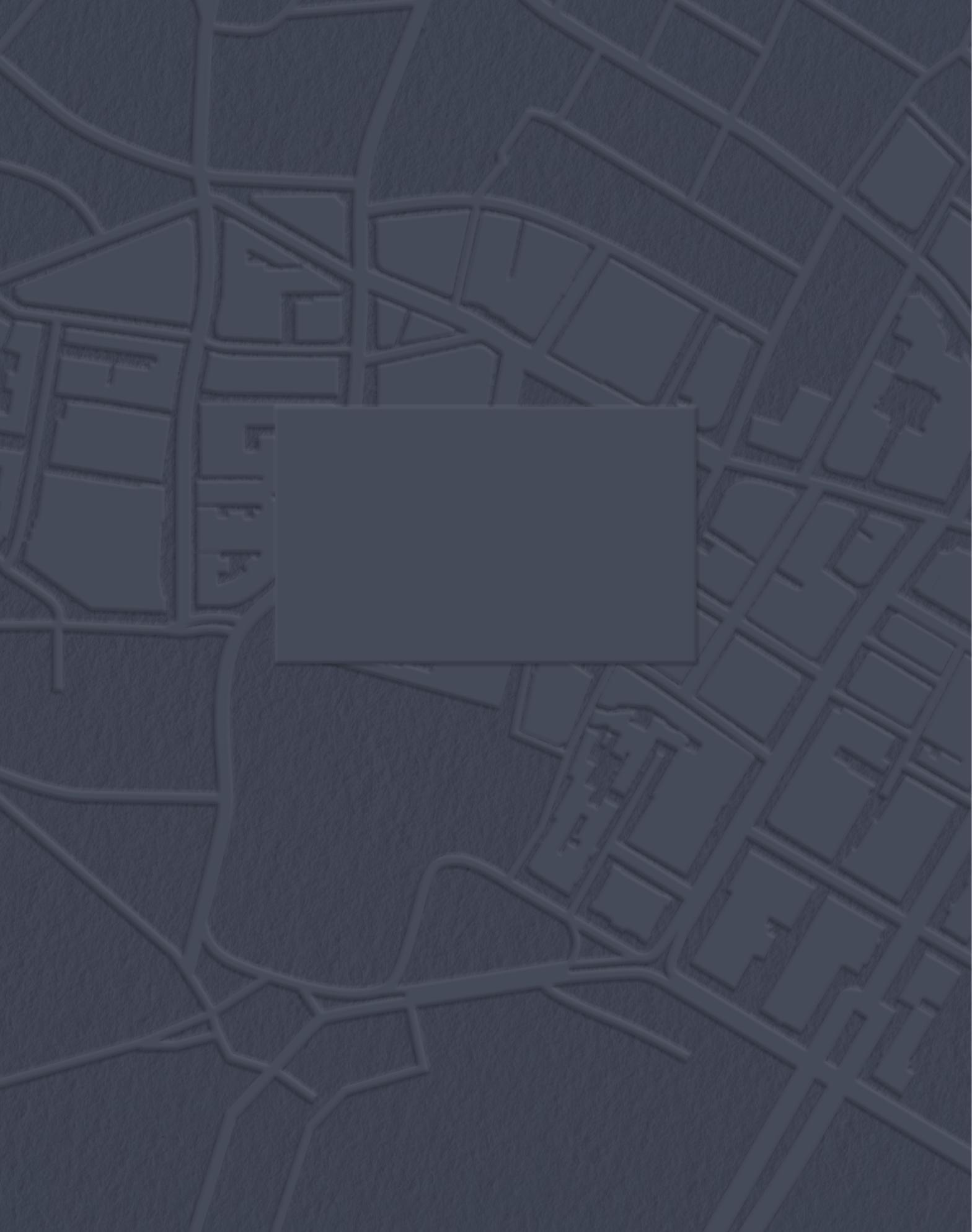


HEART OF LONDON  
BUSINESS ALLIANCE

**BUSINESS PLAN**

2020 – 2025



HEART OF LONDON  
BUSINESS ALLIANCE

**BUSINESS PLAN**

2020 – 2025

PROPERTY OWNERS

LEICESTER SQUARE AND PICCADILLY CIRCUS  
PICCADILLY AND ST JAMES'S

Heart of  
**LONDON**  
Business Alliance



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# THE HEART OF LONDON IN NUMBERS

40+  
GLOBAL CULTURAL  
INSTITUTIONS AND  
ATTRACTIONS



£4.6 BILLION GROSS  
VALUE ADDED



39  
HECTARES



200 MILLION  
VISITORS PER YEAR



£150 MILLION IN  
BUSINESS RATES



45,000+  
EMPLOYEES

97.3%  
OCCUPANCY RATE



# A BUSINESS IMPROVEMENT DISTRICT AT THE HEART OF LONDON

A Business Improvement District (BID) is an alliance of businesses within a specific geographic boundary that come together to safeguard and improve the commercial wellbeing of the area. All projects delivered by a BID are above and beyond those carried out by public services through statutory provision. A BID is created through a ballot process that takes place every five years.

In 2017, a ballot of occupiers resulted in a resounding 92% voting in favour of renewing the occupier BIDs in Leicester Square and Piccadilly Circus, and Piccadilly and St James's.

In 2020, a ballot of Property Owners will give you the opportunity to do the same.

A positive result will allow Heart of London Business Alliance to continue to champion your interests, effect positive change and deliver on the 2020 – 2025 Business Plan, which has been developed in direct response to your shared priorities and those of your occupiers.

The combined investment of property owners and occupiers in the Heart of London area allows for a much more ambitious, effective and coherent plan to shape a world-class destination.

Your priorities are our priorities.



## Heart of London Business Alliance is the catalyst for positive change in London's West End.

Chaired by Adam Wiles, Head of Property Asset Management at Gascoyne Holdings, our Board of Directors is representative of our broad membership. It includes property owners and occupiers from all sectors ensuring our work is fully aligned with our members' interests.

