APPENDIX 4

Summary of levy-payer consultation for the Wood Green BID as at 25th September 2017:

Engagement with businesses in Wood Green has been carried out over the course of a year and is ongoing. It has consisted of:

- A feasibility study into setting up a BID carried out in the summer and autumn of 2016. This included:
  - Over 100 face-to-face surveys with businesses in Wood Green in which businesses were asked about what issues they face, what improvements they would like to see, and what their opinions were of setting up a Business Improvement District in Wood Green. The report showed that 67% of respondents thought a BID was a good idea, compared with 9% who thought it was not.
  - A 'Visioning Event' at which businesses were invited to hear feedback from the surveys, examples of BIDs from elsewhere and to discuss their ambitions for a BID in Wood Green
  - The full Feasibility Report was previously submitted to the council and is included below

- Since the feasibility study, a steering group of Wood Green businesses and stakeholders have been working together to form the proposals for a BID, using information gathered through the feasibility study and further ongoing conversations. The steering group is growing but currently consists of:
  - McDonalds (Chair)
  - Metro Bank
  - The Malls
  - Mix Max
  - The Green Rooms
  - Little Green Book Shop
  - Metropolitan Police
  - London Borough of Haringey Council

- During the process of pulling together proposals, further engagement work has been undertaken and continues, including:
  - A presentation to gather feedback at The Malls' traders meeting
  - A presentation at a business networking meeting at Metro Bank
  - Further one-to-one engagement efforts, with *The means* and Council resource visiting businesses door-to-door to consult with over 70 businesses
  - Regular discussions with officers of the London Borough of Haringey and the Metropolitan Police

The means: to change places for the better.

A BUSINESS IMPROVEMENT DISTRICT FOR WOOD GREEN TOWN CENTRE

1st DRAFT FEASIBILITY STUDY REPORT

Date: 26/09/2016

Jawad Sardar, Giles Semper, Ekaterina Ponomarenko

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0. EXECUTIVE SUMMARY

- This study has sought to establish the feasibility of setting up a Business Improvement District (BID) for Wood Green town centre. To do so, interviews have been sought from 112 businesses, gauging their opinions on the concept of a BID and what it might achieve for Wood Green. A Visioning Event was also held, where town centre businesses were invited to hear the results of the surveys, as well as discuss the main themes which came out of the survey results.
- There is support for a potential BID in Wood Green, with 67% of respondents stating that they felt the BID concept is a good idea, 9% saying it is not, and 24% as don't know or undecided.
- The top 5 issues identified by businesses were crime, cleanliness, overall image of the area, congestion/impact of traffic, and quality of retail outlets.
- The top 5 improvement initiatives identified by businesses were uniformed patrolling services, increased CCTV, strategy to bring in more/new retail, strategy for improving the look of empty shops, and more special events.
- A BID in Wood Green would be financially viable and sustainable and could expect to raise an annual outturn of between £300,000 to £350,000, depending on the final decisions on BID area, levy rates, thresholds and pending the 2017 ratings revaluation. A threshold of £5,000 (at current rateable values) would make financial and management sense, and include the majority of businesses in the Town Centre in the BID.
- A voluntary membership option could be considered for Wood Green for businesses that are either under the threshold, or just outside the final BID area.

It is recommended that:

- The final decision on the BID boundary is made by the Steering Group of businesses. It is recommended that the BID boundary includes all businesses within the Town Centre and serious consideration is given to include those placed on Clarendon Road, Coburg Road, Western Road, and Mayes Road.
- A Wood Green Business Forum meeting is called soon after the issuing of this report for the Forum to official 'receive' the report and discuss the next steps.
- At current rateable values, the levy rate could be set between 1% and 1.5% of rateable value for all areas. However, any decision on levy rates, exemptions, thresholds or caps should be made after the 2017 revaluation is published by the VOA. (October 2016).
- The would-be BID creates a 'Business Club'-type mechanism to allow voluntary inclusion of any businesses under the threshold or just outside the BID area.
- Adequate resources are committed to the BID campaign, which will involve engaging with a number of complex national businesses.

1. INTRODUCTION & METHODOLOGY

1.1 The project brief

The Means were commissioned in July 2016 by Haringey Council, to provide advice on the feasibility of developing a Business Improvement District (BID) in Wood Green Town Centre.

This follows the appointment of a multi-disciplinary team appointed in May 2015 to deliver a Wood Green Investment Framework (comprehensive economic and spatial plan and delivery and investment plan) and an Area Action Plan. Haringey currently has no BIDs, but there is an expectation that London Borough of Haringey (LBH) will support and promote the development of BIDs in partnership with local businesses.

1.2 Wood Green in context

Wood Green is diverse in London's truest and best sense. Chinese, Turkish and Polish specialty shops and restaurants intermingle with the classic well-loved high street staples. It is a vibrant town centre that expertly, and organically, mixes independents with chains – a quality to be treasured. Wood Green sits in close proximity to the multi-cultural hub, Turnpike Lane, and the architecturally-significant Alexandra Palace, a growing destination for all sorts of events.

With all ages and ethnicities muscling in together, the well-used and centrally-located library works to gives space to this diverse population. On entry, you are greeted with an up-to-date and over-brimming community notice board: a clear sign of a vital and socially-prosperous neighbourhood.

The town centre is characterised by the main High Road, a mixture of local independents and national brand retailers in the High Road and surrounding streets are complemented by mostly large retail brands and a market hall in The Mall Shopping Centre.

The Mall shopping centre – constructed at the end of the 70s – dominates the high street. It tells of a time when Haringey was created from an amalgamation of three north London boroughs, and Wood Green was to be the new 'heart' of the area. It is clear there has been a great effort to raise awareness of The Mall's offer. Banners line the high street and tell of what is inside; the interiors have generous amounts of signs and textual descriptions helping shoppers find their desired retailer. Videos screens show instore promotions; there is a manned information hub, an incentive card and a 'Sundays offer day' programme.

The town centre is well served by food and convenience retail. Morrison's are the major store on the High Road, with Lidl, and 2 Sainsbury's close by.

There is, however, now a perception that the core retail offer is thought to be out of date. Retailers are struggling to get the attention of shoppers despite regular refreshes of their stores. They feel a new more contemporary mix of outlets is needed. There is a fear that trade is being lost to centres such as Brent Cross, where there isn't the additional cost/barrier of having to pay for parking.

The High Road perhaps offers an easier opportunity for town centre regeneration, although shops such as BHS and M&S have vacated. And there are already plentiful springs of innovation – and demonstrations of a committed, pioneering spirit – the Business Forum, and initiatives such as Small Business Saturday, Love Wood Green, Shop Wood Green.

1.3 The Study Area

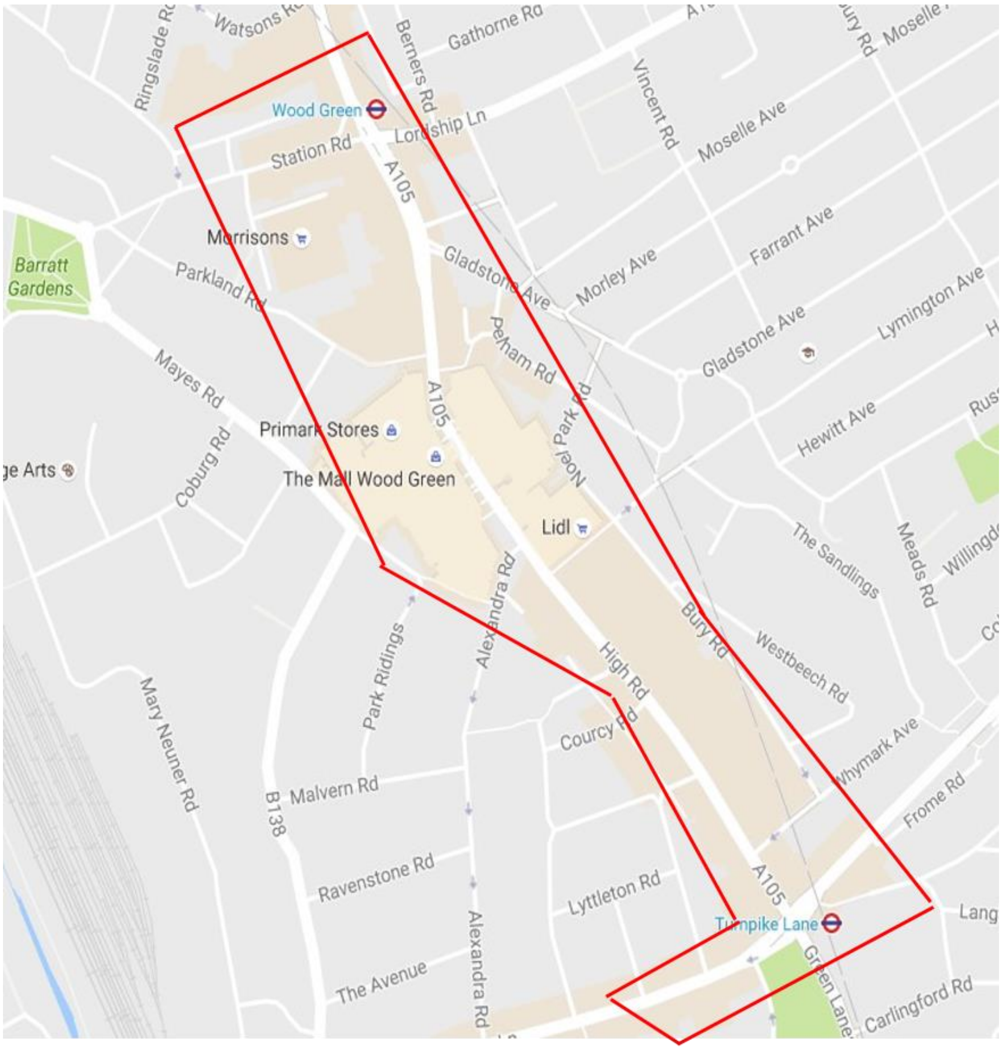


Figure 1: The study area

Figure 1 shows the area within which the feasibility study was undertaken. The potential BID area was drawn wide enough to include all major stakeholders. Initial meetings with the client highlighted the area between Wood Green Station and Turn Pike Lane Station as the core area of focus and the potential BID area. After early engagement with businesses and the Wood Green Business Forum it become apparent that the businesses in surrounding streets such as Clarendon Road, Coburg Road and Mayes Road should be considered as a part of Wood Green Town Centre. These particular areas were not included in this study however, as will be explained below, we would recommend consideration to include these areas in any potential BID.

1.4 Methodology

As there was no pre-existing steering group, the already established Wood Green Business Forum was a natural working group for this study. Initial one-to-one meetings were held with a number of key businesses and Wood Green Business Forum board members, to explain the BID concept and ascertain the level of support for a BID for Wood Green.

From there face-to-face interviews were carried out with individual businesses using an especially adapted questionnaire to aid in analysing the results. The questionnaire for the interviews was designed in collaboration with the Haringey Council officers and Wood Green Business Forum.

The questionnaire tested for:

- Overall business health in difficult times
- Opinions on the main issues facing businesses and what solutions they feel could be implemented to improve trading conditions,
- Awareness of BIDs and the level of support with respect to a possible BID in Wood Green.

A 'leave-behind' leaflet was also designed for use in conjunction with the interviewing process. This explained the concept of a BID and acted as an invite to the Wood Green Business Visioning Event.

The study had three components:

a. Interviews held with key stakeholders to gain context and background
b. 112 interviews carried out with businesses
c. A Business Visioning Event on 15th September, reporting back to businesses results from the business interviews, encouraging businesses to learn more about the BID concept and discuss with one another how it could affect their priority issues.

An informal working group made up of the Council, Police and local businesses was formed after a period of initial engagement to oversee the study. The first meeting took place on 2nd August, when the group reviewed the questionnaire to be used for the business interviews. A second meeting is planned for October to review the results of the interviews and plan the next steps.

