

# MOVING STRATFORD FORWARD

**THE VISION  
FOR THE ORIGINAL STRATFORD  
2020 - 2025**

**STRATFORD**  
**ORIGINAL**  
YOUR BUSINESS IMPROVEMENT DISTRICT



# > VISION

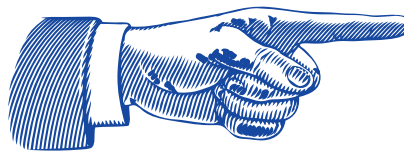
This is Stratford. The place where commerce meets culture, community and connectivity. Stratford is in constant evolution shaped by the past and open to the future. It is a place we are passionate about and committed to helping develop and prosper.

# > MISSION

Fulfilling the potential of the original Stratford by moving Stratford forward.

# > VALUES

Whilst delivering our vision and mission, our actions and responses will be guided by four key values. We pledge that as your BID, we will continue to be;



- > **INCLUSIVE**
- > **OPEN**
- > **DYNAMIC**
- > **INFORMED**

# MOVING STRATFORD FORWARD



Stratford has always been a place in constant evolution. It's rich story dates back to the early 1800's when Stratford Station opened marking a key moment for the industrialisation of the area.

With the arrival of the railway, Stratford becomes a thriving market area with numerous theatres, pubs and churches. It is in the early part of 1900s that thanks to the arrival of buses and trams first and then the tube lines, that Stratford becomes a place with great connectivity.

In the 1970s, Stratford establishes itself as a retail destination with first the Boardmans Department Store and then the Stratford Centre. It is however with the London Olympics 2012 that Stratford is finally on the map, shifting the centre of London eastwards.

Set up in 2015 to secure ongoing investment for the town centre, Stratford Original BID has quickly established itself as a crucial stakeholder delivering positive change for the original Stratford with the mission of fulfilling its potential.

In our first 5 years of operation, the BID has grown to become an organisation offering a full programme of services, projects, initiatives and events to its members and to people who work, live and visit the area.

Free training, subsidised recycling, savings on your bills, networking, local offers, seasonal events and then additional cleaning, greening, improved lighting, street art such as murals and colourful crossings and our ambassadors service are some of the successes we have implemented in the first term.

Our vision to fulfil Stratford's potential is about moving Stratford forward. To do this, Stratford Original BID will continue to manage the evolution and will provide an even greater business programme to help your organisation thrive.

If you also agree Stratford is moving forward, make sure you cast your vote in the renewal ballot so that you can continue to play a part on its evolution.

**LET'S MOVE STRATFORD FORWARD  
WITH A YES VOTE THIS OCTOBER.**

**Gianluca Rizzo**  
BID Manager







# BIDS EXPLAINED



A Business Improvement District (BID) is a business-led and funded organisation, generally not for profit, established to invest in a defined commercial area. There are a number of benefits that BIDs deliver and these generally include:

- Businesses within the area decide and invest directly in their area
- Businesses are represented and have a single voice over local and national issues
- The levy raised is spent exclusively within in the BID area
- Increased dwell time, footfall and spend
- Reduced business running costs
- Additional marketing, events and promotion
- Involved in infrastructure, air quality and transport issues
- Place shaping and place making activities
- Networking and creating wider networks
- Dealing with the Police, Local Authority and other statutory organisations.