Our Chief Executive, Ros Morgan, and Executive Team are dedicated to securing the long-term commercial wellbeing of our area, ensuring the Heart of London remains a world-class destination.





# STATEMENT FROM THE CHAIR AND CHIEF EXECUTIVE

At Heart of London Business Alliance our areas of focus have evolved to better serve our members.

London is at the epicentre of world commerce, proving its resilience in a period of geo-political disruption. Our part of the capital continues to be an important cultural and commercial centre, which is unlike anywhere else in the world.

The Heart of London is one of the most culturally rich areas in the world, sitting at the centre of London's West End and critical to the UK's heritage. The world-famous Leicester Square and Piccadilly Circus are the epicentre of London's cinema, theatre and entertainment industry. Piccadilly and St James's are quintessentially British and home to some of the world's leading hotels, restaurants and cultural attractions. Over 200 million visitors each year are drawn to the area and its one-of-a-kind experiences.

Our area accounts for 10% of the core London West End's geographic footprint, yet we generate 15% of its economic output – the equivalent of £4.6bn in Gross Value Added (GVA). Our commercial occupancy rates are high, delivering an annual growth of 3.7%, with over 45,000 people employed within our footprint.

These incredible figures evidence the continuing success and value of the area. They are also testament to our work over the course of 18 years to ensure the Heart of London area remains integral to the success of London's West End.

Ensuring a safe, clean and healthy environment is at the very core of our work and the area's success. Over the course of our tenure, the public purse for local government and blue light services has tightened while our investment in these areas has increased. The intensity of use across the Heart of London area is unparalleled. As a result, the size of investment required in street design improvement and maintenance is much greater than conventional levels.

Our organisation has evolved to meet the needs of our members. We have taken on greater responsibilities through our lobbying, business support services, promotion of the area and work to shape the area through investment.

The wider structure within which we operate has changed, pushing us to deliver new services to our members and a new way of working with our delivery partners.

This multi-agency approach to service delivery allows us to maintain the high standards on our streets that are expected of a world city.

We are doing all we can to maintain our global position.



Beyond our operational delivery, we have championed our members' interests and made real headway on the issues affecting their businesses and properties. Part of this progress has been in recognising there are issues we can neither solve alone nor through our existing approach. For these, we must push the decision-makers, even further, for positive change.

## GREATER CONTROL OVER OUR STREETS

As we take on greater responsibility for front-line service delivery, we need a greater say in its objectives, governance and enforcement to provide optimal area management. We are actively engaging public bodies to create a new approach to governance, which would give us the ability to better manage the area through a series of bespoke rules and regulations.

**We will call on public bodies for greater decision-making powers over on-street activity within the Heart of London area.**

## EFFECTIVE POLICING OF BEGGING AND ANTISOCIAL BEHAVIOUR

We are calling on the Metropolitan police to take firm and consistent action against begging and antisocial behaviour, as they are detrimental to both the safety and reputation of the area. While we can continue to manage the area through our multi-agency street team, we are not able to directly bring charges against individuals or enforce directly. These are criminal matters with a policing solution.

**We will call on the Metropolitan Police to deploy adequate resources and enforcement to ensure London's West End remains safe and secure.**

## CONSOLIDATION OF WASTE, RECYCLING, FREIGHT AND PERSONAL DELIVERIES

We are exploring creative ways to further consolidate waste and recycling collections, services and personal deliveries. London's West End has the highest pollution levels in the country and a cleaner, healthier, safer and sustainable environment is key to ensuring the long-term viability of the area and a high quality of life within it. Reducing the number of polluting vehicles on our streets is of paramount importance and we must be forward-thinking in how we achieve this.

*We will call on the private and public sector to join forces and become a zero carbon city by 2050.*

## REDUCED ROUGH SLEEPING

Homelessness is everyone's business, and Westminster has by far the highest number of rough sleepers in the country.

We will form a coalition of thought leaders, influencers and expert organisations from around the country to identify initiatives and policies that address the root causes of homelessness while providing support and independence for those in its grip.

*We will call on government to take the necessary measures to reduce rough sleeping.*



## INCREASED INVESTMENT

London's West End requires continuous investment for good growth in its public realm and infrastructure. To do this, there must be an environment that encourages and promotes investment.

We are working with specialist partners to develop strategies and plans to garner interest and investment in the Heart of London area. Our Placeshaping Strategy, developed by Publica, aims to deliver improvements to the public realm and is supported by our Arup-developed Economic Case for Public Realm Investment in the Heart of London. Together, these documents form a compelling case for investment and propose schemes that will provide a positive yield.

We are also developing an Arts and Cultural Strategy to make the most of the area's public realm while supporting the evening and night-time economy. These strategies will promote the area's unique history and character to enhance the visitor experience and, ultimately, provide investors with the confidence they require.

*We will call on public and private investors to develop the area according to good growth principles.*

In order to fully deliver on our commitment to ensure the commercial wellbeing of London's West End, the scope and scale of our work has grown. Our expanded services and the inclusion of these priority campaigns demonstrate how we must now do more to safeguard the area's global position.

*Heart of London Business Alliance is the convening force between property owners and occupiers, and together we will continue to shape a world-class West End.*



ADAM WILES

Chair  
Heart of London Business Alliance  
Head of Property Asset Management  
Gascoyne Holdings



ROS MORGAN

Chief Executive  
Heart of London Business Alliance



## OUR VISION

A vibrant, world-class destination with a global reputation and distinct identity that is central to London's West End.

## OUR WAY OF WORKING

As a membership organisation, our work must add value to our members. We recognise the unique nature of the organisation and in order to work effectively we must act in partnership with our stakeholders, collaborating to ensure the best outcomes.

# OUR AREAS OF FOCUS

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## MANAGE

We create a sustainable, healthy environment that is clean, safe and well-managed, laying the foundations for a world-class destination.