1.4.1 Business consultation

112 business interviews were carried out in the town centre along the High Road. These were conducted throughout August and September 2016, with the majority of interviews taking place on a face-to face basis at individual business premises. Where this was not convenient interviews were conducted over the phone, and an online survey was made available.

To achieve responses representative of the businesses in the area *The* means, to a great extent, adhered to the 4S principle.

The 4 S's are:

- Size - ensuring a mix of different sized business
- Status - ensuring a mix of independent businesses and wider chains/franchises
- Sector – ensuring respondents from a mix of sectors
- Spatially – ensuring a good geographical spread across the survey area

In the majority of cases, the most senior member of staff was interviewed, in most places this was the owner, the store manager, or the company director, or partner. Attempts were made to interview a number of other businesses, with a leave-behind leaflet distributed. A copy of the questionnaire used can be found in the appendices. The result of the business interviews can be found in Section 2.

1.4.2 Business Visioning Event

The business networking event was hosted on Thursday 15th September at the Green Rooms Hotel 13-27 Station Road, Wood Green. BIDs are about building a community of businesses who are engaged with the issues facing them in the local area. As such, an event at this stage, which brings together businesses, is a crucial part of the journey to creating a successful BID. It was primarily aimed at creating an opportunity for local businesses to network and engage further with the BID idea. During the event, businesses 1) learnt more about the BID concept and what it could do for Wood Green, 2) were presented with the preliminary findings of the feasibility study, 3) discussed with one another one, in the form of workshop groups, an assigned theme informed by the top 4 issues and improvements. These elements were preceded by an introduction by Dan Hawthorn, Assistant Director for Regeneration Haringey Council, and a presentation on existing BIDs by Gianluca Rizzo (Stratford Original BID manager), Michael Smith (Brixton BID Director) and Irfan Mohammed (Brixton BID Board member).

The four themes, and a brief outline of the workshops discussions, were:

- Overall Image and Marketing: Promotion, Brand, Marketing and Events
    - Development of a 'strong' visual identity
    - Managing online reviews and bad publicity by creating more social media awareness of good in the area
    - Social media training – how to engage with customers, how to do, knowing what to add,
    - Workshops – using examples from other BIDs, and Networking
    - Improved branding and promotion in nearby areas, Tottenham, Muswell Hill, Crouch End and Islington
    - Introduction of ambassadors to counter crime and create a welcoming environment
    - Targeted marketing campaigns to attract large student community in area
- Town Centre Mix: Inward investment, Retail Strategy, greater variety in restaurants
    - More diversity in restaurant/café offer
    - Apprenticeship scheme to encourage local people to work locally
    - Greater 'wet' offer – more wine bars

- Strategy to tackle empty shops – pop up shops for businesses who would like to move to Wood Green (taster)
- More recognizable high streets brands like Pizza Express

- Crime Reduction: Section 92 officers, ambassadors, BCRP
  - Greater monitoring of CCTV or easier access for registered business owners
  - Section 92 officers or wardens to be visible throughout day
  - Better information sharing platform for businesses
  - Crime awareness workshops to help businesses tackle theft issues
  - Long-term achievable plan to tackle crime, Police, Business, and Resident involvement with scrutiny committee

- Cleanliness: Street cleaning, enforcement on fly-tipping, shop-front improvements
  - Workshops on how to improve shop-front displays
  - Introducing jet washes of the street
  - Increased awareness on how to dispose of waste properly
  - Increased cleaning of streets, twice a day on most days
  - Greater enforcement of incorrect waste removal and late pick up by council contracted waste collectors

Full notes from the theme discussions, and the list of attendees at the business networking event can be found in the appendices.

2. RESULTS OF THE BUSINESS INTERVIEWS

2.1 Respondents

In general, businesses in Wood Green were willing and interested in being interviewed. In the majority of cases senior decision makers, such as managers, business owners, partners or directors, were available and happy to take the time away from their duties to complete the survey. These felt able to give honest and frank feedback, both about local business and the possible improvements needed.

The consumer-facing businesses were relatively easy to engage with, as the interviews were carried out in walk-ins. However, in a number of cases, repeated visits, phone calls and/or emails were needed to obtain an interview. In a minority of cases, interviews were refused because of lack of interest in the study or the need for permission from Head Office.

As is customarily the case, office-based businesses were more difficult to make contact with, due to the inability to drop-in. In these instances, the businesses were called and an email sent to invite the appropriate person to either meet in person or complete the survey online. With very few offices present in the study area this did not hinder the engagement.

The businesses interviewed covered a broad spread of sectors, shown in Figure 2. It can be seen that the retail sector (predominately fashion and non-food retail) accounts for a significant proportion of the respondents. This reflects the percentage of Wood Green's retail offer in relation to other businesses.

Restaurant, café and take-away consisted of 12% of the interviewees, with 7% being Professional & Business services such as banks.

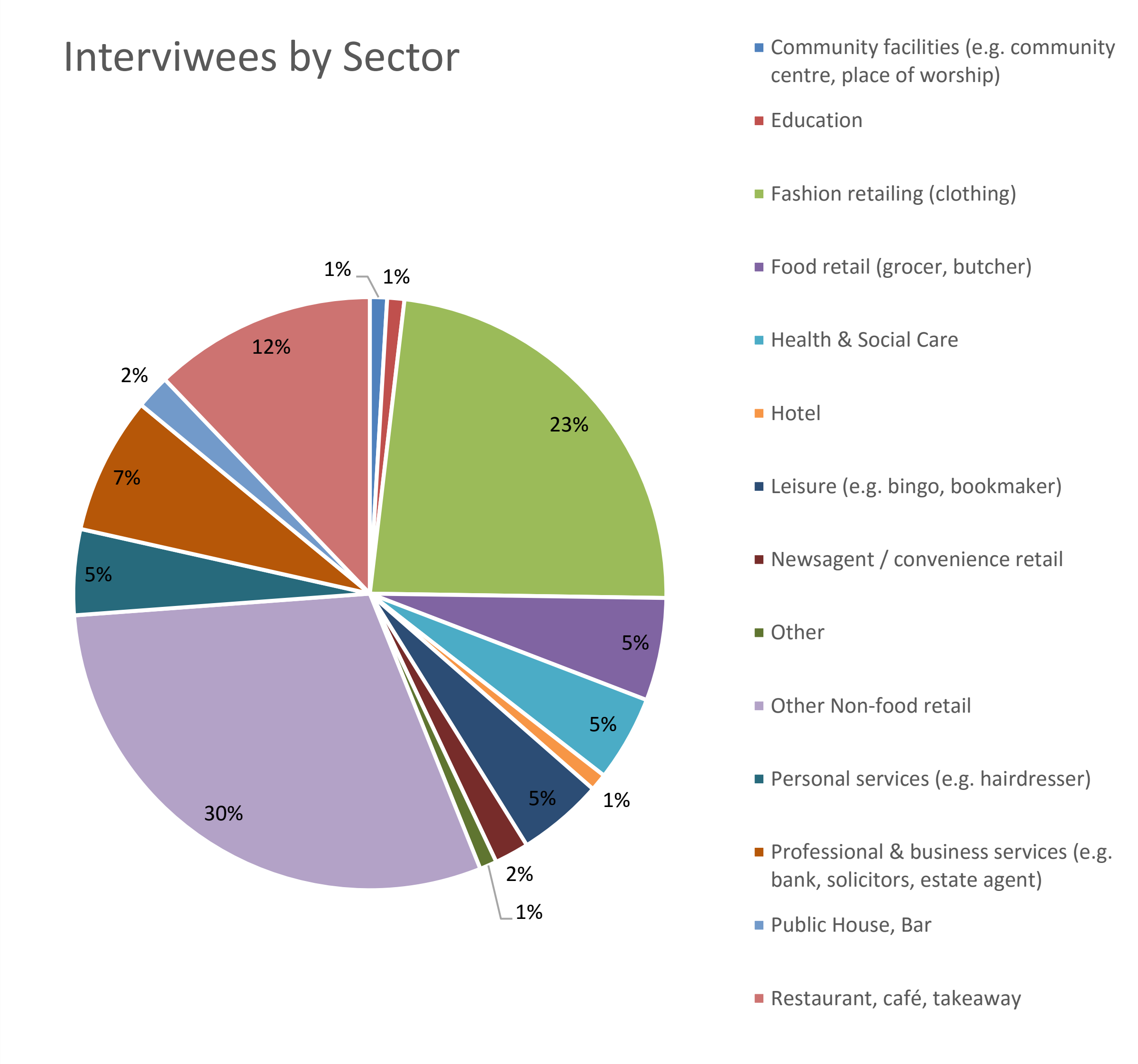


Figure 2: Respondents by Sector

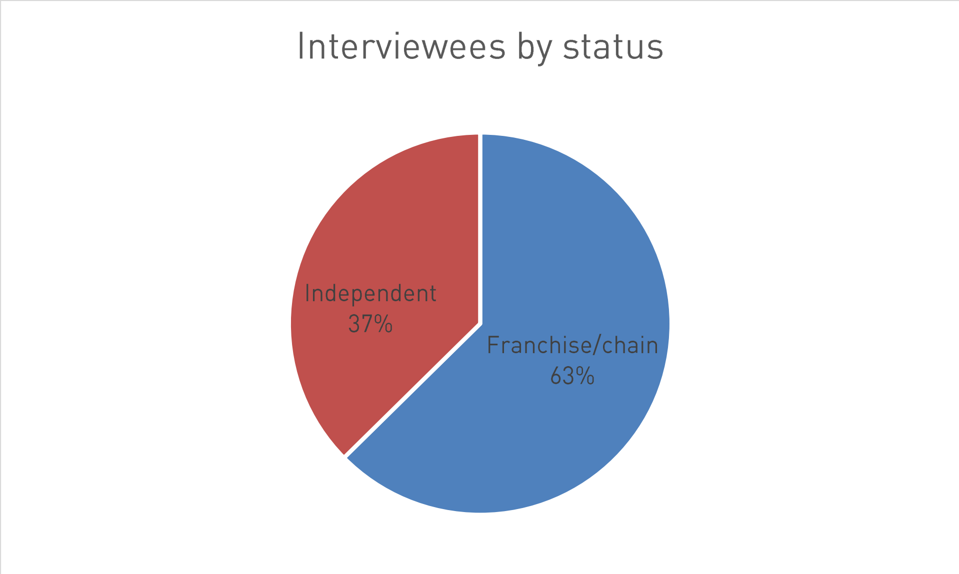
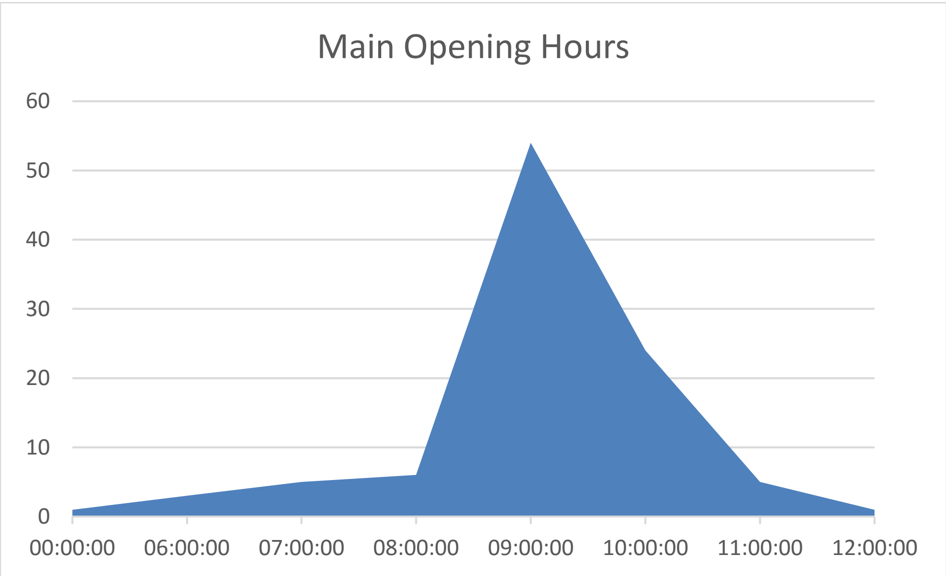


Figure 3: Breakdown of respondents by status

Figure 3 shows the percentages of businesses that were interviewed, by status. Those who were part of a wider chain totalled 63%, with independents being 37% of those interviewed. The split between the two groups largely reflects the makeup of businesses in Wood Green, with a large number of independent retail and restaurant/cafés.