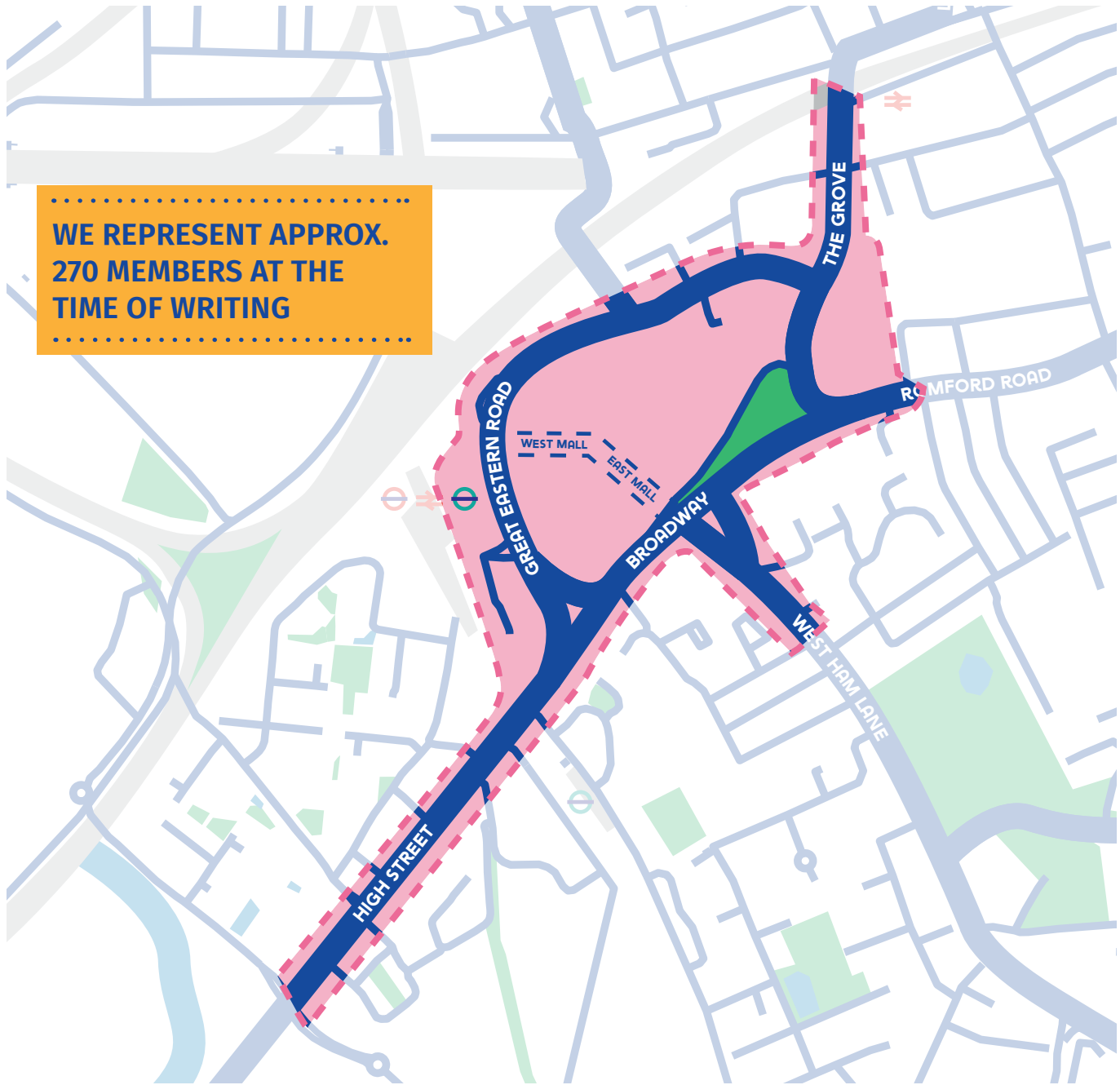
Source, The BID Foundation

## KEY FACTS

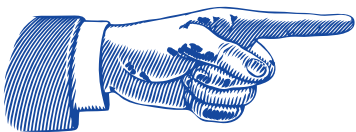
- In the UK, the majority of BIDs exist in **town and city centres**, however they are also in industrial, commercial and mixed-use locations. At time of writing there are over **320** BIDs in the country. Including over **60** in London alone.
- The BID mechanism through its legislation provides flexibility and, for this reason, BIDs can vary in shape and size.
- The average BID's size is 300-400 hereditaments, with some of the smallest having fewer than 50 hereditaments and the largest at over 1,000.
- Annual income is typically between £200,000-£600,000 but can be as little as £50,000 per annum and as much as £2 million+.
- National legislation enabling the formation of BIDs was introduced in 2003 in England and Wales (with subsequent regulations published in 2004 and 2005 respectively) and in 2006 in Scotland.
- BIDs were first established in Canada and the US in the 1960s and now exist across the globe, including in South Africa, Germany, Japan, New Zealand and Australia.

# BID AREA

WE REPRESENT APPROX.  
270 MEMBERS AT THE  
TIME OF WRITING



## STREETS IN THE BID



Broadway  
Farthingale Walk  
Great Eastern Road  
Grove Crescent Road  
High Street (PT)  
Meridian Square

Romford Road (PT)  
Salway Road  
Stratford Centre  
Station Street  
The Grove  
Theatre Square

Tramway Avenue  
Salway Place  
West Ham Lane (PT)



# TEAM



**Gianluca Rizzo**  
BID Manager



**Linda Evans**  
Executive Assistant



**Effie Kostopoulou**  
Placemaking Project Manager



**Olga Milevska**  
Digital Marketing Executive

Apart from the ambassadors who work full time, the management team are all employed on a part time basis.