A quality streetscape is essential for the area to attract businesses, retain staff and enhance the visitor experience. Well-managed streets are the original reason we were formed and will remain an integral part of our commitment to delivering a world-class destination.

**CLEANER STREETS**

The work of our seven-days-a-week environmental cleansing team goes beyond the public service provision. This includes dedicated pavement hot-washing and the removal of chewing gum, a rapid janitorial on-street response service, as well as a team of litter pickers.

**SAFER STREETS**

Our seven-days-a-week private security team respond to on-street disruptions, referring cases to the Metropolitan Police and assisting members with issues. Through our peer-to-peer radio link network, members are informed of disturbances or threats, and are able to call on our private security team for rapid assistance.

We support our members in curating a safer West End through resilience preparedness training, the Best Bar None scheme, which promotes responsible management of licensed premises, and the Pub Watch scheme, which drives best practice in venues across our area.

We play an active role in voicing members' concerns to public bodies through our coordinated neighbourhood tasking meeting, as well as providing access to the online crime reporting system.

**WELL-MANAGED STREETS**

Through our seven-days-a-week, multi-agency, on-street management service, we ensure the area's streets operate as they should. Our dedicated Street Managers monitor and report on street infrastructure issues and street works, while our Member Engagement Managers provide support to members.

We fund outreach workers for homeless people from The Connection at St Martin-in-the-Fields to ensure proactive and positive engagement with the street population, helping them off the streets and into the appropriate support.

We also fund City Inspectors from Westminster City Council to ensure proper enforcement of rules and regulations surrounding issues such as commercial waste disposal, antisocial behaviour, begging and street performing specifically within the Heart of London area.



**HEALTHIER STREETS**

A sustainable and inclusive environment is key to an area's success. We have a range of initiatives in place to promote clean air and inclusion.

Our preferred supplier schemes help reduce traffic and pollution by offering preferential member rates for commercial waste and recycling collection, procurement of office supplies, and personal deliveries.

Greening initiatives form a key aspect of our Place Strategy. We work in partnership with Westminster City Council to deliver a seasonal planting scheme across our public spaces, and we actively pursue other greening opportunities with private landowners in the area.

We actively support and participate in the AccessAble programme, which promotes accessibility for all in the area.



**Heart of London's relationships are invaluable. Most recently, during roadworks outside our VIP entrance, they liaised with the Council on our behalf so that the taxi bay remained open and the customer experience was not disrupted.**

SEAN GHOUSE, HEAD OF RETAIL UK,  
FORTNUM & MASON

**HIGHLIGHTS**

<p><b>360,000 sqm</b> OF PAVING DEEP-CLEANED EACH YEAR</p>	<p><b>1,917</b> ROUGH SLEEPERS ENGAGED WITH PER YEAR</p>	<p><b>42,927t</b> REDUCTION IN CARBON DIOXIDE EMISSIONS AS A RESULT OF OUR WASTE SUPPLIER SCHEME</p>
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## PROMOTE

We bring major cultural and experiential attractions to the area, encouraging people to stay, spend and return.



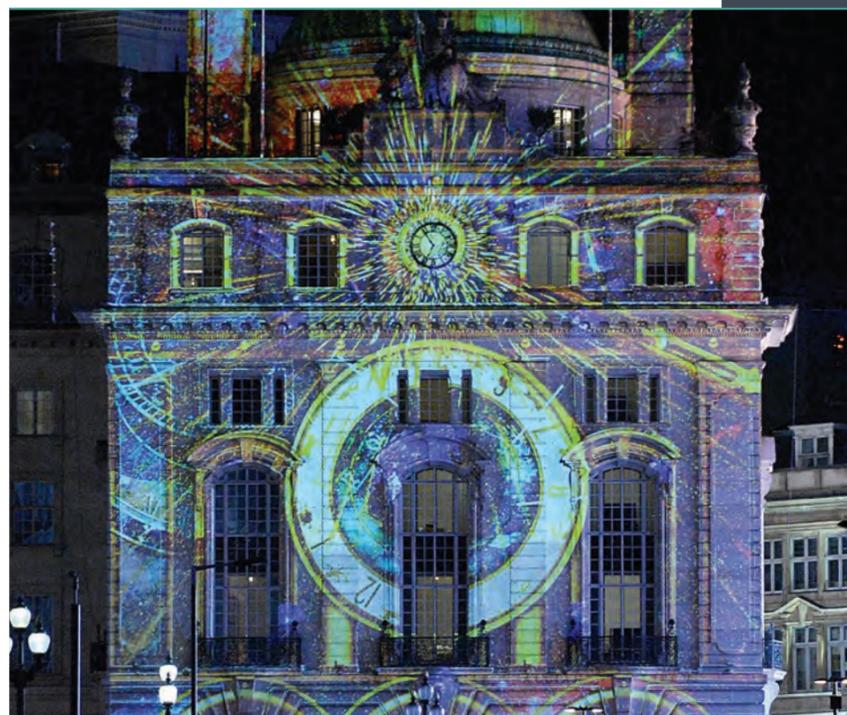
Inspirational, captivating and meaningful campaigns are central to our Arts and Cultural Strategy, ensuring we continue to be an attractive place to visit, work, live and invest. We deliver campaigns that drive brand fame and commercial results, while delighting the area’s workers, residents and visitors.

#### ARTS AND CULTURAL STRATEGY

London’s creative economy is worth £52bn and the Heart of London area is home to world-famous galleries, theatres, premieres and attractions that are unparalleled across the globe.

To retain this position, we must expand and promote every aspect of our cultural offer through an Arts and Cultural Strategy. This strategy will build on the Heart of London area’s existing identity through art-related activity, encouraging collaboration between members and stakeholders. The aim is to capitalise on the heritage of the area’s built environment, establishing cultural sustainability with one of a kind experiences that unite members, residents and visitors.

We will generate PR and brand awareness moments that drive footfall and dwell time for residents and visitors alike, delivering on our broader aims of a 24/7 offer and activated public space.



