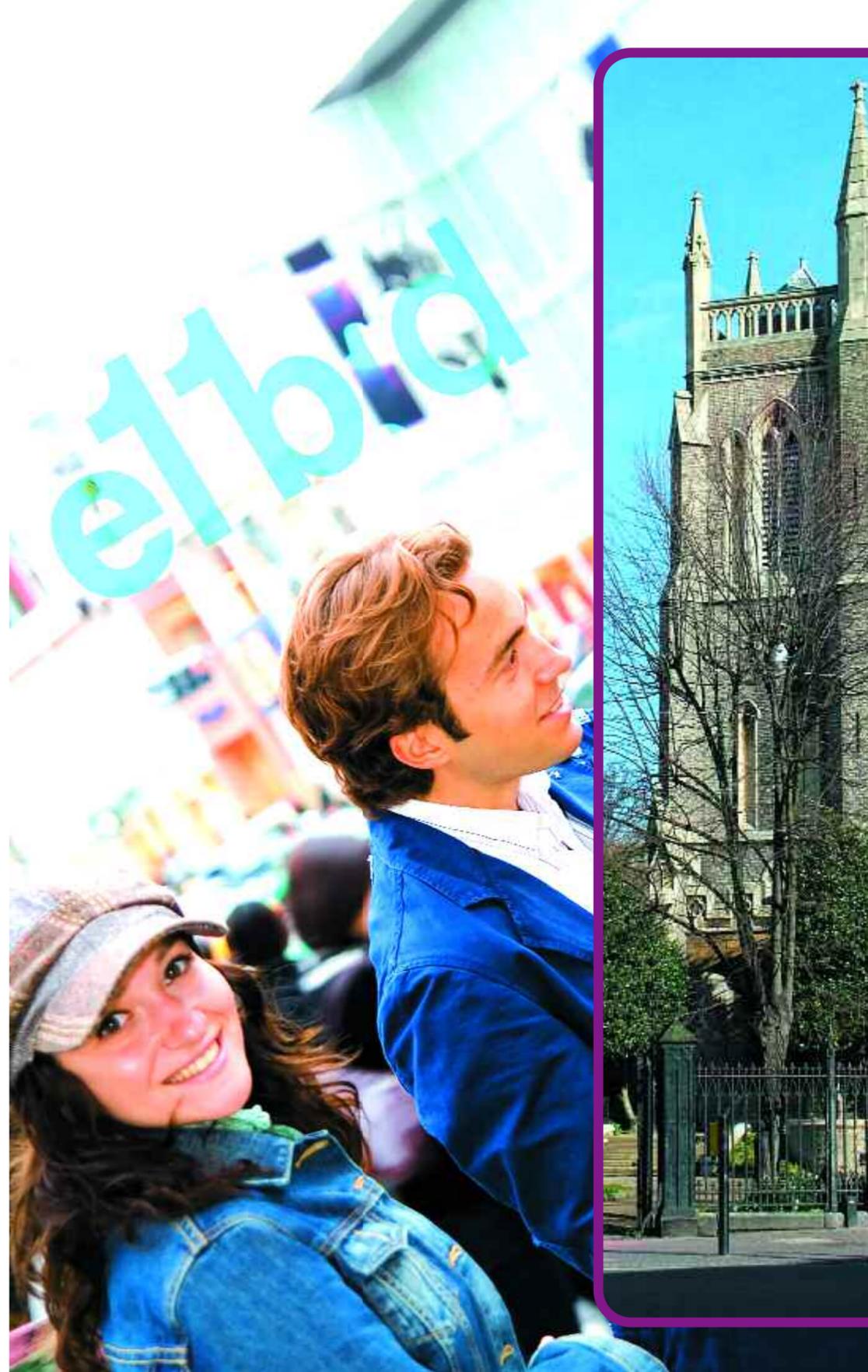
A CLEANER DISTRICT >

Theme 5

Leytonstone needs to be clean and bright in order to be taken seriously as an attractive location in the arena of modern retail competition. In order to achieve this, the **e11bid** proposes:

Projects

- > Undertake special environmental cleans ups – Baseline clean up services will be reviewed, adapted and recorded. Clean up will be bespoke to the needs of the **e11bid** area for better coordination and frequency of street cleansing.
- > Removal of fly posters and graffiti – Extension of emerging LBWF scheme for businesses that have high incidents of graffiti to form a tailor made scheme for quick and effective graffiti removal.
- > Chewing gum removal strategy – This will give pavements a cleaner, more attractive appearance. A study will be conducted to implement an acceptable initiative linked with broader strategies.
- > Branded litter bins in key areas – Branded bins and furniture creating a new E11 identity. Repositioning of litter bins and street furniture to key locations with emphasis on anti-clutter and increased visibility.



