

## **Worthing Business Improvement District Business Plan**

This Business Plan is intended primarily for all those businesses, agencies or other organisations that normally pay National Non- Domestic Rates (NNDR), commonly known as Business Rates, on properties within the Worthing Town Centre and who would benefit from the establishment of a Business Improvement District. It is also addressed at those organisations that may wish to make voluntary contributions towards the activities of the proposed Business Improvement District, as well as any other interested parties.

This Business Plan has been prepared by the Worthing Town Centre Initiative and summarises its proposals for the Worthing Business Improvement District.

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## **Introduction**

### **A. Town Centre Management**

Worthing Town Centre Initiative (WTCI) is the BID proposer and will manage the Worthing BID.

Town Centre Management was introduced into Worthing in 1992 and at that time was part of the well respected Worthing Chamber of Commerce. Since 1995 the WTCI has been run as a “not for profit” company, and in 2006 became a social enterprise when it was incorporated as a Community Interest Company.

The company employs one part time and two full time members of staff and are based in offices located in the Town Centre. The organisation is primarily funded by commercial activities undertaken to improve the vitality of the Town Centre along with some core sponsorship from leading retailers and Worthing Borough Council.

The staff are managed by a voluntary board of directors and overseen by a steering group made up of representatives from local businesses, the Chamber of Commerce and the Local Authority.

The Worthing Town Centre Initiative is the formal proposer of the plan to establish a Business Improvement District in Worthing. Following a successful vote the WTCI also intends to establish a BID company to manage, operate and deliver services, on behalf of, and for the benefit of business ratepayers in Worthing.

The BID Company will be responsible for implementing the BID proposal and the principles that will govern the Worthing BID Company will be:-

- Not-for-profit
- Dedicated to improving Worthing
- Representative - all business ratepayers within the BID area will be members or stakeholders, all will elect/appoint trustees to the Board that will oversee the operations of the company.
- Publicly accountable - the company will publish annual accounts, hold annual general meetings and seek approval and authority for each year's planned programme of activities.
- Work in partnership with key stakeholder groups to ensure that Worthing BID works for and benefits everyone.

## **B. The Worthing BID**

### ***I. Vision***

To deliver a safe, clean, attractive, well marketed and promoted town centre that will raise the quality of experience for businesses, customers and visitors.

### ***II. Objectives***

- a cleaner and well-maintained town centre
- a safer and welcoming town centre
- a vibrant and well-marketed town centre
- improvements to the economic well-being of the town centre.

### ***III. Background to Business Improvement Districts***

A Business Improvement District (BID) is a precisely-defined geographical area of a town, city or any other commercial district where ratepayers have voted to invest collectively in the local improvements in addition to those already delivered by the local authority and other bodies.

BIDs have been operating successfully in the USA for over 30 years and to date none have been disbanded once established. BIDs are an exciting new means for businesses to work together to improve their local trading environment. A BID allows the businesses to decide on the services and projects to be implemented near to their premises.

An independent company called Electoral Reform Services will manage the voting process during June with the last day for voting being 5<sup>th</sup> July 2007. If the Vote is YES the formal BID will start to provide services from 1<sup>st</sup> April 2008 and will continue for a period of 5 years. The BID levy will appear on the Non Domestic Rates bill and will be collected by the BID company by Worthing Borough Council.

A YES vote is measured by:-

- 1) At least 50% of those voting must vote in favour
- 2) Those voting in favour must represent a greater total rateable value than those voting against

Contributions to the BID will be raised by means of a supplementary rate of 1p for each £1 of rateable value for any business in the BID area with a rateable value of more than £10,000.

### **III. Building on Success – Why Worthing? Why Now?**

Worthing Retail is seeing increased competition from enclosed Shopping Malls, the internet, and out of town shopping. Research shows that shoppers are becoming more demanding and that they now want a leisure experience and not just a shopping trip. This research also shows that shoppers are less loyal and more transient and towns such as Brighton, Horsham, Chichester and Crawley are marketing in Worthing to attract visitors to their towns. The large shopping malls charge a service levy to all their tenants and so monies are available to offer security teams, a clean environment and lots of publicity and marketing. Town Centres are struggling to compete with the malls but BIDs can change this. By introducing a BID into Worthing now it will help to reduce the impacts of developments in Crawley, Portsmouth and Chichester that are forecast to reduce the number of visitors to Worthing over the next 5 years.