#### HIGHLIGHTS

**60m**  
REACH FROM ROYAL  
ACADEMY’S 250TH  
ANNIVERSARY CAMPAIGN

**1.4m**  
VISITS TO LONDON  
LUMIERE 2018

OFFICIALLY ENDORSED  
LONDON FESTIVAL OF  
ARCHITECTURE HUB  
IN 2019

#### COLLABORATIONS

Truly successful experiences and campaigns are born from collaboration across sectors and communities. We will continue to bring our members together to create globally recognised and profile-elevating campaigns, as well as continuing to support third-party spectacles that align with our objectives, including Pride in London and West End Live.

London’s West End is more than the sum of its parts. Its events programme is the product of multiple organisations that add value to the area and contribute to its status as a global destination. We will therefore continue to work with Westminster City Council to ensure we maximise on its events and cultural strategy.

#### PARTNERSHIPS

Carefully considered partnerships extend brand reach and amplify key messages. We will continue to pursue partnerships that complement our brands and strategy. Examples of these partners include the British Film Institute, Raindance Film Festival and New London Architecture, allowing us to bring events such as the London Film Festival and the London Festival of Architecture to the area.

Domestic tourism is important to London’s West End, and as a founding partner of the London & Partners-led Domestic Tourism Consortium we will use this platform to reach audiences closer to home. Working closely with the Greater London Authority, we will deliver a tourism strategy with tangible benefits for the area. This activity will be underpinned by a steady flow of promotional campaigns taking advantage of seasonal moments, as well as our unique heritage and character, to drive visitors to the Heart of London area.

We will also continue to provide global exposure for our destinations by leveraging our partnership with London & Partners to reach international and emerging markets.

#### WOW SCHEME

Our ambition is to excite and delight workers, residents and visitors alike so that they spend as much time as possible in the Heart of London area.

Our WOW employee engagement scheme gives offers and discounts to the employees of member businesses, incentivising spending within the area. To develop a sense of pride and community, the scheme and its exclusive offers, discounts and experiences are only available to employees within the area.



**With the Royal Academy marking its 250th anniversary, we needed to ensure our celebrations embraced our new space, a home to make, debate and exhibit arts. Heart of London were instrumental in enabling art to spill out onto the street, with a campaign that had high impact and global reach.**

ALISON FORBES, HEAD OF MARKETING,  
ROYAL ACADEMY

# SUPPORT

We provide advice and assistance to our members across their critical activities.



We want businesses in the Heart of London area to be equipped to perform at their optimum each and every day. We pride ourselves on the resources we offer to our members, and the results they have achieved to date have shown real value for money. No day is the same in London’s West End and by using our extensive experience we will provide our business members with the tools, guidance and support they need to thrive.

**KNOWLEDGE**

Knowledge is power, and we want our businesses to be as powerful as possible.

Our weekly political and operational updates ensure our members are kept up-to-date with what is happening in the area. We also circulate monthly reports that contain insights into the performance of the area and the wider West End.

Our area benefits by being open to everybody and we will continue our partnership with AccessAble, providing our members with help, expert advice and resources to make their businesses accessible and welcoming to all.

**ENGAGEMENT**

We provide workshops, seminars and face-to-face training with experts on key issues and topics, ranging from homelessness and rough sleeping to resilience. These learning and development opportunities provide valuable and practical information to our members.

We will continue to engage with the relevant authorities on policy matters, responding to consultations with a collective voice.

**EMPLOYEE ENGAGEMENT**

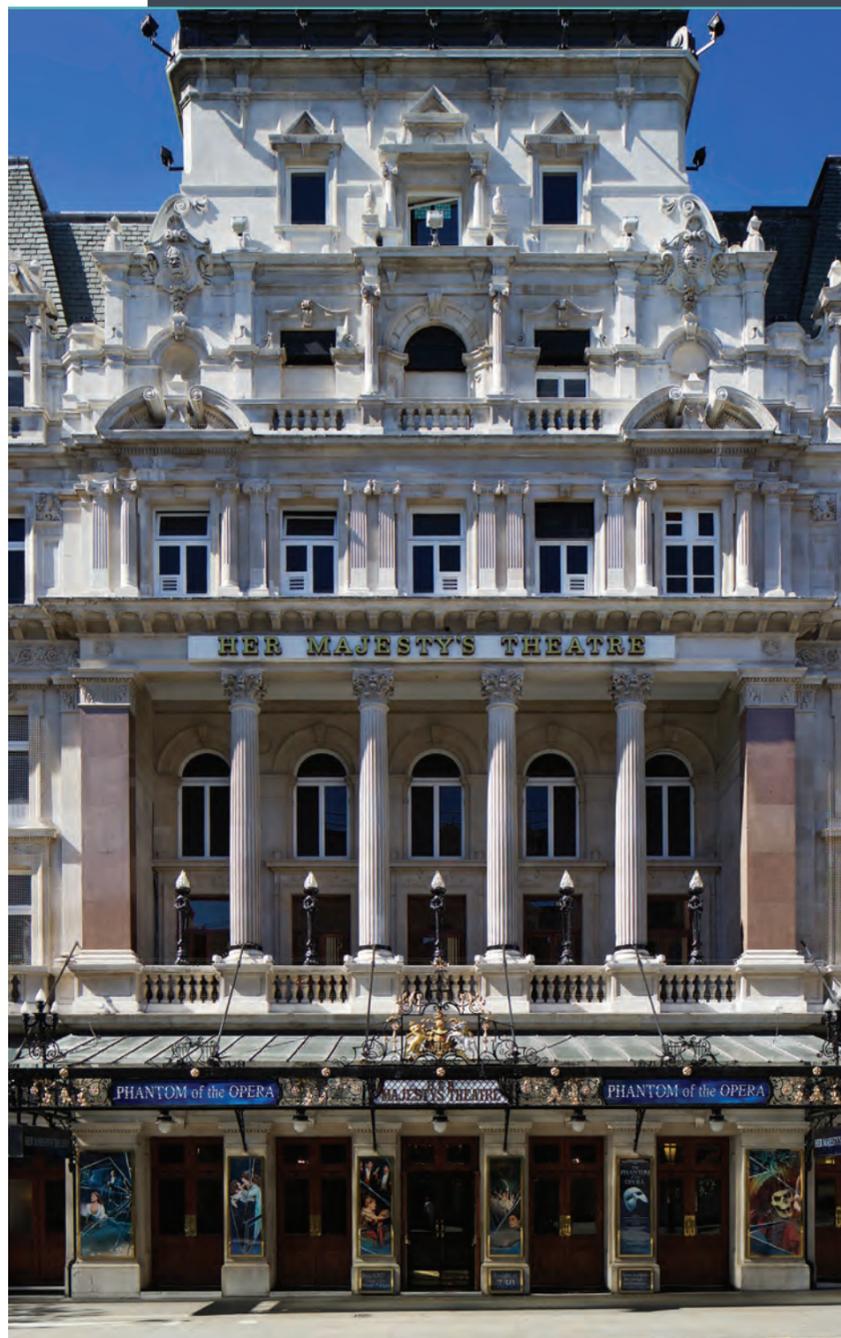
Our ambition is for workers to spend as much time, and contribute as much, as possible to the Heart of London area. Our WOW employee engagement scheme gives exclusive offers and discounts within the area, incentivising spend. To develop a sense of pride and community, the scheme is only available to the area’s employees and contains exclusive, money can’t buy experiences.