**Omid Mafi**  
Ambassadors Team Leader



**Emma Bodenham**  
Ambassador

OUR AMBASSADORS WALK ON AVERAGE

**433**

MILES PER MONTH

OUR AMBASSADORS HELP ON AVERAGE

**1,924**

MEMBERS OF THE PUBLIC EVERY MONTH



# PRIORITIES

1

## SAFETY FIRST

Implement effective solutions to reduce business crime, anti-social behaviour and support agencies to tackle homelessness.



2

## SHAPING CHANGE

Work with statutory organisations to shape and deliver the best possible positive change to Stratford.



3

## ONE BUSINESS VOICE

Provide our businesses with a unified voice to lobby for the interests of Stratford.



4

## DELIVERING VALUE

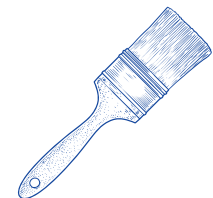
Continue to deliver tangible benefits to all business sectors in order to maximise your investment towards the BID.



5

## PLACEMAKING

Invest in public realm improvements, we will continue to change the perception of Stratford.



6

## COMMUNICATION & EVENTS

Provide relevant businesses information and deliver events to drive footfall and increase dwell time.



# TRACK RECORD

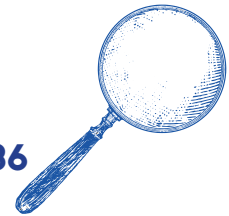
**OVER £425,000**  
OF ADDITIONAL DIRECT  
FUNDING GENERATED



**3,094**  
PUBLIC REALM ISSUES  
REPORTED, AVERAGING  
343 PER MONTH

**OVER  
20,000**  
VISITORS ATTENDED  
OUR SCREEN ON THE  
GREEN EVENT

IDENTIFIED SAVINGS ON UTILITIES FOR MEMBERS OF  
**OVER £132,133**  
THROUGH OUR JOINT PROCUREMENT  
SCHEME AVERAGING A SAVING OF £3,886  
PER BUSINESS



**INSTALLED 131 TEMPORARY  
WAYFINDING SIGNS**



**45** BUSINESSES  
SUPPORTED  
THROUGH OUR  
CUSTOMER  
SERVICE  
PROGRAMME



**PAINTED 5 HIGH  
IMPACT MURALS**  
WITH CREATIVE LIGHTING



TRAINED 142 LOCAL EMPLOYEES  
THROUGH A RANGE OF FREE  
TRAINING PROVIDED



**84%** REDUCTION IN ROBBERIES

**52%** REDUCTION IN VIOLENT CRIME



# CONSULTATION

## YOUR SAY. YOUR STRATFORD. YOUR BID.

This renewal plan has been developed based on an extensive consultation carried out with you, our members, to capture your ambitions, ideas and aspirations to move Stratford forward. The formal consultation started in February 2019 and carried on through to June 2019. Your feedback and ideas form the basis of this plan for Stratford.

### > **MID-TERM REVIEW**

Feedback collated on our work in December 2017

### > **BOARD INPUT**

worked with Board Members to inform delivery programme

### > **STEERING GROUPS**

involved in shaping business plans for our four themes

### > **OVER 65% CONSULTATIONS COMPLETED**

Liaised with members to capture business and area needs

### > **100% MEMBERS CONTACTED**

Listened to concerns and priorities

### > **109 INDIVIDUAL MEETINGS**

Arranged with all members representing a variety of sectors

### > **STATUTORY ORGANISATIONS FEEDBACK**

implemented views of local stakeholders to ensure a shared vision for the area

# INSIGHTS

## WHAT OUR MEMBERS SAID

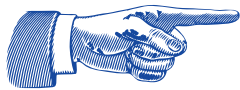


### SAFER STRATFORD

**95%** the provision of our ambassador service is important or essential.

**97%** support our role to work with the enforcement and police teams.

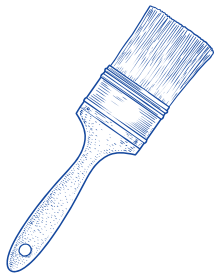
**96%** find it important or essential for us to provide access to resources.