LOCALLY EMPOWERED AND MARKETED >

Theme 6

Businesses in the LSBF have established an excellent track record as an effective forum for major improvement, investment and promotion of Leytonstone. Through the BID, businesses can work closely and effectively using innovative partnership arrangements. The remit of the LSBF is as follows:

Projects

- > Localisation of town centre management – Establish a dedicated management team to coordinate, monitor and deliver all services and projects within the BID area. This will represent a devolved partnership with LBWF for TCM for southern Waltham Forest.
- > Interactive website – Delivery of a community focused website containing separate home pages and special offer sections for all businesses. It will feature recorded messages, text alerts and have the potential to develop online sales for participating businesses. Another feature will include instant messaging between all businesses.
- > Business support – Expansion of networking events to highlight all sources of relevant information, training and funding opportunities. Also to provide advice and awareness on licensing and planning issues. Will provide the necessary drive for local business recognition awards.
- > Local purchase and supply chains – All hereditaments will have an opportunity to sign up to the E11 Consortium framework in order to procure goods and services from LBWF and other large public bodies. Offering advice and assistance to become “tender ready” as well as sharing information about capital resources.
- > Introduction of BluAD – Revolutionary technology that will send Bluetooth messages to handheld devices directly from businesses. A pilot BlueAd network will be set up in E11 where empty shops can be used for advertising. This can generate a revenue for the leaseholder or landlord, making empty stores more attractive. BlueAd points can also be installed at business premises.
- > Pilot Street Broadcast project – Street Broadcast is a revolutionary 360° TV System that is remotely controlled via the internet. It will be a focal point for local news and information as well as an advertising resource for national and local advertisers. This will be developed in partnership with LBWF.
- > E11 events calendar – TCM budget will allow the BID Company to develop events calendar in consultation with local groups as a priority. Existing Christmas lights budget will be enhanced by the **e11bid** to ensure brighter and more effective lighting schemes which reflect the local identity. Events will highlight our assets and promote attractiveness of Leytonstone to local/national media.
- > Quality food award scheme – Promotion of LBWF projects and excellence awards by providing support for businesses to adhere to policy requirements. Promote and market local food sector and healthier living to establish a local sector of excellence.



BUDGET STRATEGY >

Managing the Investment

This table indicates the highest number of responses from our questionnaires to all businesses within the E11 BID area:



Sector	No	BID Levy Payable	Percentage of BID Levy Income
Retail	165	£30,790	59 %
Restaurants & Cafes	27	£3,762.50	7.2 %
Pubs	8	£4,527	8.7 %
Banks	5	£501	0.9 %
Office	43	£9,041	17.4 %
Others	40	£3,378.75	6.8 %

The E11 BID will invest the monies generated on a range of projects between 2007 and 2012. While the BID is expected to generate circa £55,000 of core funding from the investment per annum, the Board expects to increase the fund from other sources of (match) funding. The following indicates the anticipated costing of the 6 themed short list of planned project over the next 5 years of the e11bid:

Expenditure by Theme	2007/8	2008/9	2009/10	20011/12	2012/13
Think Global, Act Local	£8,250	£8,498	£8,753	£9,015	£9,285
Keep Moving and Stay Smiling	£8,250	£8,498	£8,753	£9,015	£9,285
Streetscape and Environment	£13,750	£14,160	£14,585	£15,025	£15,478
Safe and Sound	£8,250	£8,498	£8,753	£9,015	£9,285
A Cleaner District	£8,498	£8,753	£9,015	£9,285	£8,250
Locally Empowered and Marketed	£8,250	£8,498	£8,753	£9,015	£9,285
Total Core E11BID Income and Expenditure	£55,000	£56,650	£58,350	£60,100	£61,903

WHAT THE E11BID INVESTMENT WILL COST YOU >

The projects outlined in this business plan aim to be delivered from an investment of only 1% of rateable value. Businesses that want to know the rateable value of their premises should, in the first instance, refer to their rates bill. Alternatively, contact the Leytonstone Business Forum or visit www.e11bid.co.uk.