**HIGHLIGHTS**

**4,000**  
MEMBERS IN WOW  
EMPLOYEE ENGAGEMENT  
SCHEME

**£1.4m+**  
SAVED BY MEMBERS IN  
RECRUITMENT COSTS

**50+**  
MEMBER EVENTS  
HOSTED EACH YEAR



**RELATIONSHIP BROKERING**

We listen to our members and understand their needs, making us well-placed to identify opportunities and make introductions. We host member networking events to share best practice, as well as providing bespoke relationship brokering.

**RECRUITMENT**

Recruitment costs can be a significant outlay and sourcing suitable candidates is a lengthy process.

Our free in-house recruitment service has a stringent screening process that ensures only appropriate candidates are put forward. This service has resulted in significant savings for members and improved their retention rates.

**PREFERRED SUPPLIER DISCOUNTS**

We offer preferred supplier discounts to help members save in areas of significant expenditure. We will continue to look for opportunities to launch new schemes in areas where there is demand from members.



The Heart of London team has been a great help with our recruitment. The candidates they put forward are always suitable for the position, which has really helped with our staff retention.

SIMON SHILTON, STORE MANAGER,  
JIGSAW

## ADVOCATE

We protect, defend and promote our members' interests by campaigning on the issues that matter most to them.



Strength lies in shared campaigning. By providing local leadership and a powerful collective voice for our members, we will inform policy and effect change on the issues that matter most to our members and the area.

**ANTISOCIAL BEHAVIOUR AND BEGGING**

We need better control of the area in order to manage aggressive begging and antisocial behaviour to continue to deliver a safe, clean, well-managed area every single day.

We will continue to provide additional private security services, but this alone is not enough. In order to resolve the issue, we must lobby for a greater police presence on the streets and for the police to use the powers available to make a change in the area.

**ROUGH SLEEPING**

Homelessness is everyone's businesses and requires urgent attention. The most prevalent symptom of homelessness in the West End is rough sleeping, and this is where we need to see a positive change.

The long-term solution does not lie at the local level. Homelessness and rough sleeping are nationwide issues, requiring a government-level response.

To help facilitate this, we will spearhead the exploration of a nationwide alliance with the purpose of raising the issue at the highest level, putting forward policy recommendations and effecting real change.

**STREET ACTIVITIES**

All activities that take place on our streets have an impact on our members. From street works to street performers, perceptions of the area are being damaged with both our members' operations and the whole community being affected.

While we have been successful in petitioning for a review of the Street Performing Policy and we provide regular member updates on street works, we need greater control over the area to manage it in the most coherent manner. The Heart of London area deserves recognition as a distinct management zone, which would allow us to manage it in the most effective way using bespoke rules and regulations to promote the correct balance of culture and control.



**SKILLS AND EMPLOYMENT**

Finding and retaining skilled, customer-facing workers is one of the biggest challenges for business. We must advocate to remove the barriers to sourcing employees and ensure the skills in the labour market match the skills businesses demand.

The compounding effect of Brexit, the availability of affordable housing and transport in and around the area, as well as the restrictions placed on students are barriers to sourcing suitable employees. As a member of the #FullStrength campaign, we are pushing for an immigration system that keeps the UK open to workers at all levels.

Furthermore, there is a gap between industry and education, with many people entering the labour market lacking the core skills businesses need. Through our work with the Employment and Skills Commission, we are bringing the voice of business into the skills and education debate.

In addition to assisting businesses with sourcing talent, we must also advocate to remove the wider barriers London's West End faces in attracting customer-facing talent.

**BUSINESS RATES**

We will continue to campaign for an overhaul of the business rates system, which continues to be a challenge for London's West End. By working with Westminster City Council, Westminster Property Association and a wider coalition of BIDs, we will push for an overall reform of business taxation, of which business rates is a part, and build a case for Westminster City Council to retain a higher percentage of funds collected.

**HIGHLIGHTS**

STREET PERFORMING IS UNDER REVIEW DUE TO OUR SUCCESSFUL LOBBYING ACTION

179% INCREASE IN CHINESE NATIONAL UK VISITOR VISAS

SECURED MINISTERIAL SUPPORT FOR THE REGULATION OF PEDICABS

## PEDICABS

Pedal rickshaws, or 'pedicabs' as they are commonly known, are currently not regulated within London. As a result, there is no requirement for insurance, fares are neither fixed nor consistent, and vehicle condition and driver quality are not assessed. The behaviour of pedicab operators causes problems for businesses by blocking highways, harassing customers and causing serious risk to residents, visitors and workers.