The Worthing Town Centre Initiative has carried out surveys with the businesses trading in the Town Centre and with the customers who are using the centre. The following are the key issues that by addressing customers have stated they will visit the Town more often, and deter them from visiting other towns:-

- 1) Cheaper Parking
- 2) Higher Police presence
- 3) Cleaner streets – other towns are cited as being cleaner
- 4) More activities especially for Children and Youths
- 5) Better communication when events are on

Using this information, and also looking at what is achievable with the level of funding the BID would generate, the 3 objectives of the BID were suggested and circulated to the BID area for comment. These have then been tested against the SWOT analysis for the Town Centre to ensure they will maximise the opportunity given the funding levels available (See Appendix C)

The 3 areas for the BID to deliver are:-

- a cleaner and well-maintained town centre
- a safe and welcoming town centre
- a vibrant and well-marketed town centre

During the 1<sup>st</sup> stage of the BIDs consultation these objectives were supported by over 97% of those responding.

Parking has not been ignored when setting the objectives but with the funds being generated this issue could not be solved. However there are opportunities for lower parking to be part of events and activities in the town centre and these will be maximised.

## **Section 1 - Executive Summary**

### WHY DOES WORTHING NEED A BUSINESS IMPROVEMENT DISTRICT?

Chris Spratt Chairman of the Worthing Town Centre Initiative was asked to summarise why the Worthing Business community should agree to a BID, he stated:

***“Worthing is not just about one business. The reason our customers choose to visit the town is to enjoy the whole offer. It is important to ensure that the visitor experience is memorable and encourages repeat visits. If everyone works together this can be achieved and Worthing can continue to be a thriving, vibrant and interesting town centre.”***

Worthing has an exciting masterplan for the future of the Town Centre and seafront and with the improvements a BID can offer this will raise the profile of Worthing and attract visitors from a greater distance than at present. Worthing aspires to be a place where people want to work, live and play and the objectives in the BID proposal will underpin the work being undertaken by local authorities on the infrastructure and inward investment into the town.

A 1% BID levy on every business whose Rateable Value is £10,000 or more, will generate approximately £225,000 each year and this will be spent within the BID area on the identified objectives. The BID will be in operation for 5 years and at the end of this period a re-ballot will take place to see if the business community wish to continue as a Business Improvement District.

## **Section 2 - BID Arrangements**

The “Local Government Act 2003” and “The Business Improvement Districts (England) Regulations 2004” detail a number of regulations and guidelines for any organisation that intends to establish a BID . The organisation that proposes to establish a BID must produce a “BID Proposal” that incorporates arrangements which will determine where, when and how the BID operates, what the BID intends to do, who will be responsible and how they will be accountable to their electorate.

### **Working Party**

After receiving cabinet approval from Worthing Borough Council to progress a BID for Worthing Town Centre in 2005 a working party was set up to discuss the potential of a BID for Worthing. This group looked at the following areas

#### **The BID area**

It was agreed that the area needed to include the independent shopping areas to ensure Worthing did not look like a “clone town” on its marketing materials.

#### **BID Levy, exceptions and billing**

After looking at the cost of collecting and balloting all the businesses in the area it was agreed that only businesses with a rateable value of more than £10,000 should be included. Businesses with a rateable value of less than £10,000 would be asked for a voluntary contribution.

#### **Baselines**

The group also obtained baseline statements to ensure that the outputs from the BID would be additional to what was already being provided by the Local Authorities or other parties.

### **Communication with the Business Community**

A survey was undertaken to identify the views of the business community. This asked if they felt a BID would be something they would like to pursue and also what objectives the BID should address. The questionnaires showed that 25% did not feel a BID was right for Worthing, 25% agreed to a BID and 50% stated they would support a BID if the Business Plan addressed the correct issues. To ensure the business objectives would encourage more shoppers a Customer Survey was also conducted and used to prioritise the objectives.

### **Section 3 - BID Proposal**

Regulation 4 (1) deals with BID proposals and states that: *“BID proposals..... shall include*

*“a statement of the works or services to be provided, the name of who will provide them and the type of body the provider is”*

The works and services will be provided by the Worthing Town Centre Initiative who are a Community Interest Company under its subsidiary WorthingBID company to be set up should the proposal receive a YES vote.

- a cleaner and well-maintained town centre
- a safer and welcoming town centre
- a vibrant and well-marketed town centre

Section 7 sets out the Liability and Collection arrangements.