### FORWARD

**93%** support the introduction of a Business Crime Reduction Partnership.

**96%** that working with agencies to tackle rough sleeping is either important or essential.



### ENHANCING STRATFORD

**95%** see additional cleaning as paramount.

**93%** felt creative lighting is important or essential to improve safety in the area.

**97%** information on new developments was key.

**OVER 84%** agreed wayfinding, greening & public realm initiatives was important or essential for the area.



### FORWARD

**93%** would like to see more design solutions such as creative lighting to tackle centre problems.

**92%** would like to see more initiatives promoting a healthier environment.





**81%** the consumer facing website with online business directory was important or essential.

**86%** delivering seasonal events was important or essential.

## PROMOTING STRATFORD

**91%** find the regular newsletters important or essential as well as generating positive news for Stratford.



## FORWARD

**73%** feel the implementation of strategic footfall cameras would be a valid project to take forward in the future.



## DOING BUSINESS

**79%** the free training provided is either important or essential.

**82%** regular business networking events are important or essential.



## FORWARD

**81%** it is important to commission an area study to better understand complexities of the local area.

**50%**

**SAID THEY WOULD LIKE TO BE MORE INVOLVED IN THE BID (69% SAID THROUGH STEERING GROUP/S)**

**73%**

**STATED THAT STRATFORD HAS IMPROVED SINCE THE ESTABLISHMENT OF THE BID**

**78%**

**STATED THAT THEY WILL VOTE YES IN OCTOBER 2019 TO SUPPORT THE RENEWAL OF THE BID**

# SAFER STRATFORD

Making Stratford a safer place is our number one priority. By delivering effective localised solutions to **reduce business crime** and **anti-social behaviour**, we will continue to work with stakeholders to create a **safer environment**.

## KEY SUCCESSES

- Twice daily ambassador patrols
- On average each month;
  - There are **343** public realm issues reported
  - There are **1,924** members of the public helped
- **84%** reduction in robberies
- **52%** reduction in violent crime
- Lobbying for night closure of the Stratford Centre
- Working with agencies to reduce crime, ASB and tackle rough sleeping



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*Stratford Original is a key stakeholder and partner. I've worked closely with the BID to ensure Stratford becomes a safer place for residents, businesses and visitors to enjoy and come back to.*

Councillor James Beckles  
Cabinet Member for Crime and Community Safety London Borough of Newham



## FORWARD PLAN

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- > SAFETY FIRST**  
We will implement effective solutions to reduce business crime, anti-social behaviour and support agencies to tackle homelessness.
  - > ADDITIONAL SECURITY**  
We will continue to provide additional security to the town centre through our ambassador service.
  - > AMBASSADOR SERVICE**  
We will carry on offering our ambassador service to the area by servicing the original Stratford with regular patrols, reporting public realm issues, working with statutory organisations and liaise with local businesses over day-to-day matters.
  - > BUSINESS CRIME REDUCTION PARTNERSHIP**  
We will introduce a local partnership to make it easier, faster and more efficient for members to report crime and share intelligence.
  - > WIDER STRATFORD APPROACH**  
We will work with local stakeholders including LB Newham, the Met Police, Westfield Stratford and the London Legacy Development Corporation to take a holistic area wide approach to safety.
  - > RESOURCES & SUPPORT**  
We will continue to provide local businesses with access to resources, training, meetings and initiatives to create a support network and direct contact to relevant agencies to increase safety and reduce business crime.
  - > LOBBYING & REPRESENTATION**  
We will work on behalf of local businesses to campaign and lobby relevant stakeholders to ensure the right level of policing and enforcement is provided to the area.
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# PROMOTING & ACTIVATING

With more organisations choosing Stratford as their place of business, we will **promote** what original Stratford has to offer and **deliver** a programme of **seasonal events** to activate our public spaces.