Our members want to see Westminster City Council or Transport for London being awarded powers to regulate pedicabs effectively, and we will hold the government to its 2017 commitment to bring forward regulation.

We have made significant headway, securing ministerial support in 2018 on this issue, only for it to be deprioritised due to Brexit. We will continue to lead on this issue and apply pressure on the Government to put pedicab regulation back on the agenda following Brexit.

“

**From pushing for government legislation on pedicabs to campaigning for improved access to the UK for millions of Chinese visitors, Heart of London plays a crucial role on behalf of businesses, visitors and residents of the West End.**

SIMON THOMAS, CHIEF EXECUTIVE,  
THE HIPPODROME CASINO

## INCREASING SPEND

Workers, residents, domestic and international visitors ensure the Heart of London area continues to thrive. We will continue to incentivise each to stay, spend and return to the area while taking a leading role in activities and advocacy that promote spend.

The arrival of the Elizabeth Line is set to increase the number of employees in the area. We will advocate to increase the availability of commercial floorspace to accommodate this while our WOW employee engagement scheme and Arts and Cultural Strategy will ensure the area takes full advantage of this employment growth.

As a founding member of the London & Partners-led Domestic Tourism Consortium, we will explore options, build strategies and implement tactics to increase the number of domestic tourists to the capital.

We will continue to advocate to remove the barriers of entry for international visitors. European visitors are the largest segment and we will campaign for as little disruption as possible to visa permissions. As members of the UK China Visa Alliance (UKCVA) we have played a pivotal role in increasing the number of visiting Chinese nationals. We will continue this work through our China Ready programme and apply the same methods to other growing markets.



# SHAPE

We secure investment now and into the future, to retain the area's world-class commercial status.



Investment is key to an area’s long-term success, and investors require confidence that there will be a return on investment. To ensure the Heart of London area remains a key commercial centre in the face of increased London-wide and global competition, we will be the leading voice on the future of the area’s built environment and public realm.

**PLACE STRATEGY**

Popular destinations have a strong sense of place and a steady investment pipeline. Our Place Strategy has people at its core, transitioning the area towards pedestrian priority and communal space. Through ongoing consultation we are bringing together the private and public sector to input into the schemes and make the changes happen that will benefit our whole community.

The public realm improvement plans, developed by Publica, view the area holistically and are outlined in our Placeshaping Strategy. They propose a series of schemes to regenerate specific locations, promote sustainable and healthy modes of transport while increasing the area’s wayfinding between public spaces, connectivity within the area and neighbouring ones, and overall sustainability.

Our public realm improvement work is complemented by our Arts and Cultural Strategy. We want our public spaces to be healthy, flexible and accommodating where the creativity of London’s West End can thrive.

We will prioritise greening and multi-functional lighting to create spaces that invite people to come together day and night. Our Place Strategy will realise the potential of the area, reinforcing London, and specifically London’s West End, as a truly dynamic destination.

**PLACE IDENTITY**

Understanding a place’s identity begins with understanding the factors that make it what it is. Following our work with Arup to better understand the area’s economic base, we are now well-placed to appeal to the area’s 45,000 employees and millions of tourists.

We will bring memorable experiences to our public realm, providing a solid foundation for the organic development of new pocket destinations with distinctive occupancies and personalities.

**HIGHLIGHTS**

**£12.5m**

INVESTMENT IN PICCADILLY TWO WAY PUBLIC REALM SCHEME

**£15.3m**

INVESTMENT IN LEICESTER SQUARE PUBLIC REALM SCHEME



**PLACE PARTNERS**

We will continue to work with the West End Partnership, WEST Group, Wild West End and London First to be a voice for positive change and to curate a well-managed, prosperous and sustainable London. We will seek out opportunities to raise our destination profile, while promoting the area to investors in the built environment through our work with MIPIM and New London Architecture.

**PLACE CHANGE-MAKERS**

We will continue to engage with decision-makers on the strategic principles and recommendations included as part of their public realm developments for London and Westminster are aligned with their intentions for the Heart of London area.

We will further engage with public bodies on infrastructure, traffic and air quality, and public realm matters to establish a holistic approach to supporting healthy and sustainable transport in the area.



**London is always evolving with new retail, office and leisure destinations constantly emerging. By bringing together a strategy to develop the public realm and leading the dialogue with the City of Westminster, Heart of London is ensuring our area remains at the forefront of change.**

TIM SKETCHLEY, MANAGING DIRECTOR,  
OLD PARK LANE MANAGEMENT

# GOVERNANCE, LEVY RULES AND FINANCE



## GOVERNANCE

### BUSINESS IMPROVEMENT DISTRICTS

Heart of London Business Alliance is a Business Improvement District (BID). BIDs are business-led, locally focused partnerships that are formed by occupiers and property owners to work with public authorities and wider stakeholders for the benefit of a defined location.

BIDs are funded by the business community with the sole purpose of improving a defined commercial area.

BIDs are statutorily established once they have been voted for by the majority of businesses in an area. They have a maximum term of five years before having to return to their electorate for renewal. Over 300 BIDs currently operate across the UK.

### THE COMPANY

Heart of London Business Alliance consists of four separate BIDs (two occupiers and two property owners) across two areas. These areas are Piccadilly and St James's, and Leicester Square and Piccadilly Circus. Each BID has separate budget accountability while contributing to the overall Business Plan.

The Company is not-for-profit and limited by guarantee. The average annual combined occupier and property owner income is £4 million. Through combining the BIDs into one single company, Heart of London Business Alliance benefits from economies of scale to deliver better services for all its members.

The Company's income is ring-fenced and invested in protecting and enhancing the combined area's commercial wellbeing. This is achieved through a programme of services and projects that manage, promote, support, advocate and shape the area in accordance with the overall strategic ambitions of the business community.