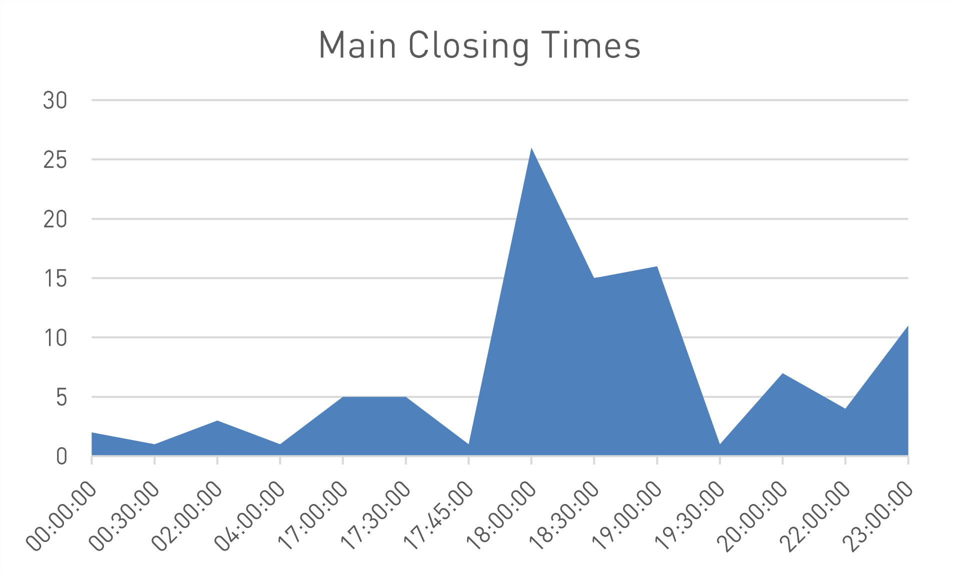
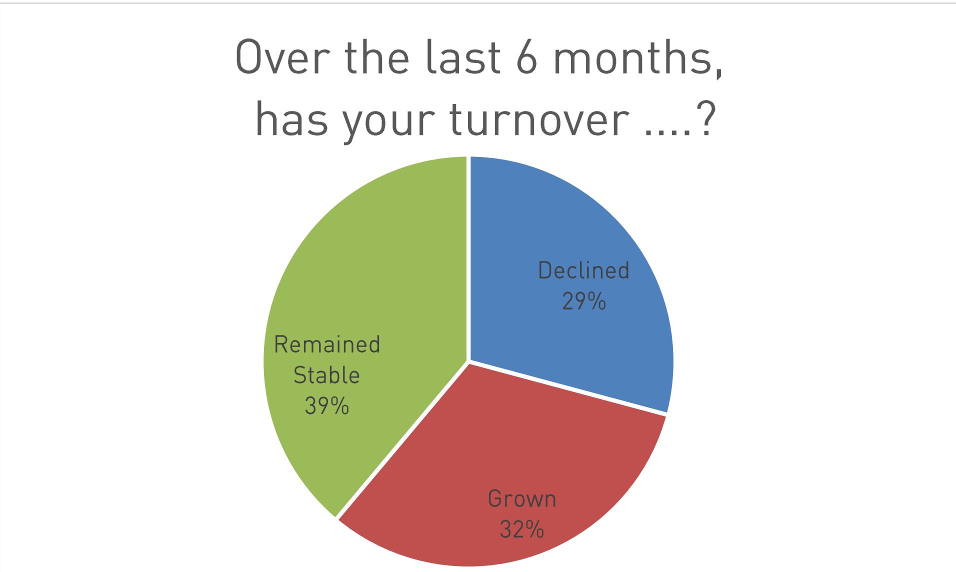


Figure 4: The main opening and closing times of respondents' businesses

The main opening and closing times of respondents' businesses are shown in Figure 4. The majority of businesses are open between the hours of 08:00 and 19:00. The sample includes a high number of businesses from the day-time economy such as retail, cafes, personal & professional services, and other office-based businesses with a day-time workforce. The final peak is 23:00 and 00:00 which represents the restaurants, betting shops, and cinemas. A small number restaurants stay open later. One 24hr business was interviewed.

2.2 Business and Town Health

A number of questions were asked to determine the collective health of individual businesses within the Town Centre and also to check some important indicators for Wood Green's performance, when competing with other nearby areas.



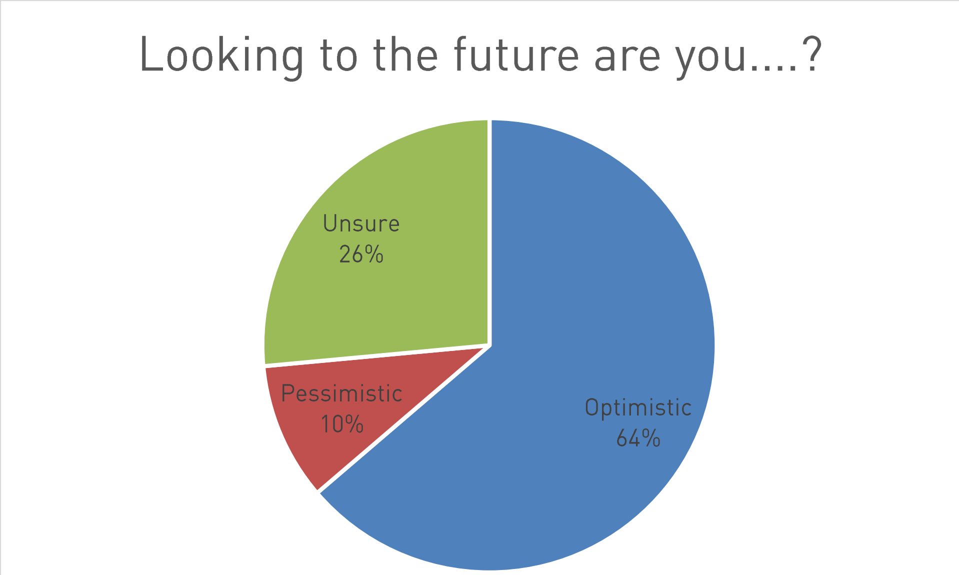


Figure 5: Graphs showing businesses' performance over the last 12 months, and their attitudes towards the future

The first indicator of business health assessed was turnover change. It can be seen from Figure 5 that a third of businesses claimed that their turnover has grown over the last 12 months. 39% claimed it had remained stable, while business had declined for over a quarter of the businesses.

The most common themes of why turnover had grown were comments indicating greater spend on marketing or good weather over the summer encouraging more activity on the high street. The most common themes in comments about why turnover had declined were the effects of losing major retailers such as M&S and BHS within the last year, the growing popularity of online shopping, decreasing quality of retail outlets and after effects of Brexit.

Only 10% of businesses felt negative about the future however. 64% felt optimistic, and a further 26% feeling unsure. Reasons for feeling either negative or unsure were pressures such as high rents and business rates, declining sales, combined with the uncertainty of the current financial climate and Brexit aftermath. On the positive, many businesses felt that Wood Green had a lot to offer, and felt that improvements could be made as long as there was strong leadership and a well thought-out action plan.

The second measure of business health used in the survey was a tangible measure of the level of business confidence as shown by willingness to invest. Businesses were asked both about investments made in the past two years, and about planned investments in the future.

Figure 6 shows the percentage of respondents that have invested in different areas of their business. The most common investments are in premises (75%), training (58%) and marketing (62%), with over half (63%) of all businesses having made investment in these areas over the past two years. This is closely followed by IT at 40%. Figure 7 shows 42% of respondents have plans to make investments over the next two years. 58% had no plans or did not yet know.

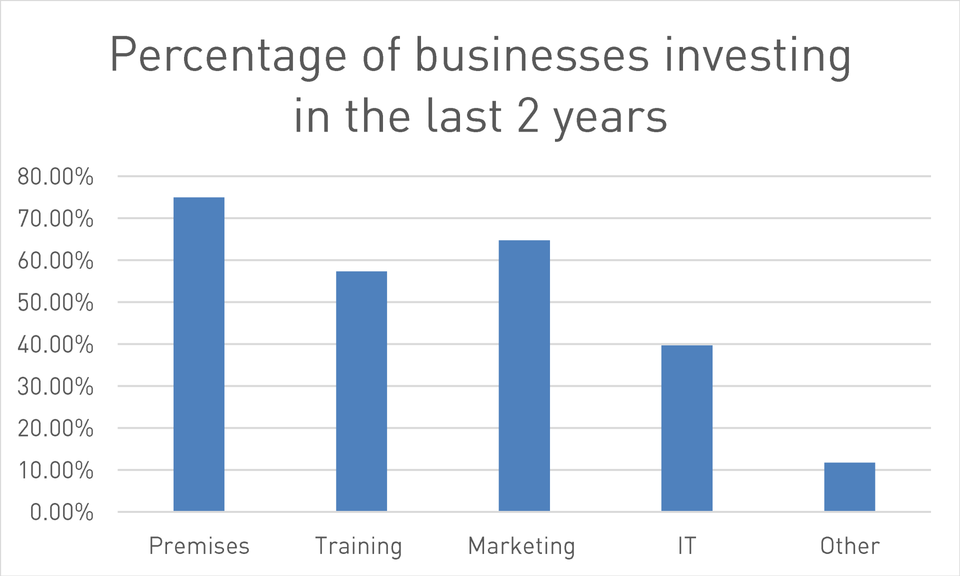


Figure 6: Percentages of business respondents that stated they had invested in a particular area of their business over the last 2 years

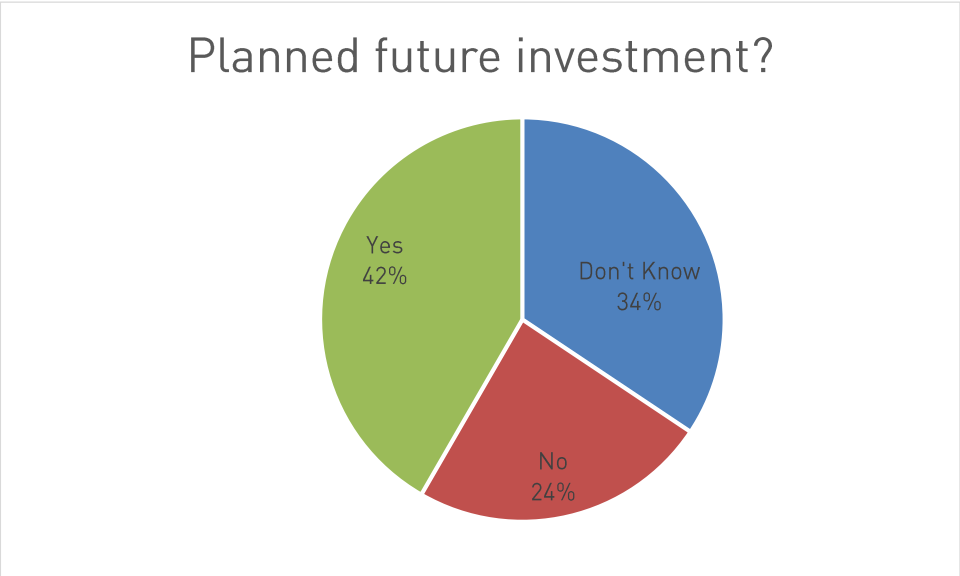


Figure 7: Percentages of businesses who plan to make an investment over the next 2 years

The third measure of health is the longevity of businesses. Businesses were asked about how long they had been present in Wood Green. Figure 8 shows that just over half of the businesses interviewed had been based in Wood Green for longer than 10 years, with 16% being younger than 3 years old. Businesses of 4 to 10 years occupy a further 30%. The results reflect the mix of businesses in Wood Green, including both the newer independent shops, and the well-established businesses. In addition, the number of businesses in the town between the ages of 1 and 10 years old (39%) suggests a good survival rate of newer businesses.