## KEY SUCCESSES

- **Over 2,200** 'My Stratford Rewards' cards given out
- Hosted seasonal town centre events including Easter trails, Summer Screens and our Winter Wonderlands
- **20,000+ visitors** attended our 'Screen on the Green' event (Summer 2018)
- New brand identity and consumer facing website
- Annual Christmas Tree
- Regular communication using printed and digital channels



*We have worked closely with Stratford Original on a number of projects. They have been instrumental in helping us become involved with the CitySafe initiative to help keep young Newham teens safe, making connections within the community and promoting our corporate fundraiser.*

Candace Reading | Marketing Manager  
ZAPspace



## FORWARD PLAN

- **EVENTS**  
We will continue to deliver a host of seasonal town centre events to drive footfall, increase dwell time and activate our public spaces.
- **PROMOTION**  
We will promote Stratford as a place for shopping, culture, entertainment and business.
- **LOCAL OFFERS**  
We will improve the current scheme 'My Stratford Rewards' to offer discounts and special deals to all town centre users and employees.
- **COMMUNICATION**  
We will build upon our printed and digital media to make it easier to communicate relevant business information and local updates.
- **SMALL BUSINESS SUPPORT**  
We will introduce a programme to help small businesses on digital marketing, branding and general creative support to increase their online presence.
- **POSITIVE STRATFORD**  
We will continue to be the voice for Stratford sharing, showcasing and celebrating the good news stories coming out of the area to change the perception of the area.





# ENHANCING STRATFORD

Delivering an **attractive, clean, green and healthy environment** is good for business. We will roll out our **placemaking programme** by implementing additional projects to make Stratford a **better place**.

*At Axis we're happy that Stratford Original have a focus on Enhancing. Making Stratford more attractive, greener and cleaner makes it easier to attract high quality people to our organisation. This in turn enables us to provide a better service to the residents of Newham. We particularly like the greening of public spaces.*

Ned Maynard | Sustainability  
Manager  
AXIS EUROPE

## KEY SUCCESSSES

- Public Realm Improvements works
- **26** planters delivered to businesses
- Additional cleaning sessions
- **5** high impact murals with creative lighting
- **4** colourful Crossings
- **131** temporary way-finding signs installed
- Stratford Stories Trail





## FORWARD PLAN

- GREENING & CLEANING**

Operating within a clean and green environment is key for business. We will continue to curate the original Stratford by maintaining our green spaces and ensure they are kept clean.
- WAYFINDING**

From our 'Explore Stratford' maps to creative solutions, we will continue to deliver initiatives to make it easier for people to navigate the town centre.
- PUBLIC REALM IMPROVEMENTS**

Following the recent investment in the public realm made by LB Newham and Transport for London, we will commit to keep the standards up and deliver additional schemes to improve the area.
- SHAPING CHANGE**

With investment and developments taking place in and around the original Stratford, we will represent business interests and ensure that benefits of proposed developments are maximised.
- PLACEMAKING & CULTURE**

We will place culture, arts and heritage at the core of our placemaking programme. It will be delivered by investing into creative solutions to change the perception of the area.
- BETTER AIR QUALITY**

Through a variety of initiatives such as encouraging cycling, changing behaviours, we will work to deliver a healthier environment to improve air quality.



# BUSINESS ESSENTIALS

Stratford has a diverse range of businesses. We will provide a range of **opportunities, services and support** to make it easier for members to run a business in Stratford.

## KEY SUCCESSES

- Saved members **£48,000** through our joint procurement scheme
- Trained over **162** local employees
- **57** businesses have utilised our waste & recycling scheme through First Mile
- Hosted regular networking events
- **45** businesses supported through customer service programme
- Sponsorship of the Newham Chamber of Commerce Awards







*The BID have provided valuable support with escalating and resolving local issues along with providing direct value to our business. We look forward to continuing our collaboration.*

Dinesh Raja | Managing Partner  
Bowling & Co Solicitors

## FORWARD PLAN

- ONE BUSINESS VOICE**  
We will lobby on key issues and relevant local and national business matters including proposed developments and change.
- SAVINGS ON UTILITIES**  
We will offer free audits to identify savings on utilities such as electricity, merchant fees, insurance and more.
- SUBSIDISED WASTE & RECYCLING**  
We will continue to offer discounted and subsidised commercial waste solutions to increase recycling and cut waste.
- FREE TRAINING**  
We will deliver a programme of free core training courses including First Aid, Health & Safety, Food Hygiene, Fire Marshall and will expand the offer with new relevant courses.
- SEMINARS & MASTERCLASSES**  
We will build upon our free programme to bring local businesses & employees opportunities to learn more about a variety of topics including legal surgeries, relevant changes in legislation, latest consumers trends and much more.
- CUSTOMER SERVICE**  
We will continue to offer opportunities to improve customer service through specialised support and training.
- REGULAR NETWORKING**  
We will run regular business networking events to bring local businesses and stakeholders together and work with other business organisations to expand the networks.