### THE BOARD

The purpose of the Board and its committees is to steer the strategic direction of the Company. Led by its Chair, the Board of Directors comprises representatives from each of the separate BIDs. Members are nominated from a cross-sector of occupiers and property owners to ensure a wide range of skills and experience, as well as a balanced opinion. The Board is representative of the full geographic area of the Company.

### THE TEAM

The team at Heart of London Business Alliance is responsible for the delivery and management of the Business Plan.

Full details of how Heart of London Business Alliance operates, reports and evaluates progress are available at [www.heartoflondonbid.london](http://www.heartoflondonbid.london).

### VOLUNTARY MEMBERS

Heart of London Business Alliance maintains a voluntary membership scheme for businesses falling below the levy threshold or located nearby the areas covered by the BIDs' geographic footprint. This gives smaller businesses the opportunity to engage and benefit from the BIDs without having to contribute to the mandatory levy.

“

Heart of London Business Alliance is a key stakeholder for Westminster City Council and has played a supporting role in ensuring the West End remains a welcoming and vibrant place to work, visit and live.

”

COUNCILLOR NICKIE AIKEN, LEADER,  
WESTMINSTER CITY COUNCIL

## BID RULES

Heart of London Business Alliance is governed by statutory regulations. As such, once a majority vote has been achieved, the BID levy becomes mandatory for all defined ratepayers. The BID rules provide the basis for calculating the BID levy, which forms the substantive proportion of the Heart of London Business Alliance's budget.

### PROPERTY OWNERS

The liability for the BRS-BID levy (Business Rate Supplement-BID levy) will fall upon the owner of a leasehold interest granted for a term of 75 years or more or, in the absence of a relevant lessee, the freeholder as identified from the records held on Her Majesty's Land Registry.

The renewal BID term will be five years from 1st April 2020 to 31st March 2025.

The BID levy will be applied to rated properties with a rateable value of £130,000 or more for Leicester Square and Piccadilly Circus, and £225,000 or more for Piccadilly and St James's.

The BRS-BID levy will be fixed at 1% of rateable value using the business rating list as at 1st April 2017 (rising annually by 0.03%).  
Year 1 – 1.00, Year 2 – 1.03, Year 3 – 1.06,  
Year 4 – 1.09, Year 5 – 1.12.

A BRS-BID levy cap of £50,000 will be applied to all rated properties in the BID with a rateable value of £5,000,000 or more.

Charitable organisations in receipt of mandatory charitable relief from rates will receive 80% allowance.

Organisations liable for BRS-BID levy that are also the ratepayer for the property will be liable for the BRS-BID levy and the ratepayer BID levy.

The BRS-BID levy will not be increased other than as specified in these levy rules.

There will be no VAT charged on the BRS-BID levy.

Where the rateable value for individual hereditaments (rated properties) changes and results in a lower BRS-BID levy, it will only come into effect from the start of the financial year in which the change is made. No refunds of the BRS-BID levy will be made for previous years.

The BRS-BID levy is to be paid in full within 14 days of receipt of invoice.

Refunds will be at the discretion of the BID.

The liability for the daily BRS-BID levy will fall on the eligible owner.

Specific details of the BID Levy Rules can be found in the Operating Agreement, which is available at [www.heartoflondonbid.london](http://www.heartoflondonbid.london)

# FINANCE

## FIVE YEAR BUDGET (2020 – 2025)

Income generated from the BID levy is ring-fenced to be invested in the BID area. It is used to protect and enhance the commercial wellbeing of our businesses through a programme of projects and services in line with the Business Plan.



PICCADILLY & ST JAMES'S
  LEICESTER SQUARE & PICCADILLY CIRCUS

### LEICESTER SQUARE AND PICCADILLY CIRCUS PROPERTY OWNER BID

	2020 – 21	2021 – 22	2022 – 23	2023 – 24	2024 – 25	TOTAL (£)
<b>INCOME (£)</b>						
BID levy	1,047,875	1,079,311	1,111,691	1,145,041	1,179,393	5,563,311
Other	25,111	25,111	41,850	41,850	41,992	175,914
<b>TOTAL (£)</b>	<b>1,072,986</b>	<b>1,104,422</b>	<b>1,153,541</b>	<b>1,186,891</b>	<b>1,221,385</b>	<b>5,739,225</b>
<b>EXPENDITURE (£)</b>						
Project and Services	866,176	893,400	935,936	964,818	994,689	4,655,019
Core Costs	137,567	140,239	144,414	147,249	150,181	719,649
Contingency	69,061	70,633	72,252	73,919	75,637	361,501
<b>TOTAL (£)</b>	<b>1,072,803</b>	<b>1,140,271</b>	<b>1,152,602</b>	<b>1,185,986</b>	<b>1,220,506</b>	<b>5,736,168</b>

### BUDGET NOTES

1. The budget figures are indicative and based on the anticipated levy income using 2017 rateable values.
2. The core costs will cover all costs associated with the core staffing, legal, accountancy and accommodation for the BID with the intention of maintaining them beneath the industry benchmark of 20%.
3. There is an assumed 0.03% annual inflationary increase.
4. There is an assumed 100% levy collection rate.
5. The Contingency is based upon 5% of BID levy income in the event of non-collection, plus the minimum level of projected additional funding.
6. The levy income may fluctuate and is subject to the market at the time of the ratings assessment.
7. The projects and services expenditure reflect the current priorities.
8. These may change causing variances across the five-year term.
9. Any material variations will be approved by the Board.

# FINANCE

## FIVE YEAR BUDGET (2020 – 2025)

Income generated from the BID levy is ring-fenced to be invested in the BID area. It is used to protect and enhance the commercial wellbeing of our businesses through a programme of projects and services in line with the Business Plan.