Section 12 sets out the Worthing BID Company's structure and staff costs.

WorthingBID Company as a subsidiary of the Worthing Town Centre Initiative would be the implementing agent for the WorthingBID and would provide or manage all of the works and services set out in this section. The WorthingBID Company will be set up to implement and operate a Business Improvement District in the specified area of Worthing (see map in Appendix A) to work to make Worthing a better place to work, live and visit.

#### WHAT THE WORTHING BID WILL DO

##### *I. Projects and Services Plan*

###### a) a cleaner and well-maintained town centre

- Deep clean of the pedestrian areas twice a year. This will include chewing gum removal and cleansing under and around street furniture.
- Increased litter patrol, sweeping and regular weeding of the Town Centre.
- Additional street furniture painting when required.
- Identify street furniture that needs replacing and when finances allow provide the replacement
- Janitorial Review at least monthly with photographs to highlight problem areas to the cabinet member for environmental services.

b) a safer and welcoming town centre

- Town Centre Wardens who will be highly visible to:-
  - Provide a visible deterrent to crime.
  - Discourage youths gathering around the bandstand
  - Discourage litter dropping and bike riding on the precincts
  - Work with Shopwatch and PCSO's on crime reduction initiatives
  - Offer an ambassadorial service to help the public to make the most from their visit
  - Provide information on Worthing and what it has to offer.
  - Deter illegal street trading and leafleting
- Employ a Business Crime Manager to:-
  - collate incidents and identify crime trends, and provide this information to BID businesses
  - Work with the business community and other agencies to improve town centre security.
  - Seek crime reduction funding for initiatives and operations.

c) a vibrant and well-marketed town centre

- Deliver a fully costed marketing and advertising campaign to promote the town centre
- Target a wider customer base from outside the existing catchment area.
- Produce a 3 year strategic marketing campaign
- Organise a year round event programme to encourage shoppers
- Work with NCP to offer parking deals for Town Centre events
- Increase evening visitors of all ages to the Town Centre
- Produce new and innovative publications, in addition to the Worthing Pocket Guide, to publicise Worthing including promoting the independent shopping offer and food and drink.

*II. How we got here: Consultation and Research Undertaken*

The Worthing Town Centre Initiative have consulted widely over the last few years to seek the views of businesses in the town centre on what proposals they would like to see brought forward through the establishment of a Business Improvement District.

Businesses were consulted through a postal questionnaire and at meetings with Town Centre businesses which combined achieved a 32% response. The consultation exercise was intended to achieve two things. Firstly to inform businesses about Business Improvement Districts, and secondly to seek their views on what they would like to see being achieved by the BID.

The Questionnaire asked for businesses to prioritise 6 main areas for improvement and these were prioritised as follows:-

- 1 Safety & Security
- 2 Cleanliness
- 3 Marketing & Promotion
- 4 Street / Environmental Improvements
- 5 Transport
- 6 Business Grants

The top 5 actions the business community would like to see were identified as:-

- 1 Street Wardens
- 2 Cheaper Parking
- 3 More CCTV
- 4 Regular Street Washing & Gum removal
- 5 More Events

The Worthing Town Centre Initiative then carried out a shoppers survey and the 5 priorities for visitors to the Town Centre to encourage them to visit more often were as follows:-

- 1 Cheaper Parking
- 2 Higher Police presence
- 3 Cleaner streets – other towns are cited as being cleaner
- 4 More activities with improved communication
- 5 Indoor Shopping facility

The Worthing Town Centre Initiative then looked at what the finances generated by the BID would deliver and the 3 objectives for the BID were set and then circulated to the business community for approval and comment. The 3 objectives that are in this business plan received 97% approval from those that responded to the face to face consultation held between 16<sup>th</sup> – 20<sup>th</sup> April 2007.

### *III. Continuation of Baseline Services*

The existing level of service provided to the area by Worthing Borough Council, West Sussex County Council and the Police Authority will not be reduced or compromised. These are specified in Section 4 and shown at Appendix B

### *IV. Performance Measurement*

Performance Indicators will be agreed by the BID board. The extent to which these are met will be monitored and published by the WorthingBid Company every 6 months.