# INVESTMENT

## INVESTING IN STRATFORD

Over the first five years of operations (2015-2020), Stratford Original has generated **£1.34 million** worth of investment through its levy and directly raised an additional **£425,000** of external funding.

This takes into account the **8%** discretionary relief on the levy offered following a decision from the Board. It was introduced in April 2017 in order to mitigate the effects of the 2017 rateable value revaluation. The Board agreed to offer the relief to all

levy payers and it was automatically applied to the bills for the last 3 financial years.

To date, a total of over **£1.76m** has been invested in improving the original Stratford with almost of a third of this investment coming from external sources.

In October 2019, any property with a rateable value of **£12,000** and more is eligible to vote and, if the vote is successful will be liable to pay:

- **0.75%** of the rateable value if based within the Stratford Centre
- **1.50%** of the rateable value anywhere else within the BID area.

Moving forward into the second term, through the levy investment the BID

forecasts to generate approx. **£310,000** annually for a total at least **£1.5m** of direct investment across the period 2020-2025.

With the proven track record of successfully raising external funding, the BID will commit to generate an additional **10%** of funding from external sources including grants, voluntary contributions and sponsorships.

## MANAGEMENT

This renewal proposal has been prepared at a time when further funding cuts by statutory organisations are planned.







Stratford Original is run as an efficient, cost effective organisation aiming to delivering value to its levy payers. It is an innovative organisation that can adapt to change and can still deliver value.

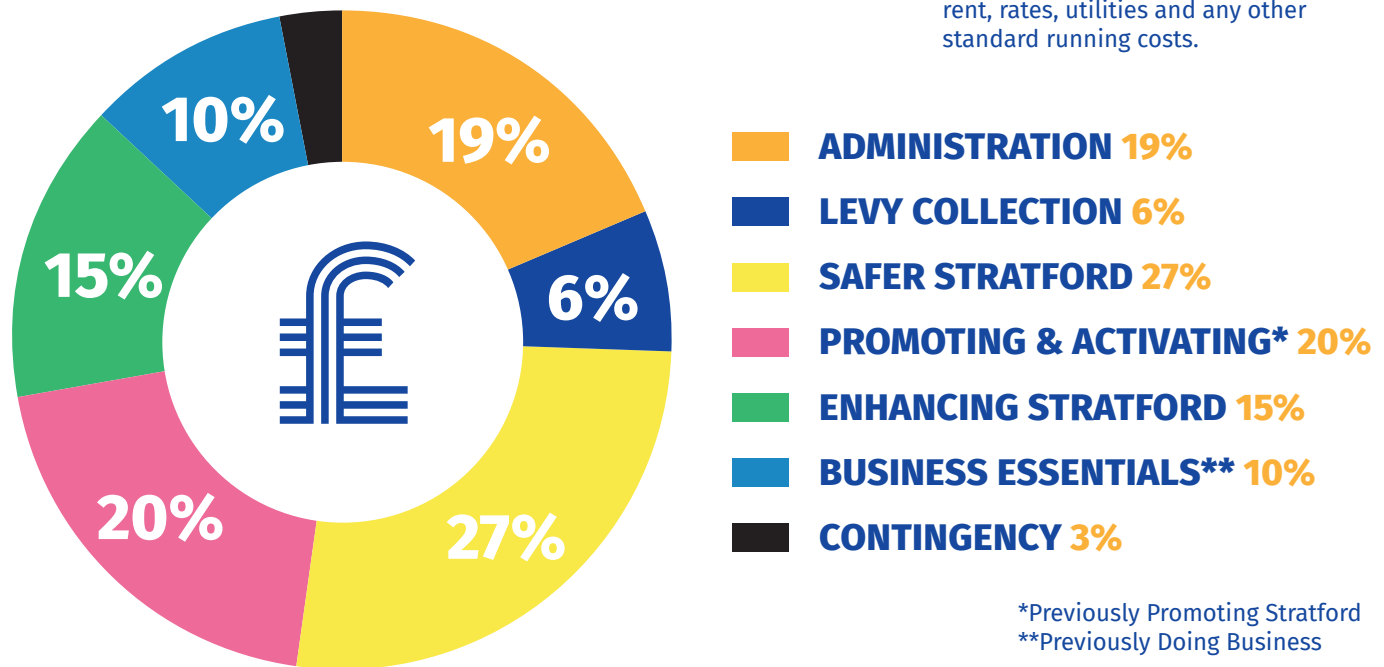
The Stratford Original Board will approve in advance an annual budget for the BID for each financial year.