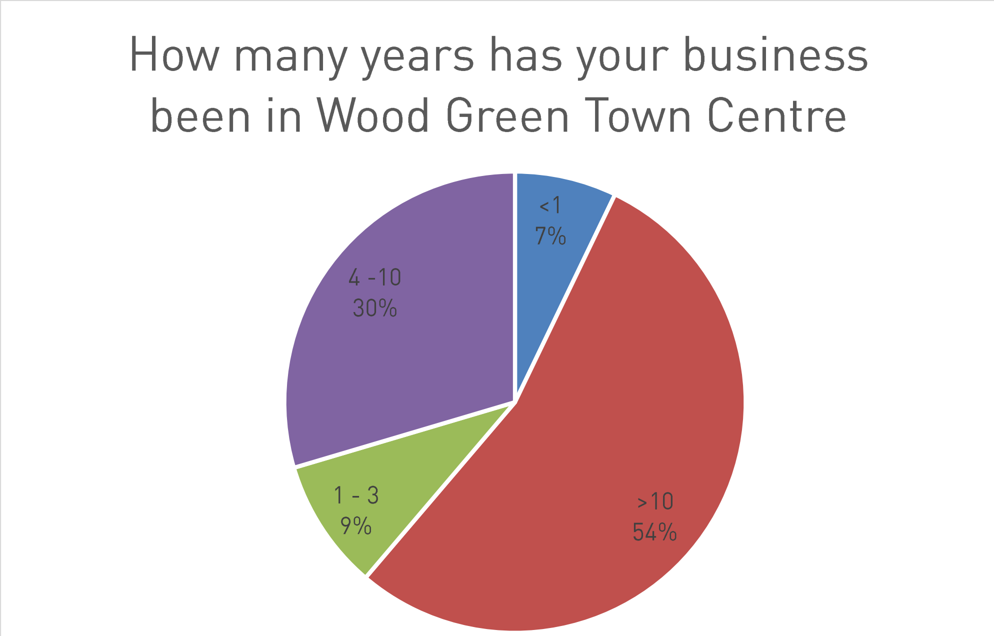


Figure 8: Breakdown by percentage of the longevity of businesses who were interviewed

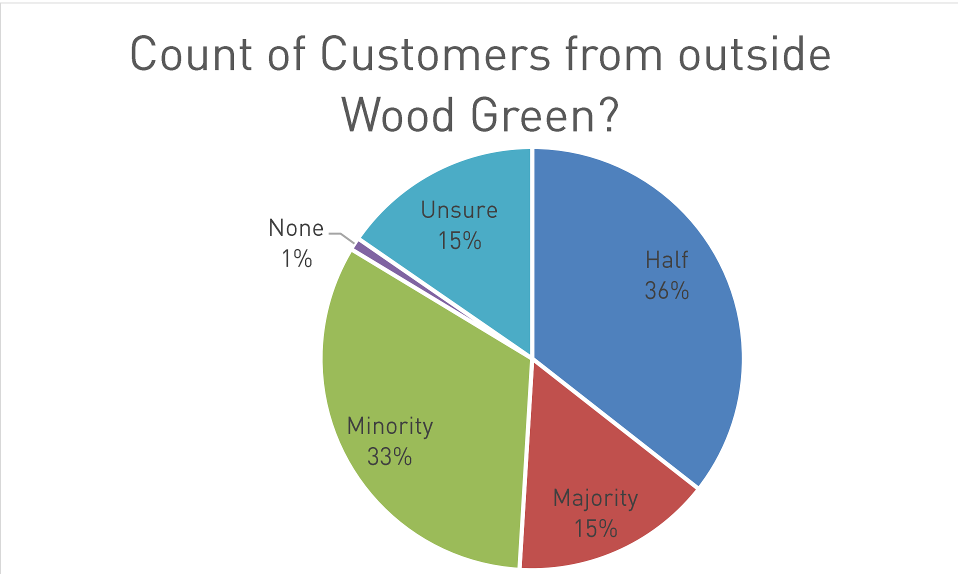


Figure 9: Percentage of customers from outside Wood Green

Finally, respondents were asked to estimate broadly the proportion of customers coming from outside the immediate area. 34% of respondents thought that either none or a minority of their customers were coming from outside the immediate area, with 36% saying the figure was about half. 15% were unsure, with the same amount saying the majority of their customers were from outside the area. This is reflected in the concerns that the perception of Wood Green from outside the town could be better.

Overall, an encouraging picture emerges from these results. Over two-thirds of businesses were optimistic about the future, despite only a third of businesses reporting a growth. Over half had made recent investments in their business with 42% planning to continue to do so. It is clear, however, that Wood Green could be doing more to attract customers from surrounding areas, and to encourage local customers to use local businesses rather than venturing towards central London.

2.3 Top Issues for Businesses

Businesses were presented with a list of potential issues and asked whether they believed them to be a significant problem, minor problem or not a problem. This list was created from *The means*' standard questionnaire, which was adapted to suit Wood Green, in consultation with the client and Wood Green Business Forum. Businesses were also given the chance to expand on their answers and to bring up other issues that were not on the list. Figure 10 shows the top 5 issues, while Figure 11 shows all the issues ranked by the total number of responses.

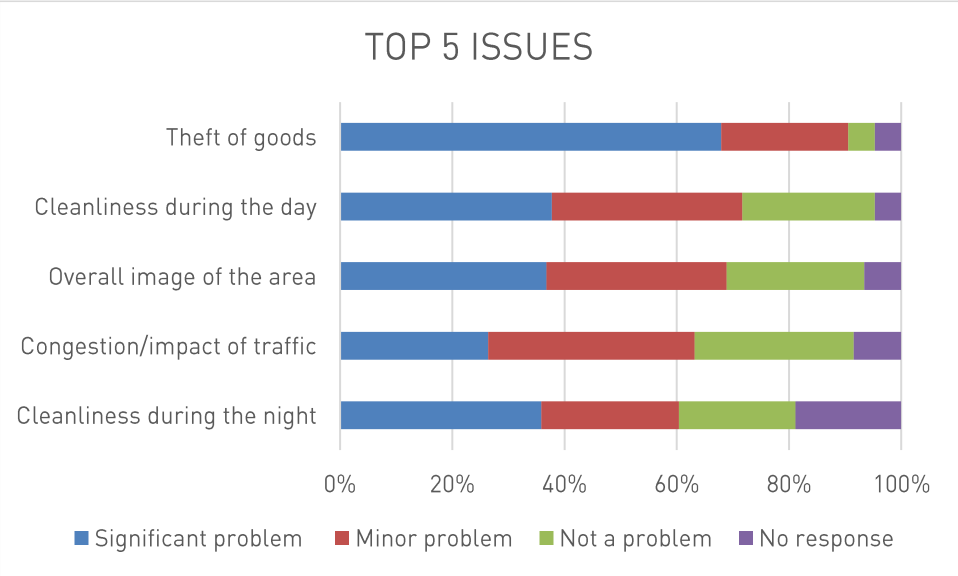


Figure 10: The top 5 issues identified by businesses during the survey, ranked by the highest number of rankings as either a significant or a minor problem

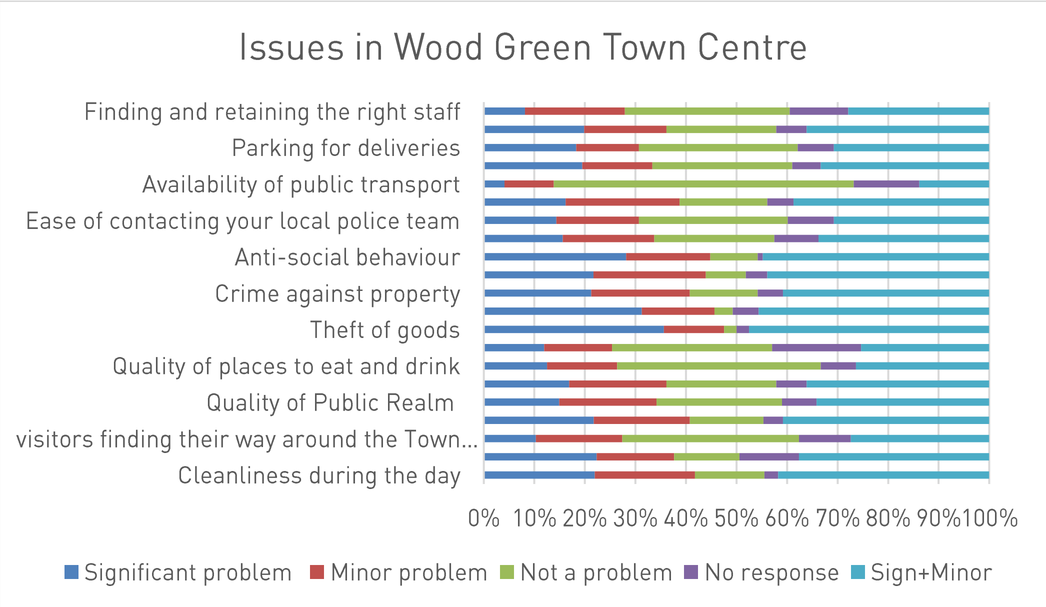


Figure 11: All the issues ranked by businesses during the survey, ranked by the highest number of rankings as either a significant or a minor problem

2.3.1 Crime

The majority of respondents felt that crime was a significant issue in Wood Green. 84% of respondents felt there was a general fear of crime. When asked to rate the different types of crime 93% felt theft of goods was a significant issue, anti-social behaviour (83%), crime against person (78%) and crime against property (69%) were also seen as significant crime issues currently affecting Wood Green.

Many of the other issues identified by businesses are also linked to crime, it is seen as the largest contributor to the negative perception and overall image of the area. Business owners also commented that it was a major factor in not being able to find and retain the right staff, 39% of respondents identified this as a problem.

Another key statistic to come from this study highlighted that 44% of businesses found 'ease of contacting local police team' as either a significant or minor problem. All of these factors have created an environment of fear among both business owners and visitors to the area.

2.3.2 Cleanliness

Cleanliness both day (72%) & night (60%) were seen as major issues in the area. Many businesses commented on the fly-tipping, both residential and business, that takes place in the back alleys behind many of the businesses. Un-timely rubbish collections and street cleaning were seen as contributors to the problem, with many restaurants open later than collection times.

2.3.3 Overall image of area

As previously noted, the majority of businesses, a total of 69%, felt that Wood Green suffered from poor image problems, both from the inhabitants of the town and those outside of it. The general feeling was that Wood Green is looked down on due to its high crime rates and uncleanliness which in turn is pushing potential customers from surrounding areas towards central London. Most of the businesses felt that this perception was unfair, and did not accurately portray Wood Green's unique offer however not enough was being done to counter the negative PR.