## **Section 4 – Baseline Services**

1(1)(b) requires, “a statement of existing baseline services (if any) provided by the relevant billing authority or other public authority”

The current Baseline in Worthing is set out in Appendix B of this proposal and includes reference to Worthing Borough Council, West Sussex County Council and Sussex Police. These baseline services were originally written in early 2006 and so if a Yes vote is achieved will be updated prior to the BID going live in Worthing. The baseline services will be available on [www.worthingbid.co.uk](http://www.worthingbid.co.uk)

## **Section 5 – Geographical Area of the BID**

1(1)(c) requires, “*a description of the geographical area (including a map showing that area) in which the proposed BID arrangements are to have effect*”

Streets in the proposed WorthingBID area, along with a Map are shown in Appendix A.

Details of the rateable value and BID levy for each business included in the BID area are available from the Worthing Town Centre Initiative. All eligible businesses have received a face to face visit or a head office phone call to be advised of this information.

The list of liable hereditaments is altered and updated on an annual basis to reflect changes in the billing authority’s database of liable non-domestic ratepayers and relevant hereditaments. Any new, refurbished or reconstituted hereditaments subsequently entered into the rating list after the BID commencement date shall additionally also become liable to the BID levy so long as other relevant criteria within this document are also met.

## **Section 6 – Properties included in the BID levy**

1(1)(d) requires, “a statement of whether all non-domestic ratepayers in the geographical area or a specific class of them are to be liable to the BID levy, an explanation of how the amount of the BID levy to be levied is to be calculated and an explanation of whether any of the costs incurred in developing the BID proposals, holding the ballot or implementing the BID are to be recovered through the BID levy.....”

I. Only properties in the Local rating List will be liable to pay the BID levy.

II. All non-domestic ratepayers, either occupying the property, or if unoccupied owning the property, in the BID area as defined above in response to point 1(1)(c) of Schedule 1 of the BID regulations, and having a Rateable Value of £10,000 or above, will be liable to the BID levy daily charge.

## **Section 7 – Liability and Collection**

I. The BID levy is binding on all business within this proposal. All bills issued will be due and payable, irrespective of whether or not the liable person voted for the BID levy.

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

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

IV. List of Liable Rate Payers at BID time of ballot is held by the Worthing Town Centre Initiative but please note that this list will be updated annually with any changes to the billing authority’s rating list and that any new, refurbished or reconstituted hereditaments subsequently entered into the rating list after the BID commencement date shall additionally also become liable to the BID levy so long as other relevant criteria within this document are also met.

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

For the purposes of the BID, the rateable value shown by Worthing Borough Council on the 1<sup>st</sup> April each year will be the figure used for the BID levy calculation for each liable ratepayer. The liability for the BID levy will lie with the responsible party for the Non Domestic Rates as shown by Worthing Borough Council on 1 April of each year.

VI. Financial year

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

VII. The Levy Multiplier & Charge

For the financial year 2008/9 the BID levy multiplier will be 1p in the pound and this will continue for the 5 years of the BID.

VIII. Procedural Arrangements

The BID charge is an annual fee based on rateable value. It is to be paid in full in advance, the due payment date being the 1st of April of the relevant financial year.

#### IX. Recovery & Enforcement :

The non payment of the BID charge will be strongly pursued via all available enforcement options. This will include the issuing of summonses the use of bailiffs and committal action.

All of the actions may incur additional costs for which the BID payer will be liable.

The BID Levy will be collected as follows:

- The BID levy is binding on all business within this proposal. All bills issued will be due and payable, irrespective of whether or not the liable person voted for the BID levy.
- For the first financial year of the BID, commencing 1 April 2008, the bill will be raised in the March immediately preceding the year of the charge to the liable person.
- The definition of the liable person is that shown in 'Liability –Additional Clarification' above.
- The full amount will be due and payable in one lump sum, on 1st April
- A reminder notice will be issued, before the end of the month, stating the amount required to be paid.
- Stages of Recovery:
  - I. If the BID payer fails to pay within 7 days of service of the reminder notice, the unpaid balance shall become payable at the end of a further period of 7 days
  - II. If any amount reminded is part paid a further reminder notice will be issued.
  - III. Summons – If the amount is not paid in full a complaint will be laid before the Magistrates Court and an application for Summons will be made. This will require the BID payer to attend Court and show why payment has not been made. The summons must be served at least 14 days before the hearing. The cost of application will be recoverable from the debtor.
  - IV. Liability Order Hearing – If the amount is not paid prior to the hearing an application for a Liability Order will be made on the scheduled date. If no valid defence is offered an order will be granted and further costs incurred.
  - V. Distress – If any amount remains unpaid the Billing Authority may levy the appropriate amount by way of distress and sale of goods. Distress may only be levied by a certificated Bailiff and the costs incurred are regulated.