PICCADILLY & ST JAMES'S
  LEICESTER SQUARE & PICCADILLY CIRCUS

### PICCADILLY AND ST JAMES'S PROPERTY OWNER BID

	2020 – 21	2021 – 22	2022 – 23	2023 – 24	2024 – 25	TOTAL (£)
<b>INCOME (£)</b>						
BID levy	1,319,968	1,359,567	1,400,354	1,442,365	1,485,636	7,007,889
Other	25,111	25,111	41,850	41,850	41,992	175,914
<b>TOTAL (£)</b>	<b>1,345,079</b>	<b>1,384,678</b>	<b>1,442,204</b>	<b>1,484,215</b>	<b>1,527,628</b>	<b>7,183,803</b>
<b>EXPENDITURE (£)</b>						
Project and Services	1,086,977	1,121,270	1,171,088	1,207,469	1,245,065	5,831,869
Core Costs	175,391	178,753	183,637	187,204	190,890	915,875
Contingency	82,665	84,645	86,685	88,785	90,949	433,729
<b>TOTAL (£)</b>	<b>1,345,034</b>	<b>1,384,669</b>	<b>1,441,410</b>	<b>1,483,458</b>	<b>1,526,903</b>	<b>7,181,473</b>

### BUDGET NOTES

1. The budget figures are indicative and based on the anticipated levy income using 2017 rateable values.
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9. Any material variations will be approved by the Board.

# HOW TO VOTE

## VOTING PROCESS

Vote for a further five years of dedicated investment in the area.

1

Notice of ballot issued on  
3 February 2020.

4

Ballot papers returned by  
19 March 2020.

2

Ballot papers distributed on  
19 February 2020.

5

Ballot result announced on  
20 March 2020.

3

Votes cast from  
20 February 2020.

Following a successful ballot, we will begin the term on 1 April 2020.

In the instance of an unsuccessful ballot, the projects, services and campaigns funded by Heart of London Business Alliance will be terminated. This means a return to the statutory services provided by public bodies.



# CONTACT US

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For further information please contact our Chief Executive:

ROS MORGAN

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Chief Executive Heart of London Business Alliance

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 [www.heartoflondonbid.london](http://www.heartoflondonbid.london)

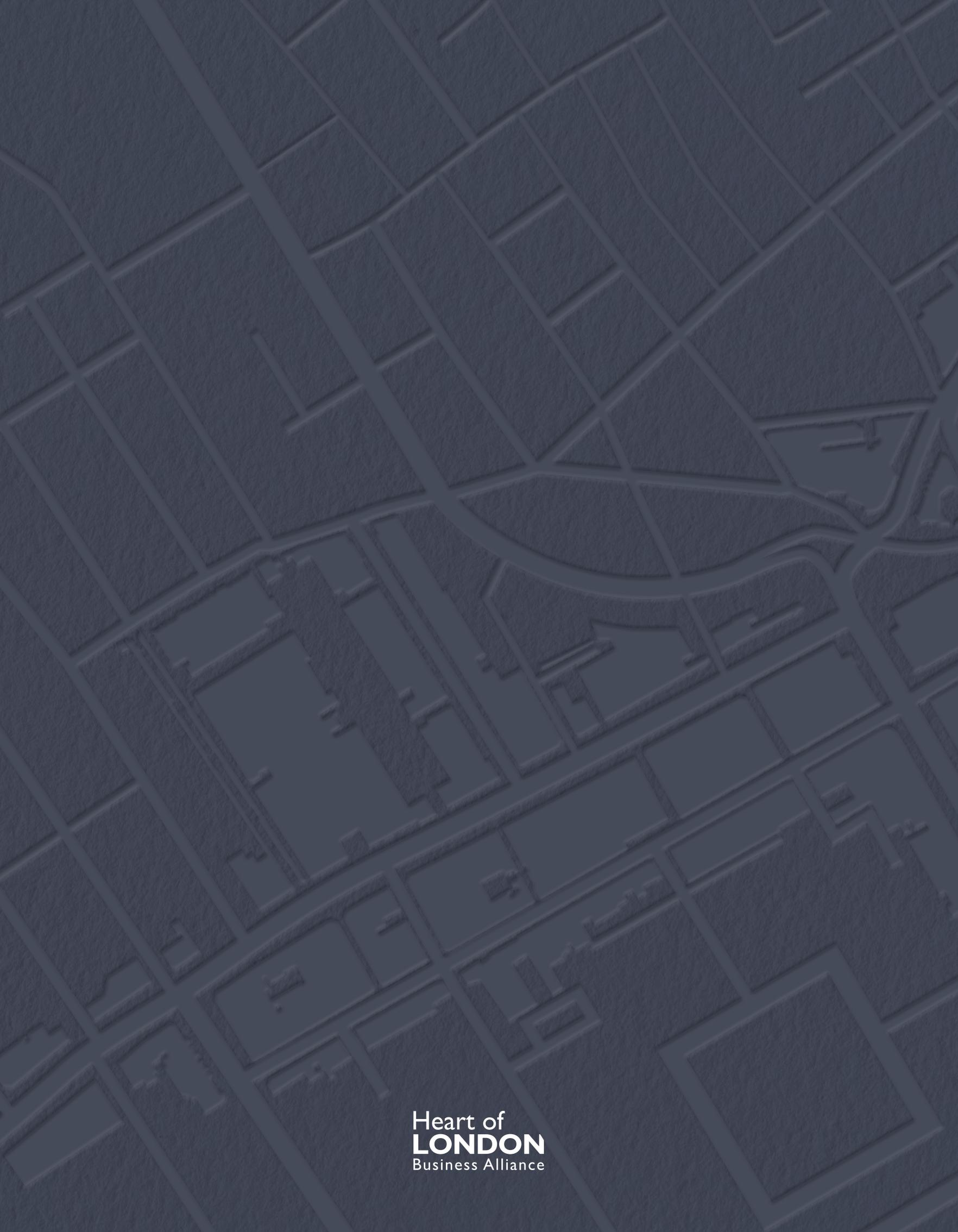
 @HOLBID

 Heart of London Business Alliance

## CARING FOR OUR ENVIRONMENT

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Heart of  
**LONDON**  
Business Alliance