2.3.4 Congestion and impact of traffic

With increased awareness on air quality and impact of traffic there is a growing trend of business owners and customers alike looking for action to tackle this rapidly growing problem. A recent study conducted on air quality highlighted numerous areas within Haringey that were over the NO2 legal limit according to EU law, including High Road Wood Green. These views were echoed by businesses as 63% saw congestion/impact of traffic as a key issue having a negative impact on the area.

From the possible solutions offered by businesses for this issue, the hardest hitting was the suggestion to pedestrianize the High Road for certain hours during the day, an idea supported by a surprising amount of businesses. Other ideas included bus only access during the day and a pollution tax on older vehicles.

2.3.5 Quality of retail outlets

Many respondents felt that the lack of variety of retail outlets constituted a problem for Wood Green, with 27% saying it was a major problem and 30% saying minor, totalling 57%.

The closure of M&S and the flagship BHS store along the High Road were seen as significant losses for the local area. Many respondents raised the issue of independent pop up shops appearing in units where larger high street brands formerly were, these independent retailers would often sell stolen or fraudulent goods and only open for 2 or 3 months at a time.

The recent opening of Prèt a manger was seen as a huge positive and business owners welcomed the move and hoped it would lead more high street brands to reappear in Wood Green.

2.4 Top Projects for Improving Trading Conditions

While Q14 identified the core issues that businesses would like to see addressed in the area, Q15 was used to identify additional improvements or projects that businesses would find helpful in improving trading conditions.

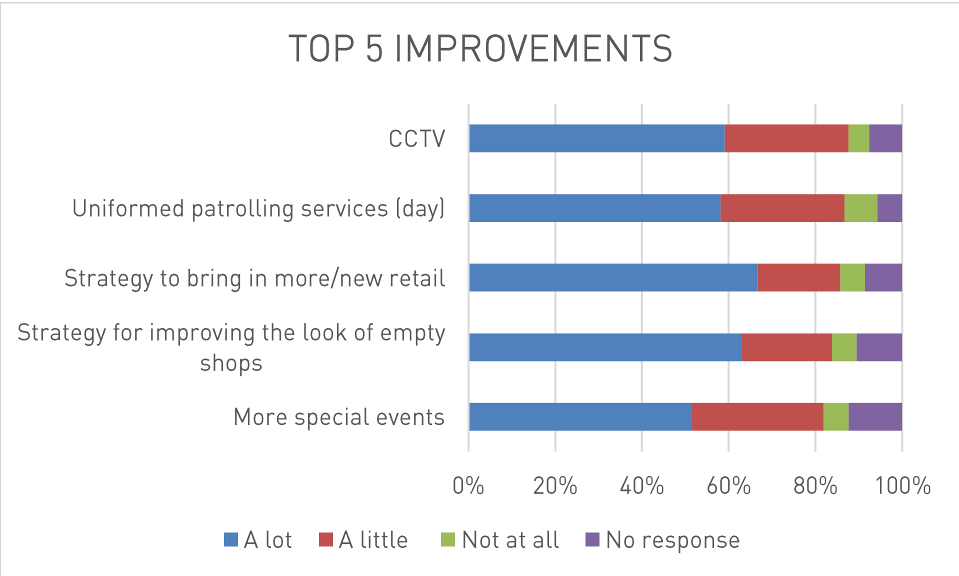


Figure 12: The top 5 improvement initiatives identified by businesses during the survey, ranked by the highest number of rankings as either a lot or a little bit helpful

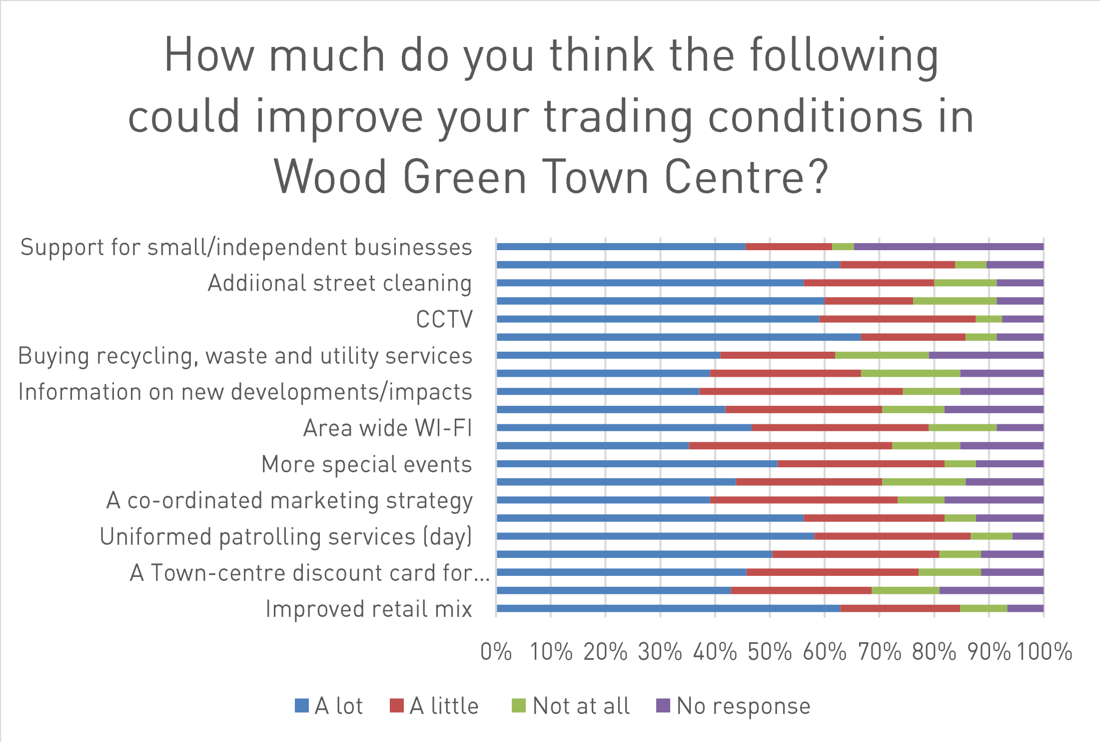


Figure 13: All the improvement initiatives ranked by businesses during the survey, ranked by the highest number of rankings as either a lot, or a little bit helpful

2.4.1 CCTV

Unsurprisingly, the top initiatives agreed on by businesses were improvements to the problems surrounding crime in the area. Increased CCTV coverage and greater monitoring was agreed as being an initiative that could improving trading conditions in the area. 89% of businesses said it would improve conditions 'A lot' or 'A little' with 5% saying it would not make a difference. The majority of businesses were under the impression that CCTV currently installed was not monitored properly with some even proposing they were 'dummy' cameras.

2.4.2 Uniformed patrolling

Alongside increased CCTV coverage and monitoring, uniformed patrolling was seen as an initiative that could help tackle the crime issue. From the respondents 58% thought having uniformed wardens/ambassadors would help trading conditions 'a lot' and a further 29% saying it would help 'a little'. 8% didn't think it would have an impact, with one business commenting 'it would make the area look unsafe'.

2.4.3 Strategy to bring in more/new retail

Strategy to bring in more more/new retail was the improvement that received the highest number of 'a lot' responses with 68% of businesses saying it would have a positive impact on trading conditions. A further 20% said it would help 'a little' with the general feeling that this initiative would have to be supported by other projects focusing on public realm improvements and events.

2.4.4 Strategy to improve the look of empty shops

With an increasing number of vacant units becoming available across the High Road, in particular the larger units like the BHS store, businesses were concerned about the negative visual impact this would have on the town centre. These sentiments were reflected in the interviews with 63% of businesses believing that having a strategy to improve the look of empty shops would improve trading conditions 'a lot', 21% said it would help 'a little' and only 6% thought it wouldn't help 'at all'.

2.4.5 More special events

As previously discussed, the lack of a 'draw' and negative press associated with Wood Green concerned businesses. Many businesses believed events were a great way to try and combat the bad perception of the area. Having a well-planned calendar of events would attract people from surrounding areas and paint a positive image of Wood Green. 81% of respondents thought events would help improve trading conditions 'a lot' (51%) or 'a little' (30%).

2.5 Reactions to concept of a BID for Wood Green

During the interviews the concept of a Business Improvement District was introduced to businesses in the following manner:

There are four distinctive things about a BID:

1. A BID is set up by a democratic ballot of all businesses in the proposed BID area.
2. If the ballot is successful, the businesses pay a levy based on the current rateable value of their property to create a pot of money which they get to spend as they see fit, tackling issues which have been identified by them.
3. A BID management board will be set up to run the BID.
4. BID services <u>have to be in addition</u> to the services provided by the council, TfL or the Met Police. (These <u>cannot</u> be used to subsidise council services. Council services are paid for by your business rates and are <u>not spent exclusively in your area</u> but go into a central pot to be distributed as the government sees fit.)

A further verbal explanation was also given where necessary and businesses were given an opportunity to ask any questions they may have about the concept.

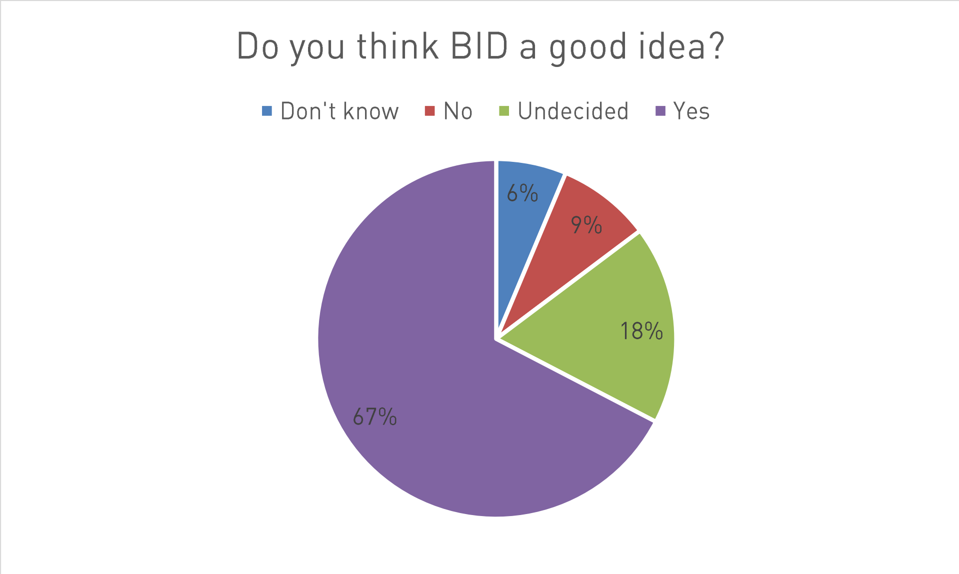


Figure 15: The breakdown of businesses, by number, who felt that BIDs were a good concept

After the introduction, businesses were asked whether they thought BIDs were a good idea. The results from figure 15 show 67% agreeing that, in principle, a BID is a good idea. Generally, for those who either didn't know (6%) or were undecided (18%) expressed the need for more time or information to think about it, had concerns that business costs were already high enough without the additional BID levy, or needed to defer to Head Office. The levy was also the concern of the 9% who thought that a BID was not a good idea.