New initiatives may be added to the business plan and others reviewed to respond to circumstances outside of the BID control. These will be decided by the Board at the beginning of each financial year.

The basis of all decisions and the overall aim will remain to fulfilling the potential of the original Stratford by moving Stratford forward.

## BUDGET

The Stratford Original budget sets out the anticipated income and expenditure. The projected income is built on a **98%** collection rate based on the average collection rate of the first term. It does not include external funding and the pro bono advice received per annum by the Board Members and other BID Members who volunteer their time. Administration costs including attributable staff costs, rent, rates, utilities and any other standard running costs.



\*Previously Promoting Stratford  
 \*\*Previously Doing Business

# GOVERNANCE



## THE BOARD

Stratford Original BID is a company limited by guarantee and is overseen by a Board formed by local business representatives and stakeholders whose responsibility is to make decisions to implement the vision for Stratford and related business plan.

The Board is elected on yearly basis at the Annual General Meeting usually held every November and any local business representative and BID member shall be considered to serve the Board. The composition of the Board aims to reflect the variety of businesses within the BID area so that relevant sectors are represented. The Board nominates a Chair every year. It is formed by:

- Directors with voting powers
- Observers without voting powers

Both Directors and Observers donate their time and expertise voluntarily. The Board is also assisted by Steering Groups for each of the relevant themes who work with the Executive Team to deliver the yearly business plan. These groups are made up of BID members, community representatives, stakeholders and are chaired by a Board Member.

## THE ACCOUNTS

The Annual Management Accounts are prepared by an accountancy firm appointed by Stratford Original BID. The annual accounts are approved by the Board and ratified at the Annual General Meeting.

## THE AGREEMENTS

Stratford Original BID will inter into a baseline and operating agreement with LB Newham if voted in for a second term. The baseline agreement defines the level of services the business community should expect from the Local Authority and sets out what additional value the BID will deliver.

The operating agreement defines the arrangements between the BID and the Local Authority for the collection and enforcement of the levy. Both agreements are available on the BID website.



# BOARD

It has been many years that the wider Stratford has been experiencing change, from the moment the Olympics were announced, Stratford has become the new key metropolitan centre of London.

Since 2015, there has been a lot of physical changes happening in Stratford in terms of new developments but more importantly the public realm improvement works that have transformed the look and feel of the original Stratford.

For the first time in decades, we finally have direct investment in the

town centre coming not only from the public sector but also from our local business community through the BID levy. Improvements that have delivered a brand new environment, which has already enhanced the area.

The work the BID has been doing over the years has already made a difference. Cutting costs on utilities, subsidising recycling, offering free business training and networking are only some of the initiatives we are all benefitting from.

Of course, these go hand in hand with the town centre events, initiatives such

as wayfinding, colourful crossings, creative lighting, greening and murals all projects that are making the original Stratford move forward.

A special mention goes to our ambassadors team who are doing a fantastic job in liaising with local businesses, reporting public realm issues, and working with LB Newham and the local police teams.

Over the past five years, the BID has achieved great success and we are looking forward to continue working with our business neighbours to move Stratford forward.



**Graeme Bright, Chair**  
Theatre Royal Stratford East



**Alison Darren**  
Stratford Circus Arts Centre



**Carol Richards**  
Stratford Town Centre Forum



**Tony Peter**  
Stratford Centre



**Alla David**  
The Westbridge Hotel



**Julian Hudson**  
The Holiday Inn Express



**Danielle Manning**  
Metropolitan Police



**Jessica Ziebland**  
Discover Children's Story Centre



**Cllr Terry Paul**  
LB Newham



**Jamit Jabbal**  
Transport for London

Thanks to all previous and current Board members who have dedicated their time, expertise, enthusiasm and energy towards making Stratford Original BID a success.

# TIMELINE

BY **19**  
SEPTEMBER



Notice of Ballot and Renewal Proposal issued by Ballot holder

**1**  
OCTOBER



Voting opens. You will receive voting papers from Ballot holder

**31**  
OCTOBER



Voting closes

**1**  
NOVEMBER



Results announced

**APRIL 2020 TO MARCH 2025**  
If the majority of businesses vote in favour, Stratford Original BID will continue to work for you.

Proud members of



THE BID  
FOUNDATION

Council member



Institute of Place Management





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StratfordOrig