- VI. Committal – If sufficient goods are not available to Bailiffs to clear the debt the Authority may apply for the debtor's committal to prison, again costs are regulated.
- VII. In certain situations where the debt remains unpaid and exceeds £750 a petition may be made for bankruptcy, or winding up in the case of a company. These cases will be considered, and a decision made, on an individual basis by the Worthing Town Centre Initiative board as the charges incurred are high and may be irrecoverable.

- Deceased Ratepayers

If the BID payer dies the executor or administrator is liable to pay the charge and may deduct the amount out of the assets and effects of the deceased. Deceased ratepayers will be considered and a decision made on the appropriate action by the Worthing Town Centre Initiative board

## **Section 8 – Relief / Exemptions from the BID Levy**

1(1)(e) requires, “ a statement of the specified class of non-domestic ratepayer [if any] for which and the level at which relief from the BID levy is to apply”

No relief is to be given to any class of non-domestic ratepayer irrespective of whatever relief or exemption they may currently enjoy in respect of Non Domestic (or Business) Rates. All types of property within the BID area specified are to be subjected to the full levy. Furthermore there is to be no distinction made between occupied or unoccupied hereditaments, either occupancy status attracting the full BID levy.

- Exceptions: Property with a rateable value of less than £10,000.

## **Section 9 – BID Operational Costs**

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

The costs incurred in developing the BID Proposal, holding the BID ballot and implementing the BID are not to be recovered through the BID levy. This preparatory work has been funded by the Worthing Town Centre Initiative and by a grant from SEEDA via the Coast West Sussex Area Investment Framework. The BID levy charge will only be used to fund the improvement programmes from April 2008 -March 2012, as set out in this proposal.

- The costs to individual businesses will be calculated at a levy of 0.01 (or 1p for every £1.00 of rateable value) and is estimated to raise about £230,000
- Costs that will be met by the levy will include:
  - The cost of the software necessary to operate the scheme
  - All costs associated with the demand and collection of the charge
  - An allowance of 5% for possible changes in rateable value
  - An allowance of 3% for non collection

## **Section 10 – Period of the BID**

1(1)(g) requires, “ *a statement of the duration of the BID arrangements*”

The BID arrangements will apply for a total period of 5 years.

1(1)(h) requires, “ *a statement of the commencement date of the BID arrangements*”.

The commencement date of the BID arrangements will be 1st April 2008. The time between the ballot on 5<sup>th</sup> July 2007 and implementation of the BID will be used to ensure the WorthingBID company is set up , governance is in place and tenders / recruitment can all be undertaken ready for the launch date on 1<sup>st</sup> April 2008.

## **Section 11 – Alteration of BID arrangements**

1(1)(f) requires, “ a statement of whether the BID arrangements may be altered without an alteration ballot and if so, which aspects of the BID arrangements may be altered in this way”

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

I. The streets and hereditaments to be included in said BID area may change due to changes in the relevant billing authority’s local list. Hereditaments may be additionally included if their rateable value, at any time during the BID period, exceeds £9,999 or they are newly added to the local list and the rateable value threshold criteria [as set out in the above response to point 1(1)(d) of schedule 1 of the BID regulations] is exceeded.

II. Hereditaments may also be excluded from the BID area and BID levy charge in cases where the billing authority amends the local list and either removes hereditaments from the list or alters the rateable value to below £10,000. Where this occurs, such amendments will either be effected as per the date on the billing authority’s schedule, or if this date predates the beginning of the financial year in which the change is being made, the 1st of April of the relevant financial year in which the billing authority implements the change.