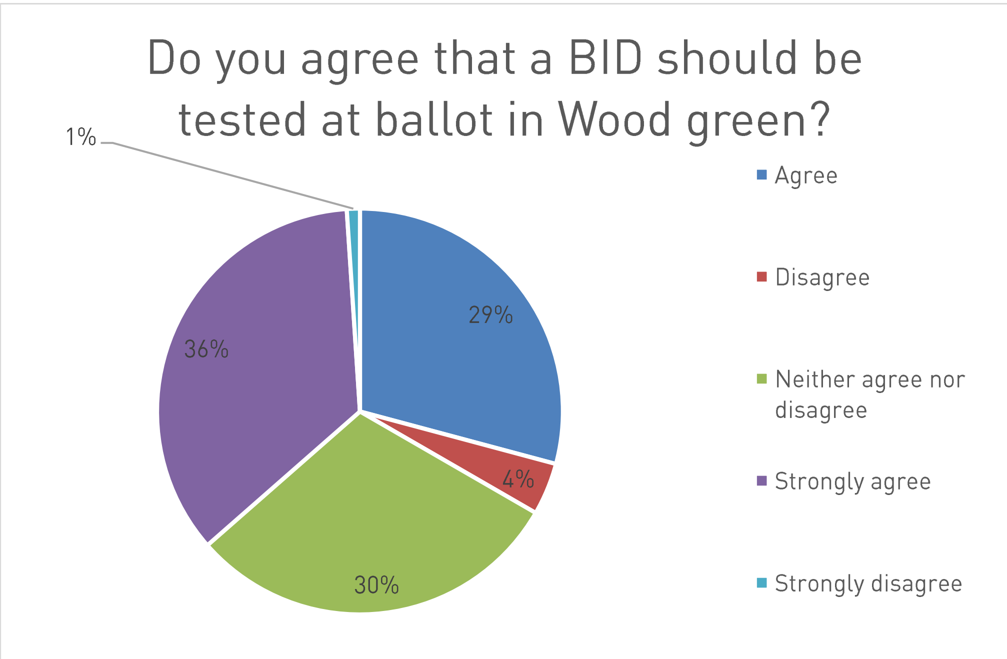


Figure 16: Level of support for testing a BID at ballot in Wood Green

The follow-up question (Q16) tested whether businesses support the idea of a BID being tested at ballot in Wood Green based upon the principles set out above. However, it is important to state that respondents were not asked directly how they would vote in a BID ballot. Instead the question 'To what extent do you agree that a BID should be tested at ballot in Wood Green?' was presented to respondents.

A majority, 65%, of businesses either strongly agreed or agreed that a BID should be tested at ballot. A third chose to neither agree nor disagree, with only 4% disagreeing.

The final question which aimed to ascertain the level of support for a BID was whether individuals were willing to give their time and become involved in the BID Steering Group. Almost half, 45 respondents, declared that they would join or consider joining a BID steering group. This number is considerably higher than areas we have recently completed Feasibility studies in including: Stockport city centre and Andover town centre, there seems to be a real appetite for change and businesses are happy to be involved. From the respondents only 19 said they would not be interested in joining, the remainder having not answered the question.

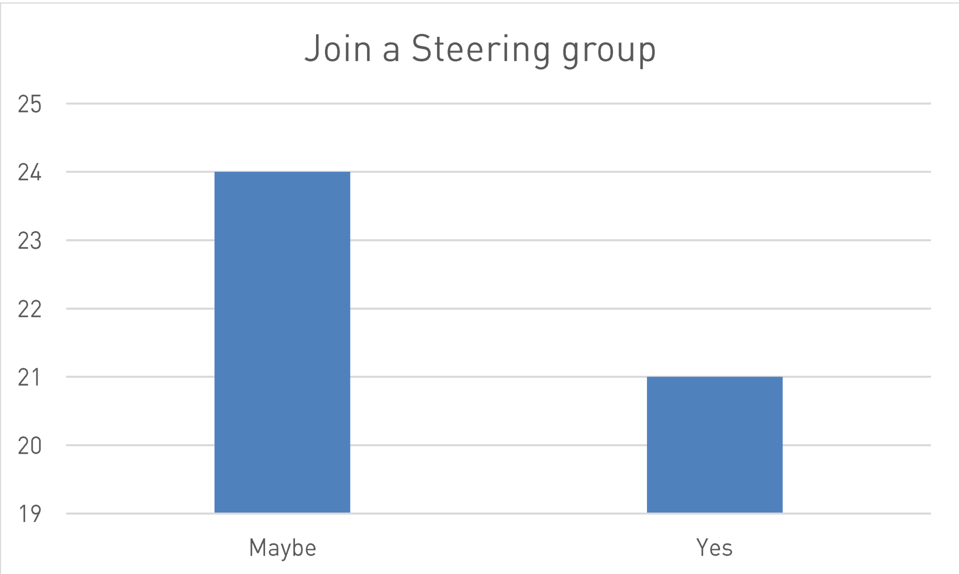


Figure 17: Level of interest in being involved in the BID Steering Group

2.6 The Boundary of a BID

The business interviews were also a mechanism to test where the potential boundary of the BID should fall. This is in part linked to geography but also a sense of 'belonging' to the town centre.

It is recommended that the proposed BID area falls largely within the study area. As outlined in section 1.3, this would cover the entire town centre from Wood Green Station to Turn Pike Lane Station. In addition to the study area we would recommend including Clarendon Road, Coburg Road, Western Road, and Mayes Road into the BID area. The number of businesses on these roads, in particular larger businesses like Iceland and Safehouse self-storage, could significantly increase the levy income. This would need to be further explored in any BID development process.

3. POTENTIAL BID PROGRAMME

Following the results of the business interviews, and the feedback received at the Visioning Event on 15 September, we have outlined potential priorities and activities that a BID programme in Wood Green could focus on. This is a starting point for further discussion and requires further development and consultation with businesses and existing service providers where necessary. We have identified four overall priorities from the questionnaire analysis and the Visioning Event:

- Safe and Secure (Crime Reduction)
- Improving the Town Centre Mix
- Cleanliness
- Marketing & Promotion

Safe and Secure

- Employ a Uniformed Patrolling service to walk around the town centre, deter crime and anti-social behaviour. The service would improve the customer experience, by simply being a visible presence and would tackle minor infringements and work with the Police to collect evidence for repeat offenders. It would also help deter shoplifting. It would act as the BIDs eyes and ears and report environmental issues to the Council for them to more quickly resolve. They would carry PDAs to report issues and to be contactable to deal with incidents. This would be likely to be the BID's single biggest budgetary item.

Improving the town centre mix

- Strategy to bring the empty shops back into use, including the option of using long term voids as pop-up shops for local businesses and entrepreneurs.
- Consultancy advice to produce an inward investment strategy, to enable Wood Green to appeal to the bigger high street brands.

Cleanliness

- Agree a more intensive programme of cleaning with the council contractor, with the BID paying for the extra services. During the development stage the BID steering group would agree a baseline agreement with council contractors on issues like cleanliness and waste management. The BID could then offer to buy more services or employ cleaners for the BID area alone.
- Joint procurement of waste management services could help businesses save a substantial amount on their waste services and encourage those businesses that do not have waste collection contracts to sign up to discounted services.

Marketing & Promotion

- Set up a single customer facing website for the town centre. There is a clear need for Wood Green to market itself better. This would need to include all the events and activities going on in the town centre. This would need the cooperation and involvement of businesses throughout the town Centre. The BID could offer a free/discounted event organising service to businesses to help them stage events.

- Hold Events - to improve footfall and bring in new customers, particularly at times of the year when footfall is low. There was discussion at the Visioning Event which generated some good ideas and these could be worked upon and expanded. The BID could also initiate a festive season programme of events and activities around Christmas and New Year.

– Develop a common brand for Wood Green. This might be about customer service, ethnic diversity or Wood Green's history. We found that many businesses were unable to pin point an identity for Wood Green, without an identity it is more difficult for businesses to take ownership or have a sense of responsibility of the areas in which they are based. The visioning event saw many useful comment made on this topic and can form the basis of any work done on the development of an identity for the area.

It is important that these themes are tested out with a range of businesses to ensure that they can attract buy in and that businesses feel that they would be worthwhile paying the BID levy. They also need to be costed to see if they can be achieved within the BID budget.

4. POTENTIAL BID LEVY OUTTURN

4.1 Considerations

4.1.1 General considerations for Business Improvement Districts

When deciding on the feasibility of a Business Improvement District, the potential BID levy that could be raised is an important consideration. There are 6 general factors that need to be taken into account when making the final decision:

1) The Levy Rate – this is the size of the levy that businesses will pay each year (normally a percentage of rateable value)

2) The number of potential business members – this will be effected by the level at which any threshold is set and will impact on the BID's ability to service all its members' needs.

3) The cost of collecting and enforcing the levy – when making a final decision on the threshold, the cost of collecting and enforcing the levy needs to be taken in to account. It may not be economically viable to collect a levy that is below a certain level.

4) The Threshold – this is the level of rateable value above which a premises becomes eligible to pay the BID levy. If a business is excluded by the threshold, it is common for BIDs to allow voluntary membership of a "business club". The BID can decide on what the appropriate cost and level of inclusion for these businesses is. In most BID areas some form of threshold is applied, partly to ensure that the costs of collecting the levy from smaller businesses does not exceed the levy they pay, but also to keep the number of BID businesses down to a level with which the BID board and team can reasonably communicate. The other factor that should be considered when applying a threshold is the so-called "missing-tooth" effect where, in a single street, some businesses are BID members and some that are more or less similar in size are not.

5) A Cap – this is a cap on the maximum payable by one organisation or hereditament and may be desirable if a few very large organisations are included in the area. The only business to which this could apply in Wood Green would be Morrisons.

Business and Premises Location	Rateable Value	Levy at 1%	Levy at 1.5%
Morrison's High Road, Wood Green, London, N22 6DR	£1,200,000	£12,000.00	£18,000.00

6) The levy outturn – the total levy collectible, which will be effected by the 5 points above.

4.1.2 The future of business rates in England, Scotland and Wales

In addition to the general considerations above, the timing of any BID development process in the next 12-18 months will be influenced by changes to the business rate system.

The analysis below is based on 2010 national non-domestic ratings list data received from Haringey Council business rates department. This is based on data from the VOA. The VOA is currently preparing a revised rateable value list. Values for all hereditaments (business properties will be revised to take account of changes in open market rental values factors since 2010. The new values will be published online from 30 September 2016 with the new list coming into force from 1 April 2017. Businesses will be able to request corrections to the new valuation by contacting the VOA.

The revaluation process has the following implications for would be BIDs:

1. It will be important to understand whether *rateable values are likely to rise or fall*. In many locations in the South East, rateable values are expected to rise. Whereas in some locations in England, they are expected to fall.

2. Whether or not they rise or fall will *influence the percentage levy required* to achieve certain income. For example, a 1.5% levy rate with a total aggregate rateable value of £10,000,000 would yield £150,000 income per year. However, if the aggregate rateable value increased by 20% to £12,000,000, then a levy at 1,5% would yield £180,000. Assuming that a BID programme could be delivered for £150,000 per year, then the levy rate could be reduced to 1.25%.

3. The *national multiples are likely to be particularly sensitive to a levy rate reduction* in this context and will be looking at areas with increased values to delivery in this respect.

4. The *new values will also need to be taken into consideration when looking at any threshold*. Thresholds are often introduced as a way to exclude very small businesses from the obligation of having to pay a BID levy and to ensure that the cost of collecting the levy does not exceed what is paid.

5. If rateable values are reduced, then there may be an argument that businesses are better able to 'afford' a BID levy.

In addition to the revaluation process, the UK Government has also announced its intention to enable 100% of business rates to be retained by local authorities by 2020. The details of this have yet to be fully confirmed. This does not have a direct impact on BIDs per se, but could change the way in which businesses interact with local authorities, placing a greater emphasis on the need to be seen as 'business responsive'. This may in turn have an impact on the make-up of successful BID programmes and the way in which BIDs and local authorities can work together to provide a coherent response to business needs in their areas.

Both the 2017 revaluation and changes to the business rate system will need to be taken into account in any future BID development process.

4.2. Levy Scenarios

4.2.1 Levy income

Table 1 sets out the analysis of the current 2010 ratings list for the High Road (421 hereditaments), with levy outturn at 1% and 1.5% and no threshold.