With a 1% investment, the indicative investment to businesses with the following rateable values would be as follows:

Rateable Value of Property	Annual Levy	Weekly Cost	Daily Cost
£5,000	£50	£0.96	£0.37
£10,000	£100	£1.92	£0.27
£15,000	£150	£2.89	£0.41
£20,000	£200	£3.85	£0.55
£25,000	£250	£4.80	£0.68
£30,000	£300	£5.76	£0.82
£40,000	£400	£7.70	£1.10
£50,000	£500	£9.60	£1.37
£100,000	£1,000	£19.23	£2.75
£150,000	£1,500	£28.90	£4.12
£200,000	£2,000	£38.46	£5.49
£250,000	£2,500	£48.08	£6.89
£300,000	£3,000	£57.70	£8.24
£350,000	£3,500	£67.30	£9.61
£400,000	£4,000	£76.92	£10.99
£450,000	£4,500	£86.65	£12.36
£500,000	£5,000	£96.15	£13.74
£600,000	£6,000	£115.3	£16.47
£700,000	£7,000	£134.8	£19.21

However, if you would like to know the rateable value of your premises, you should contact the LBWF Business rates section on 0208 496 3000 (and select option 5) or simply visit the Valuation Offices website www.voa.gov.uk.

The BID investment will increase in line with increases in the retail price index in order to reflect the increases in annual inflation. On an annual basis, this will be assessed based on the level of inflation for Non-Domestic Rate bills as determined by H.M. Government.

COLLECTION OF FIXED CONTRIBUTIONS >

Under current arrangements, LBWF will bill all hereditaments within the **e11bid** area. This fund would be pooled by the LBWF and transferred in its entirety to the **e11bid** Company. This means none of the cost of BID development, administration and collection will be recovered from the BID investment. Under the planned timetable, BID investment from businesses will fall due on the 1st of April each year and all hereditaments will be invoiced separately by the LBWF.

VOLUNTARY CONTRIBUTIONS >

The **e11bid** Company will seek voluntary contributions of 2% from NNDR commercial property owners in the **e11bid** area. This would be collected by the LBWF and transferred to the BID Budget.

APPEALS AND CHANGES TO RATEABLE VALUES >

During the term of a financial year of the BID Company, there will be no adjustments to reflect any changes accrued by challenges, errors or successful appeals during the subject year. Any such changes would be reflected in changes to the BID investment on business in the following year. If a hereditament or property is removed from the ratings list, brought on by demolition, split or merge of assessment, the levy will be due up to the point of removal from the Ratings List and the annual BID investment will be adjusted proportionately.

ALTERATIONS TO BID ARRANGEMENTS >

All budget headings and project costs can be altered within the constraints of the revenue received through the BID investment fund. The BID management company will be empowered to move funds between budget headings. The BID area and the BID investment percentage cannot however be altered without a BID Alteration Ballot.



ACHIEVEMENT INDICATORS YEARS 1 - 3 >

Performance Monitoring and Evaluation

In the first three years of existence, the success of the **e11bid** will be judged on achieving the following objectives:

- > Localisation of town centre management
- > Free car parking initiatives
- > Effective chewing gum and graffiti removal strategies
- > Pilot solar powered street lighting
- > Enhanced marketing and advertising of Leytonstone businesses
- > Dual use of residential parking streets for customer and visitor short stay parking
- > Installation of new litter bins with **e11bid** logo
- > Improved cleaning of street environment
- > Localised CCTV
- > Improved sensor prompted lighting system in key areas of town centre
- > Street television advertising and public information

KEY PERFORMANCE INDICATORS >

Proving the Impact

The BID would be inbuilt with a number of key performance indicators in order to monitor the quality and quantity of their achievements:

- > Safer and friendlier environment for all – This objective would be measured utilising records from CCTV, police reports, Street Wardens and Met Police. Also this would be measured by survey testing of the perceptions of those who visit, live and shop in Leytonstone.
- > A better place to do business – To retain and attract business investment and development as well as comparable property prices. The ratio of lettings should show marked improvement with national averages.
- > Increased retail appeal – Surveys of those who live and enjoy leisure time in the **e11bid** area will be conducted. By testing customer satisfaction regarding the retail and visitor offer, it will enable us to gauge the response to various trading periods.
- > Ever Improving footfall – The aim is to increase the potential customer footfall by at least 2% per year and no less than 10% over the first five year term of the BID. This will be measured by the use of modern technology which counts visitor/shopper presence at key locations, dates and times.

E11BID SYNERGY >

Collaboration Increases Strength

Through the added value and synergy of the **e11bid** we expect new, improved and better monitored services. Partnership arrangements between the **e11bid** Company and the LBWF will generate a greater combined outcome than the sum of their constituent parts. Through higher and ever improving standards, we both expect and believe that the new partnership arrangements for the **e11bid** will reap excellence in all areas concerned. With more robust monitoring and evaluation methods, businesses in the **e11bid** area can expect a brighter, more attractive and better managed Leytonstone. Also, and quite significantly, through new and innovative partnership arrangements, the local authority can look forward to ever improving standards in town centre management and delivery of those services and activities which are vital to a successful town centre.