## **Section 12 – Operational and Financial Management of the BID**

This is the outline of the WorthingBID Operational and Financial Management Arrangements:

1. There will be an Operating Agreement put in place between the Worthing Town Centre Initiative and Worthing Borough Council. This Operating Agreement will set out how the BID levy is to be collected and administered by Worthing Borough Council for the BID services. It also specifies how the collection of the levy and the BID programmes will be monitored through monthly meetings between representatives of the WorthingBID Board and representatives of Worthing Borough Council.
2. The WorthingBid Board will approve in advance an annual budget for the Worthing BID for each financial year.
3. The Worthing BID will not be able to operate in deficit or incur liabilities that come into effect after the operational period e.g. after 2012
4. The Worthing BID will provide information on its finances to the Billing Authority on a Monthly Basis, or less frequently, according to the demands of the Billing Authority. This shall be provided at the 'Monthly Monitoring Group', to be set up as specified in the Operating Agreement.
5. The Worthing BID will produce annual accounts for each financial year that are independently audited and publicly available to all BID levy payers and the Billing Authority. These will be presented at the Worthing BID Annual General Meeting.
6. At the end of each financial year any surplus or unspent income is to be rolled over to the next financial year to provide an approved contingency reserve for that financial year. Any amount that remains in addition to that amount will be used to provide enhanced or additional services in the Worthing BID area in the next financial year. How this money should be allocated will be discussed by BID members at the AGM (all BID levy payers are automatically members).
7. All budgets to include a 3% contingency reserve to take into account any unexpected shortfall.
8. A redistribution of funds among projects that amounts to more than 10% of total annual programme budget will require full Worthing Bid Board approval.

9. A “Slippage Rate” – that takes into account potential fluctuations in Rateable Values that come about due to appeals, deletions from the rating list etc, requires the Worthing BID to budget for this contingency. The Worthing Town Centre Initiative with help from Worthing Borough Council has determined that a 5% contingency is therefore built into the BID levy rateable value base which affects BID levy income projections.

10. The Worthing Borough Council’s Business Rates Division is to be given the role of billing authority for the Worthing BID and will be responsible for Worthing Business Improvement District billing and collection (including legal enforcement) of the BID levy. The Local Authority does not set the BID levy, it simply collects and administers it for the Worthing Bid Board services. This service is governed by a “Service Level Agreement” and paid for at the agreed rate from the BID levy income.

11. The estimated collection rate of the BID levy is 98%. The billing authority will use its full legal powers provided by legislation to enforce payment. If necessary, the billing authority shall instigate Court action as required at its own expense.

12. The Service Level Agreement between Worthing Town Centre Initiative and Worthing Borough Council will outline the collection and payment timescales of funds collected for the BID Company.

13. Service Level Agreements will be agreed and issued to all those who deliver services on behalf of the WorthingBID. The SLA will establish a baseline and detail improvements or performance indicators that the contractor will be required to meet.

14. Negotiations are taking place with various bodies including SEEDA, AIF, developers, landowners and businesses with a rateable value of less than £10,000 who may wish to make a voluntary contribution to enhance the BID levies. Levels of funding and actual commitments will be confirmed following the result of the BID.

## 15. Projected Cash Flow and Balance Sheet

### INCOME

1% BID levy\* £ 226,546  
Voluntary contributions\*\* £ 5,000

**Total income £ 231,546**

\* Based on the 2005 list of non-domestic rateable values.

\*\* Estimate

### EXPENDITURE

a cleaner and well maintained town centre £ 49,387  
a safer and welcoming town centre £ 98,773  
A vibrant and well-marketed town centre £ 49,386  
Collection Fee £15,000  
Bad Debt at approx 3% £ 7,000  
Contingency for changes in Rateable Values (Slippage) approx 5% £ 12,000

**Total Expenditure £ 231,546**

16. The Management Arrangements will be as follows:-

#### •a) *Composition of Board*

The current Worthing Town Centre Initiative board will run the Worthing BID until it is set up as a company and its Board of Directors has been voted in at the first Annual General Meeting. Every business will be a member of the company and eligible to vote at Annual General Meetings. The full Board will meet twice yearly. The Board representation will be agreed by members at the AGM but will include representatives from the Worthing Town Centre Initiative, the Local Authority and businesses included in the BID area.

#### •b) *Staff*

The current staffing level of the Worthing Town Centre Initiative will be utilised for the running of the BID, with further appointments being made as deemed necessary by the Board. Current staff level:

Town Centre Manager  
Assistant to the Town Centre Manager  
Part Time administration assistant

17. External Contracts will be entered into where appropriate.

18. The Legal Status of the Worthing BID will be an independent Community interest Company, administered by a Board.

19. In the event of the closure of the WorthingBID company, either:

a) at the end of its five-year mandate, should a further mandate not be sought or approved; or

b) Prematurely, for what ever reason,

all assets and cash etc will be realised and refunded to the BID contributors or disposed of as agreed by the BID contributors at an AGM or EGM.