Total Rateable Value		Income per year	5 Year Total Income
£22,295,523	**Levy at 1%**	£222,955	£1,114,776
	Levy at 1.5%	£334,432	£1,672,164

Table 1: Total levy income per year and over 5 year BID term

Assuming that the whole study area is included in a future BID area, the total rateable value is £22,295,523. Allowing for some exemptions and discounted rates (e.g. for registered charities), the total potential income over 5 years would be in the region of £1.1 to £1.7 million. This would position Wood Green Town as a medium sized BID in the UK.

The top ten levy payers at the current rateable values would be as follows:

Business/ Hereditament	Last Rateable Value for 2010	Levy at 1%	Levy at 1.5%
Morrison's	£1,200,000	£12,000	£18,000
Primark	£680,000	£6,800	£10,200
McDonald's	£510,000	£5,100	£7,650
Multiple Units	£427,500	£4,275	£6,413
CineWorld	£420,000	£4,200	£6,300
Empty	£417,500	£4,175	£6,263
Arriva Plc	£417,000	£4,170	£6,255
Library	£397,500	£3,975	£5,963
Boots	£382,500	£3,825	£5,738
New Look	£375,000	£3,750	£5,625
Total	**£5,227,000**	**£52,270**	**£78,405**

Table 2: Top 10 potential levy payers in Wood Green Town Centre by rateable value

As mentioned above in 4.1.1 it would be recommended that a cap is introduced for businesses with the highest rateable value, as can be seen from table 2 Morrisons would pay almost double in levy what the business with the second highest rateable value would pay.

As set out in 4.1.1 above, *The means* would recommend considering a threshold to ensure that the cost of collecting the levy from the very smallest businesses does not exceed the amount that they pay.

From an analysis of the current data, a threshold of £5,000 rateable value would reduce the number of hereditaments by 100 from 421 to 321. There would be only a small decrease in levy outturn.

Total Rateable Value £5,000 Threshold		Income per year	5 Year Total Income
£22,055,000	**Levy at 1%**	£220,550	£1,102,750
	Levy at 1.5%	£330,824	£1,654,120
	% decrease from no threshold	-1.08%	

Table 3: Total levy income per year and over 5 year BID term with £5,000 RV threshold

Similarly an increase of threshold to £10,000 would decrease hereditaments by 47 from 321 to 274 but not have any great effect on the levy income, as illustrated by table 4 below

Total Rateable Value £10,000 Threshold		Income per year	5 Year Total Income
£22,055,000	**Levy at 1%**	£219,685	£1,098,425
	Levy at 1.5%	£326,149	£1,630,745

Table 4: Total levy income per year and over 5 year BID term with £10,000 RV threshold

4.2.2 The Mall and the Metroplex

Any decisions about levy rates would also need to take account of the level of services already provided by The Mall and The Metroplex to their tenants. This will be highly dependent on the elements of the programme that are chosen. As set out in Section 3, the business interviews have identified that the most popular improvements would be applicable across the town centre, some of which are not already provided by The Mall and Metroplex. However this will be need to be further tested during the BID development process to ensure that there is no perceived duplication in services offered.

5. FEASIBILITY

5.1 Town Centre Feasibility

In order to assess the feasibility of a BID *The means* uses its own feasibility criteria, defined as follows:

Sustainability

To ensure success of a BID it is important that the revenue generated from the levy is in proportion to (or in excess of) the revenue required to provide the desired services.

This study has shown that a Wood Green BID would be able to raise somewhere in the region of £300,000 to £350,000 (based on RV data for High Road) in annual levy outturn, depending on the threshold, BID area and levy rates set.

A Town Centre BID would have up to 421 eligible businesses, but at current rateable values this number could be reduced to a more manageable 321 by the introduction of a modest £5,000 threshold, with only a small impact on the overall outturn. These figures are based on the RV data we received for High Road only, as mentioned in section 2.6 we would recommend the inclusion of other streets in the surrounding areas that would increase both the number of eligible businesses and the levy income.

Budget exercises indicate that it would be possible to create a BID programme that addresses many of the issues raised during this consultation using either of the common levy rates (1% or 1.5%), although further thought needs to be given to any discounts for tenants of the two serviced areas, The Mall and Metroplex.

An additional consideration would be the potential for the levy income to change over time with factors such as retail or office premises changing to residential uses or empty properties coming back into use with higher value occupiers. None of these potential changes have been included in the calculations.

Viability

It is important that a sustainable income can be achieved while setting the BID levy at a rate that is reasonable for businesses. The lowest levy scenario used is a 1% base levy and the upper levy is 1.5% which are in line with national averages for BIDs.

Marketability

The likelihood of winning a BID ballot is an important consideration. The eventual levy outturn needs to be worth the cost of marketing the BID and running the ballot. Based on *The means'* experience of previous ballot campaigns, and the amount that can be expected to be raised in levy outturn, this would be the case in Wood Green.

There needs to be a good level of support from businesses indicating that they would be willing to support a BID in principle. This has been shown to be the case by the results of the business survey, with levels of potential support of 67% and 64% for the principle of a BID and the application of a BID in Wood Green respectively. These levels are very similar to those seen in other areas where BIDs have been successfully voted in through Ballot.

To ensure that this support turns into 'Yes' votes at a ballot, the proposals will need to provide tangible benefits to businesses across the town centre. It will be key to ensure that significant consideration is given to making sure the services of a BID offer equal value for money to a range of areas of the BID area with significantly distinct character (particularly the two serviced areas).

Do-ability

It is important that the issues to be tackled in an area are challenges that a BID is able to face. BID services should also complement, or 'join up' with, existing services in such a way as to make a significant difference.

The top 5 issues and potential improvement initiatives identified by the business survey are all things that have been addressed in BIDs elsewhere.

The means' meetings with Council officers also suggested that there is an appetite for constructive co-working with any potential BID to the general betterment of the town and its businesses.

6. CONCLUSIONS

This study has sought to establish the feasibility of setting up a Business Improvement District (BID) for Wood Green town centre.

The study had three components:

a. Interviews held with key stakeholders to gain context and background
b. 112 interviews carried out with businesses
c. A Business Visioning Event on 15th September, reporting back to businesses results from the business interviews, encouraging businesses to learn more about the BID concept and discuss with one another how it could affect their priority issues.

An informal working group made up of the Council, Police and local businesses was formed after a period of initial engagement to oversee the study. The first meeting took place on 2nd August, when the group reviewed the questionnaire to be used for the business interviews. A second meeting is planned for October to review the results of the interviews and plan the next steps.

In terms of business health in Wood Green, Over half of the businesses interviewed had been in Wood Green for over 10 years with almost all, bar 16%, having been in the area for at least 3 years, evidence of a healthy trading environment. Turnover at 71% of businesses had either grown or remained stable and a majority of 64% were optimistic about the future. From those whose turnovers had declined or were either unsure or pessimistic regarding the future, the main reasons were the uncertainty created by Brexit and the loss of 2 major retailers from the area in the past year, M&S and BHS.

Almost all of the companies interviewed had made an investment into their business in the last 2 years. The majority of which invested in their premises, a sign that businesses are willing to improve. Most were expecting to make further investment in the next 2 years.

Overall, the interviews suggested that there was currently a positive outlook for businesses in the area. However, in order to convert this positivity into a better trading environment and increased revenues businesses were united in saying that this was the time for initiatives to improve the area as a whole.

The top 5 issues identified by businesses were crime, cleanliness, overall image of the area, congestion/impact of traffic, and quality of retail outlets.

The top 5 improvement initiatives identified by businesses were uniformed patrolling services, increased CCTV, strategy to bring in more/new retail, strategy for improving the look of empty shops, and more special events

There is support for a potential BID in Wood Green, with 67% of respondents stating that they felt the BID concept is a good idea, 9% saying it is not, and 24% as don't know or undecided.

Basingstoke, an area that has recently seen a successful BID Ballot and where *The means* conducted the feasibility study, had comparable figures of 76% of businesses in support of the BID concept at this stage of the process. In addition to this the response of 45 businesses saying they would like to be a part of, or would consider being a part of, a steering group that leads these initiatives is considerably higher than we normally see. The Visioning event saw a further 8 businesses sign up to become part of a steering group and attend meetings to plan the next steps.

A BID in Wood Green would be financially viable and sustainable and could expect to raise an annual outturn of between £300,000 to £350,000 depending on the final decisions on BID boundary, levy rates, levy caps, thresholds and pending the 2017 ratings revaluation.

A threshold of £5,000 (at current rateable values) would make financial and management sense, and include the majority of businesses in the Town Centre in the BID.

7. RECOMMENDATIONS

In considering next steps towards the development of a BID for Wood Green town centre, we would make the following recommendations:

Recommendation 1: BID Steering Group

We recommend that the final decision as to whether to proceed to the development of a BID must rest with a BID Steering Group. The Wood Green Business Forum board are reasonably representative of the different types of businesses in Wood Green and could act as the BID steering group. Efforts should be made to recruit at least one further large national retailer and one independent business owner. The steering group should be kept to a manageable number of 10 businesses and one representative each from the council and police. It is essential that a Steering Group meeting is called as soon as possible after the issuing of this report to discuss the next steps and keep momentum going.

Recommendation 2: BID boundary

The final decision on the BID boundary is made by the BID Steering Group. It is recommended that the BID boundary includes all businesses from Wood Green Station to Turn Pike Lane Station including businesses on Turnpike Lane and Westbury Avenue, and serious consideration is given to include those on Clarendon Road, Coburg Road, Western Road, and Mayes Road.

Recommendation 3: BID levy rate

At current rateable vales a levy rate between 1% and 1.5% would be sustainable and viable. At current rates, a threshold of £5,000 would enable a significant number of very small businesses to be exempt, whilst having a very minor impact on overall BID levy income. With Morrisons having a substantially larger RV than any other business in the area a levy cap should also be considered in order to win support of the bigger businesses.

However, as set out in Section 5, the forthcoming revaluation of business properties means that it would be prudent to wait until the new values are available (October 2016) before any decisions are made about levy rates, discounts, thresholds, or caps.

Recommendation 4: Voluntary membership scheme

We would recommend that the would-be BID creates a 'Business Club'-type mechanism to allow voluntary inclusion of any businesses under the threshold or just outside the BID area. A voluntary payment would enable these businesses to access all or some of the services that the BID provides and help ensure that they are involved.

Recommendation 5: Baseline of services

Currently, there are a number of services provided by Haringey Council to local businesses across its area.

If Wood Green proceeds with the development of a BID, it will be important to:

a) Establish a very clear ‘baseline’ of services that will continue to be provided by the relevant local authorities
b) Communicate clearly to businesses which elements would be transitioned to the management of the BID and whether any funding will be provided for those elements
c) Communicate which (non-statutory) elements will no longer be funded and why this is the case.

Recommendation 6: BID campaign resources

Finally, we recommend that adequate resources are committed to the BID campaign, which will involve engaging with a number of complex national businesses.