MANAGING THE BID >

Management and Governance

Leytonstone businesses will be instrumental in organising the management structure of the BID Company. Based on the successes of LSBF in local business leadership, the new **e11bid** Company will benefit from the proven track record and support of the key stakeholders in its local business community. The **e11bid** could therefore be a progressive leap forward in the evolution of local autonomy. The model of local management proposed for the **e11bid** would be reviewed after twelve months from the date of incorporation. The Board of Directors and the Committee membership of the BID will meet monthly, and they will pursue the following terms of reference.

These include:

- > The **e11bid** Company which will be formed under the hierarchy of the existing LSBF structure
- > The Board Members who will be directly accountable to businesses in the **e11bid** Membership
- > Upholding and promoting the BID vision and objectives
- > Delivering the agreed programmes efficiently and effectively
- > Promoting the conditions necessary to ensure the collective and proactive support of business interests in the BID area
- > Creating a Board that will be led by a private sector chairperson and consist of nine board members. These members will be comprised of representatives from the Core and Stakeholder Membership

CORE MEMBERSHIP

- > Retail Independents
- > Estate Agents
- > Supermarkets
- > Leisure / Food / Hospitality
- > Public Houses
- > Others (Industry / Construction)

STAKEHOLDER MEMBERSHIP

- > London Borough of Waltham Forest
- > Metropolitan Police
- > Key Stakeholders
- > Residents Associations



THE E11BID TEAM AND GOVERNANCE >

The **e11bid** management team will be comprised of dedicated and professional experts committed to delivering the aims and objectives of the **e11bid** Business Plan. The team will report and be accountable to the Board of Directors of the **e11bid**.

Also, every business or individual who makes an investment contribution toward the BID will be guaranteed a vote at the **e11bid** Annual General Meeting.

THE E11BID STRUCTURE >



The **e11bid** Company is to operate under the Leytonstone Business Forum, which is part of the hierarchy of Waltham Forest's Local Strategic Partnership (LSP) through the Waltham Forest Business Board as indicated above. Its Management Board will consist of nine elected LSBF Board Members including the Chair and a representative of the Council (Ward Councillor / Portfolio Holder). The Board will also appoint an appropriate number of advisors including the Police, Council Officers, the London Development Agency and prominent community members.

BALLOT - COMMENCEMENT AND DURATION >

When Do I Vote?

Whether there is an **e11bid** rests completely in the hands of the business community. It will be determined by way of a postal ballot of all 2006 NNDR business ratepayers in the proposed **e11bid** area. Official notification of the ballot period will be sent by post to the authorised and proxy voter for every hereditament.

The 28 day postal ballot will commence on the **21st of May 2007**. The person who has authority to vote in the BID ballot will have one vote regardless of the size of business. The criteria determining if the E11 BID is successful will depend on a simple yes majority (51%) of the votes and a greater rateable value of returned votes in approval than those against. If the ballot is successful a 1% investment charge, which will be administered by the Council, will be sent to every hereditament in the Non-Domestic Rating List. All hereditaments located within the geographic boundary of the BID will be billed and required to contribute toward the BID investment.

The BID will ensure that baseline services and ring fence budget holdings are guaranteed. BID contracts and costings may not in most circumstances, be varied without a ballot of the voting business community. A variation is however, permitted by a vote after a term of three years. In addition to the compulsory 1% investment to leaseholders, local landlords will be encouraged to invest by way of voluntary contributions.

E11BID SPONSORSHIPS >

Maximising Benefits

The LSBF will actively seek suitable sponsorship and bilateral partnerships arrangements which will enhance the corporate services offered to the small and medium sized enterprises, in line with those afforded to large companies. This dialogue has included the likes of Barclays Bank and Norwich Union. After a positive ballot the **e11bid** board will arrange and formalise any such incentives.



TIMETABLE >

Key E11BID Events and Dates

Notice of Ballot	11 May 2007
Launch of e11bid business Plan	14 May 2007
Vote Campaign begins	21 May 2007
Ballot Close	18 June 2007
Creation of e11bid Company	2 July 2007
e11bid Company prepares for business	16 July 2007
Official launch of e11bid Board	TBC
Annual General Meeting	2 July 2008