20. Should the ballot be successful, the Worthing Town Centre BID will take effect from 1<sup>st</sup> April 2008.

Appendix A – List of Roads and Map

Alfred Place	Marine Parade
Ambrose Place	Marine Place
Ann Street	Montague Place
Bath Place	Montague Street
Bedford Row	New Street
Brighton Road *	North Street
Brunswick Road	Portland Road
Buckingham Road	Portland Square
Byron Road	Prospect Place
Chandos Road	Richmond Road *
Chapel Road	Rowlands Road
Chatworth Road	Shelley Road
Christchurch Road *	South Street
Crescent Road*	Stanford Square
Cross Street	Steyne
Field Row	Steyne Gardens
Grafton Road / Place	Stoke Abbott Road
Graham Road	The Royal Arcade
Gratwicke Road	Thorn Road
Guildbourne Centre	Union Place
Heene Road *	Warwick Road
Heene Terrace	Warwick Street
High Street	West Buildings
Liverpool Gardens	Winton Place
Liverpool Road	Wordsworth Road
Liverpool Terrace	York Road

Appendix B – Baseline Information

PLEASE NOTE THE BASELINE INFORMATION WILL BE REVIEWED AND REISSUED FOR 2008/9 BUDGETS SUBJECT TO A YES VOTE

**SWOT Analysis of Worthing Town Centre (Appendix C)**

<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• Flat Shopping Environment</li> <li>• Outside Shopping popular in good weather</li> <li>• Activities and Markets</li> <li>• Christmas Lights</li> <li>• Café Culture</li> <li>• Good independent Retail Offer</li> <li>• Floral Displays</li> <li>• Seaside Location</li> <li>• Heritage</li> <li>• Pedestrianisation in Montague Street &amp; Warwick Street</li> <li>• Character of Warwick Street</li> <li>• Catering Offer</li> <li>• Age Range of Shopper</li> <li>• Disabled Parking</li> <li>• Local Radio Station</li> </ul>	<p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>• Access &amp; Parking</li> <li>• Poor Quality Public Realm</li> <li>• Streets perceived as dirty</li> <li>• Retail complacency</li> <li>• Investment in Town Centre from Public Bodies</li> <li>• Poor Quality Events</li> <li>• South Street / Chapel Road prevents East / West Pedestrian flow</li> <li>• Spread out retail offer making it difficult to find independent shopping</li> <li>• Lack of area identities</li> <li>• Marketing</li> <li>• Gaps in retail offer</li> <li>• Lack of modern covered shopping offer</li> <li>• Public Transport</li> <li>• Lack of Character in Montague Street</li> <li>• Movement between Town Centre &amp; Seafront</li> <li>• Disposable income of the current shopper</li> <li>• Shopping Hours</li> <li>• Old style buildings not built for modern retailing</li> <li>• Lack of Public Art</li> <li>• Fear of Crime</li> </ul>
<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• Masterplan delivery</li> <li>• Public Realm improvements from Planning gain monies</li> <li>• Performance area for quality events</li> <li>• Improved events</li> <li>• More cohesive approach to the Town Centre</li> <li>• Publicity &amp; Marketing</li> <li>• Business Crime Reduction Partnership and use of Business Information Crime System (BICs)</li> <li>• Website</li> <li>• Town Centre Strategy adopted by the Public Authorities</li> <li>• Increased pedestrianisation</li> <li>• Techno Greys / Silver Surfers / Young professionals</li> <li>• Improved Town Centre and Seafront</li> </ul>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>• Retail Performance</li> <li>• Empty Premises</li> <li>• Internet Shopping</li> <li>• Covered Shopping Areas in nearby towns</li> <li>• No Free Parking on Sunday</li> <li>• Parking Charges</li> <li>• Lack of Funding in the Town Centre</li> <li>• Too many groups trying to achieve different goals.</li> <li>• Delivery time on projects</li> <li>• Lack of vision</li> <li>• Negativity / Lack of Interest</li> <li>• Potential downgrading or loss of Hospital</li> <li>• Budget Cuts</li> <li>• Business / Residential &amp; Visitor conflicts</li> <li>• Declining Footfall</li> </ul>

<p>Linkages via Montague Place</p> <ul style="list-style-type: none"><li>• Business Improvement District</li><li>• Public Art</li><li>• Improved focus on cleansing</li></ul>	<ul style="list-style-type: none"><li>• Developments in neighbouring towns</li></ul>
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