Appendices

Appendix 1 – List of businesses interviewed

Business name	Interviewee position
Tesco	Team Leader
Mintons Chemists	Owner
Cancer Research	Manager
Prime Linens	Duty Manager
Chef's Delight Café	Owner
Tashish	Owner
William Hill	Public Affairs Manager
Shelter	Manager
Maplin	Duty Manager
Santander	Branch Manager
Greggs	Duty Manager
CEX Exchange	Manager
Paddy Power	Manager
River Island	
3 Store	Manager
Savers	Manager
Mothercare	Manager
Kaspars Deserts	Manager
Linens Direct	Manager
Peacocks	Assistant Manager
Sainsbury's Superstore	store manager
Halfords	store manager
Shoe Zone	manager
Betfred ltd	Group Sales Manager
Holland & Barrett	manager
Carphone Warehouse	
JD Sports	Manager
Thomson	Manager
Superdrug	
Next	Assistant manager
Lidl	Store manager
Hawes and Curtis	Assistant Manager
The Body Shop	Store manager
Moss Bros	Store manager
JD Sports	Assistant Manager
Ozan Jewellery	Owner
Cashino	Duty Manager
McDonalds	Business manager
Easygym	Manager

Leatherland	
Phone and PC CTD	Owner
Schuh	Manager
Clarks	
QuickSilver	
Tower Boots	Manager
Fashion wear	
Met-rx	Manager
Vision Express	Team leader
Herbal Inn	Manager
Metro Bank	Director
Blue Inc	Trainee assistant
Techmen UK	Owner
The Cloth Shop	Owner
Cafe Villa Dei Fiori	Staff
Tinsel Town	Manager
The Mall	Manager
Wilko	Assistant Manager
Select Fashion	Manager
Vodafone	Store Manager
Anne's Florist	Owner
House of Leather	Owner
Tick Tock	Manager
1 4 U	Owner
Carphone Warehouse	Assistant Manager
Sports Direct	Manager
Tiger Retail Ltd	Store Manager
Big Value	Owner
Giorgio Italian Menswear	Owner
Burrito and Co	Assistant manager
Primark	Operations manager
Erbiller Jewellers	Manager
Kervan (Sofrasi)	Superviser
Cash a cheque (UK) ltd	Office manager
Post Office	
The Goose	DPS
Kebab delight	manager
H.Samuel	Manager
Halifax	Assistant branch manager
4 Feet	Store manager
Harvey & Thompson	Manager
Everything Everywhere	
Capital restaurant	manager
KFC	Manager

Crystal News and Booze	owner
Natwest	Deputy Bank manager
Halal Food Direct	
Nando's	Manager
Morrisson's	
Station Supermarket	Manager
The Jolly Anglers	Bar Staff
Denim World	Owner
Cell Care	
Matalan Retail Ltd	Assistant Store manager
Brighthouse	Store manager
Boysell exchange	Owner
Explore Learning	Assistant Director
First Choice Carpet & Beds	Manager
The Big Green Bookshop	
The Green Rooms Hotel	Owner
Moddelle Shoes	Owner
Telephonica O2	Manager
Church	Minister
Turnpike Vapes	
Menswear Clearance Sale	owner
Tax Assist Accountants	Owner

Appendix 2 - Questionnaire

Testing the feasibility of a Business Improvement District (BID)

A business questionnaire for Wood Green Town Centre by *The means*

What is a Business Improvement District or BID?

BIDs are designed to improve the economic performance of an area. There are currently more than 220 BIDs in the UK, with more on the way. BIDs create significant sums of investment across the UK and participating businesses and employers use the monies they gather through a small levy to pay for such items as street furniture, improved public realm, Christmas lighting, additional security, CCTV, local discount schemes, festivals, bulk buying, apprenticeships and work experience, deeper street cleaning and recycling.

Why are The Means undertaking a feasibility study?

There are many benefits for businesses becoming part of a BID. It enables businesses to buy in services above and beyond that which they can achieve through standard business rates. In this way they can promote themselves and the local area more effectively, attract more customers and increase both pedestrian flow and income. BIDs are private sector-led but the Council wants to explore if businesses themselves are keen on this model. Following this survey we propose to establish a Steering Group with local employers, supported by Wood Green Business Forum and Haringey Council, and to feed back the results of this survey.

Company name
Interviewee name and position
Address
Telephone no
Mobile
Email address
How do you prefer to be communicated with? Email☐ SMS☐ Letter/Print☐ Telephone☐

1. Type of Business:

a. Food retail (grocer, butcher)	☐	k. Arts and recreation (e.g. theatre. cinema)	☐
b. Fashion retailing	☐	l. IT	☐
c. Newsagent/ convenience retail	☐	m. Construction	☐
d. Other Non-food retail	☐	n. Manufacture	☐
e. Restaurant, café, takeaway	☐	o. Motor related	☐
f. Public House, Bar	☐	p. Media and creative	☐
g. Hotel	☐	q. Education	☐
h. Personal services (e.g. hairdresser)	☐	r. Health & Social Care	☐
i. Professional & business services (e.g. bank)	☐	s. Wholesale	☐
j. Leisure (e.g. bingo, bookmaker)	☐	t. Community facilities	☐

u. Other - Please specify ____

1. Is your business:
   a. Independent ☐ b. Franchise or part of a wider group ☐ c. Other ☐

2. What are your opening hours?

   Open ☐ Close ☐

3. How many people are employed by this business? ☐

4. How many years has the business been in Wood Green Town centre?
   a. <1 ☐ b. 1-3 ☐ c. 4-10 ☐ d. >10 ☐
   If above 10 years please specify____

5. How many customers / visitors / clients do you get from outside of the Wood Green area?
   a. None ☐ b. Minority ☐ c. Half ☐ d. Majority ☐ e. Unsure ☐

6. In the last 6 months has your business / turnover:
   a. Grown ☐ b. Remained stable ☐ c. Declined ☐

   Comments:

7. Looking to the future are you:
   a. Optimistic ☐ b. Pessimistic ☐ c. Unsure ☐

   Please explain why:

8. Over the past two years have you made any investment in your business on?

   a. Premises ☐ d. IT ☐
   b. Training ☐ e. Other ☐
   c. Marketing ☐

9. Do you plan to make any investment in your business over the next 2 years?
   a. Yes ☐ b. No ☐ c. Don't know ☐

10. Are you currently recruiting staff?
    a. Yes ☐ b. No ☐ c. Don't know ☐

11. Are / were you a member of a business association (Wood Green Business Forum)?
    a. Yes ☐ b. No ☐ c. Don't know ☐

    If 'Yes', please specify which:

12. How much of an issue do you consider the following to be in the area?

	a. Significant problem	b. Minor problem	c. Not a problem	d. No response
A. Cleanliness of streets during the day	☐	☐	☐	☐
B. Cleanliness of streets during the night	☐	☐	☐	☐
C. Visitors finding their way around the Town centre	☐	☐	☐	☐
D. Overall image of area	☐	☐	☐	☐
E. Quality of Public Realm (streets, furniture etc.)	☐	☐	☐	☐
F. Quality of retail outlets	☐	☐	☐	☐
G. Quality of places to eat or drink	☐	☐	☐	☐
H. Community cohesion	☐	☐	☐	☐
I. Theft of goods (shoplifting, beggars)	☐	☐	☐	☐
J. General fear of crime	☐	☐	☐	☐
K. Crime against property (e.g. vandalism/graffiti)	☐	☐	☐	☐
L. Crime against the person (e.g. assault, mugging)	☐	☐	☐	☐
M. Anti-social behaviour (e.g. drunkenness)	☐	☐	☐	☐
N. The control of street traders / pedlars	☐	☐	☐	☐
O. Ease of contacting your local police team	☐	☐	☐	☐
P. Congestion/impact of traffic	☐	☐	☐	☐
Q. Availability and convenience of public transport	☐	☐	☐	☐
R. Availability of parking for customers / staff	☐	☐	☐	☐
S. Availability of parking/stopping for deliveries	☐	☐	☐	☐
T. Availability of toilets in the Town centre	☐	☐	☐	☐
U. Finding and retaining the right staff	☐	☐	☐	☐

Other please specify:

13. How much do you think the following could improve trading conditions?

	A lot	A little	Not at all	No response
A. Improved retail mix	☐	☐	☐	☐
B. Help with providing local employee benefits	☐	☐	☐	☐
C. A Town-Centre discount card for staff/residents	☐	☐	☐	☐
D. Improvements to public spaces	☐	☐	☐	☐
E. Uniformed patrolling service (day)	☐	☐	☐	☐
F. Uniformed patrolling service (night)	☐	☐	☐	☐
G. A co-ordinated marketing strategy	☐	☐	☐	☐
H. Additional planters/greening projects	☐	☐	☐	☐
I. More special events across the Town centre	☐	☐	☐	☐
J. Business networking events	☐	☐	☐	☐
K. Area wide Wi-fi scheme	☐	☐	☐	☐
L. A Town Centre app for visitors	☐	☐	☐	☐
M. Information on new developments/impacts	☐	☐	☐	☐
N. Better signage/ wayfinding	☐	☐	☐	☐
O. Buying recycling, waste and utility services together to reduce costs	☐	☐	☐	☐
P. Strategy to bring in more/new retail	☐	☐	☐	☐

Q. CCTV (extension and greater monitoring) ☐ ☐ ☐ ☐
R. More parking ☐ ☐ ☐ ☐
S. Additional street cleaning ☐ ☐ ☐ ☐
T. Strategy for improving the look of empty shops ☐ ☐ ☐ ☐
U. Support for small/independent businesses ☐ ☐ ☐ ☐

Please share your own ideas:

14. Is there one recent event or local initiative that you feel has particularly benefitted your business?

A BUSINESS IMPROVEMENT DISTRICT (BID) FOR WOOD GREEN TOWN CENTRE

There are four distinctive things about a BID:

1. BID is set up by a democratic ballot of all businesses in the proposed BID area
2. If the ballot is successful, the businesses pay a levy based on the current rateable value of their property to create a pot of money which they get to spend as they see fit, tackling issues which have been identified by them
3. A BID management board will be set up to run the BID.
4. BID services have to be in addition to the services provided by the council

(These cannot be used to subsidise council services. Council Services are paid for by your business rates and are not spent exclusively in your area but go into a central pot to be distributed as the government sees fit.)

15. In principle, do you think BIDs are a good idea?
a. Yes ☐ b. No ☐ c. Undecided ☐ d. Don't know ☐

1. To what extent do you agree that a BID should be tested at a ballot in Wood Green?

a. Strongly agree ☐ b. Agree ☐ c. Neither agree nor disagree ☐ d. Disagree ☐ e. Strongly Disagree ☐

2. Would you be interested in attending a visioning event to discuss these issues further?
a. Yes ☐ b. No ☐ c. Maybe ☐

3. What types of things would you like to see at the visioning event?

19. Would you be interested in getting involved in the Business Improvement District Steering Group?
a. Yes ☐ b. No ☐ c. Maybe ☐

Please use this space for any other information you wish to share:

Appendix 3 – Visioning Event attendees

Name	Business Name	Contact e-mail
Isaiah Fapuro	The mall	isaiah.fapuro@themeall.co.uk
L. Tierney	Met Pol	
Sarah Caesar	Hawes and Curtis	
Cllr Stephen Mann	LBH	
Al Cambon	Phone and PC LTD	pcdoctor@phoneandpc.com
Annette Russell	Green Rooms	annette@greenrooms.london
Lesliann Jat	Studio 306	sharon.obrien@haringey.gov.uk
Harry Rashid	McDonalds	hrashid@uk.mcd.com
Theresa Hayes	Studio 306	Theresa.hayes@haringey.gov.uk
N.Bailey	Studio 306	Baileyna@hotmail.com
Edgar Jacobsberg	Celtic Baker	edgar@thecelticbakers.co.uk
Tony Bah	Wetherspoon	p390@jdwetherspoon.co.uk
Angela Baker		
Rukhsana Adam	Tax Assist accountant	rukhsanaadame@taxcassistant.co.uk
Christine Patterson	Metro bnk	christine.pattersonmet@metrobank.plc.uk
Chris Palumbo	Met Police	christalla.palumba@met.police.uk
Linda McQullan	Wellbeing Centre	northlondonaikido@btinternet.com
Cllr Peray Ahmet	LBH	peray.ahmet@haringey.gov.uk
Beth Kay	LBH	beth.kay@harringey.gov.uk
Peter Smith	LBH	
Ravinder Dhanjal	LBH	
Dan Hawthorn	LBH	
Cllr Charles Wight	LBH	
Andrew Kashimeri	Capital Homes	andrew@capitalhomesestates.co.uk
Yay Hemoo		
Cllr Ann Wates	LBH	ann.wates@haringey.gov
Pamela Anomneza	Studio 306	pamela.anomneze@haringey.gov.uk