RISK MANAGEMENT >

Reducing the Risk to Make it Happen

RISK	LIKELIHOOD	IMPACT	MITIGATION	ALTERNATIVE
Insufficient support at the ballot from e11bid business ratepayers	Low	Very High – If businesses fail to vote or vote to reject a BID, this will have a critical impact on the e11bid initiative.	Proactive, interactive and high profile e11bid development involving: Effective partnership and consultation between all relevant parties including businesses, the Council, Government agencies, the Police and the residential community. Ensuring clear vision, strategy and project choices as determined by business for business.	The LSBF would continue to function as champions of the local business community with the support of the Council.
e11bid funding is insufficiently resourced	Medium/Low	Medium – If collection rates are poor and / or if alternative funding sources do not materialise.	To ensure that the e11bid business plan is deliverable, a minimum 98% business investment collection rate is necessary. Securement of voluntary contributions from landlords would help mitigate any funding shortfall. Matchfunding and sponsorships will be sought actively from organisations such as LDA, ODPM, Home Office, DTI and EEC.	LSBF would continue seeking funding support (cash and in-kind) from Council, Government and private sector partnership arrangements.
Inadequate management and delivery arrangements in place for e11bid area	Low	High – This would severely reduce BID investment collection rates and undermine delivery plan.	The e11bid partnership believes that the ongoing effective e11bid consultation and campaign strategy up to ballot will maximise awareness. An operating agreement between the e11bid Company and the Council setting out terms of collection and handover of BID investment is in place.	The Council will continue to support town centre management arrangements in E11.

COMMUNICATION PLAN >

Keeping in Touch

It is important that the **e11bid** Board membership and staff are both visible and accessible to all businesses in the **e11bid** area. The **e11bid** Board will, subject to a yes ballot, meet monthly from July of 2007. The professional staff of the Town Centre Management team of the **e11bid** Company will operate out of the LSBF offices, situated on the second floor of the Leytonstone Library and can be also be contacted via the website. Upon incorporation all contact information will be sent out to all hereditaments. On the **e11bid** website visitors will be able to access the monthly online newsletter. All BID Board meetings will be published and accessible to all **e11bid** investors and all investors will receive an invitation to the AGM.

As a business in Leytonstone, you will be given the chance to participate in the ballot to decide if Leytonstone will become a BID. The formal postal ballot period in which you can vote commences on the 21st of May 2007 and ends on 18th of June 2007



If you do not receive your voting pack or simply want to talk to somebody about this BID Business Plan then do not hesitate to phone, write or email:

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LOOK OUT FOR YOUR VOTING PACK! >

The voting pack will arrive with you from the week beginning 21st of May 2007. The **e11bid** ballot is a new opportunity for you to have a big say in the future of Leytonstone. Your vote represents a big chance to make a positive difference, helping Leytonstone face its challenges and embrace the best of emerging opportunities. It is therefore important that you have all the information that you need to understand BIDs. If you require additional information about the overall BID process and its broader implications locally and regionally, there is a wealth of information available on the premier BIDs pilot website:

www.ukbids.org / www.London.bids.info

GLOSSARY >

- ATCM** > Association of Town Centre Management – A national association whose remit it is to assist town centres to fulfil their aspirations to be key locations for investment, footfall, regeneration and community.
- BID** > Business Improvement District – A flexible vehicle and funding mechanism of a definitive location with a purpose to improve the environmental, trading appeal and operational integrity within its boundaries.
- BID AREA** > The area of land and premises which constitute the defined BID.
- BLUAD** > Instant form of advertising via a Bluetooth device directly to a consumers handheld device.
- CPZ'S** > Controlled Parking Zones – Areas in the borough shopping centres and near key transport locations where the Council imposes special parking controls to regulate and discourage long stay parking.
- DESIGNATED CENTRES** > Main shopping areas in the borough where the Council will encourage a range of activities such as shopping, services, leisure, employment uses, etc. that are likely to attract people.
- DISTRICT CENTRE** > In the hierarchy of Waltham Forest shopping centres Leytonstone is categorised as a district centre.
- ETD** > Energy Transition District – Geographically defined area encouraged to reduce dependency on fossil fuels and encouraged to adopt sustainable renewable energy.
- HEREDITAMENTS** > Entities of business which are chargeable under LA business rates levy rules.
- HIERARCHY OF CENTRES** > Four level hierarchy of shopping and commercial centres including Major, District (Leytonstone), Neighbourhood and Local Parade.
- KPI'S** > Key Performance Indicators – Method used for measuring the success of the **e11bid**.
- LSBF** > Leytonstone Business Forum Community Interest Company
- NNDR** > Non Rateable Domestic Rates
- ODPM** > Office of the Deputy Prime Minister
- PCSO** > Police Community Support Officer
- STREETTV** > New street located broadcast service based on television format display.
- TFL** > Transport for London – The statutory city wide authority responsible for transportation strategy, policy, infrastructure and operations in the Greater London area.

