

# Heart of LONDON

Business Alliance

## HEART OF LONDON BUSINESS ALLIANCE BUSINESS PLAN

2022–2027





# CONTENTS

Introduction	3
About HOLBA	4
Our Business Area	6
Our Area in Numbers	7
A Message from our Chairman and Chief Executive	8
Our Vision	12
Our Delivery	
– Shape	14
– Promote	19
– Manage	25
– Advovate	30
– Support	37
Our Governance	42
Our BID Levy Rules	43
Our Finances	44
Make Your Vote Count	46

This is an interactive document.  
Click the text on the right edge  
to jump to that section.







SHAPE

PROMOTE

MANAGE

ADVOCATE

SUPPORT

# INTRODUCTION

This is our five-year plan for the Piccadilly and St James's and Leicester Square and Piccadilly Circus ballots. Our ambition is to protect and promote the cultural and commercial wellbeing of the heart of London area on behalf of you, our members.

Our plan will lead the West End out of crisis, into recovery and onto a thriving new future as the UK's cultural and commercial powerhouse.

Every five years we undertake a mandatory ballot for each BID area, where we ask our members to vote on our proposal for the heart of London's West End. That vision, and our plan to make it a reality, is outlined in this document.

We invite you to read it, and watch our [film](#) before casting your vote in the February 2022 ballot, to fully understand how your business and trading environment can benefit from Heart of London Business Alliance.





# ABOUT US

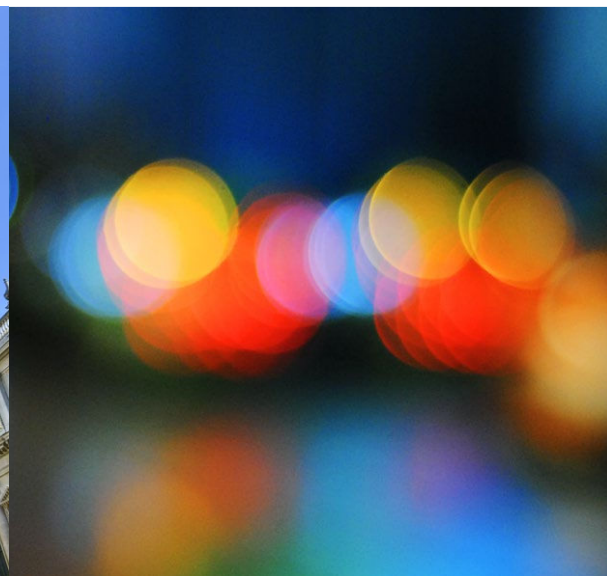
## A BUSINESS IMPROVEMENT DISTRICT IN THE HEART OF LONDON

Heart of London Business Alliance is a membership organisation representing over 600 businesses and property owners across the Piccadilly, St James's, Haymarket, Piccadilly Circus, Leicester Square and St Martin's areas.

**Our purpose is to protect and promote the commercial and cultural wellbeing of London's West End, on behalf of our members, cementing its position as the greatest city in the world to live, visit, work, trade and invest.**

In 2004, we became the first Business Improvement District (BID)\* in central London and over the last two decades, we have evolved our services and offer. From keeping the area clean and safe, to promoting and marketing the West End as a world-class destination, and most recently, in the wake of the pandemic, determining how we can regenerate the area, attract inward investment and drive forward our transformational public realm strategies.

Since 2004, our business has grown, in terms of the area we cover and the number of businesses we represent. We have matured in our influence and ability to effect positive change and deliver tangible results. And whilst we are a not-for-profit organisation, we have adopted a commercial approach to our work and relentlessly pursue excellent return on investment for our members.







Throughout our lifespan we have invested a total of £35 million of BID levy directly into the area to address the shared priorities of our members - occupiers as well as property owners. Indeed, we are three of just four Property Owner BIDs in the country and this set up allows for an alignment of short and long-term interests of those who own, occupy, manage, and rent property and spaces in the area.

Our success has been substantiated by our most recent ballot results. In 2020, a ballot of property owners voted in our favour by a 96% majority and in 2017, a ballot of occupiers resulted in a resounding 92% positive vote.

**Another 'YES' vote in the February 2022 ballot will allow us to deliver on our 2022-2027 Business Plan. A five-year-plan developed in direct response to our members' shared priorities and will drive the West End out of crisis, into recovery and onto a renewed and prosperous future.**

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

The strategic direction of the company is governed by a Board of Directors which is designed to be representative of our broad membership. It includes property owners and occupiers from all sectors, ensuring our work is fully aligned with our members' interests. The board is currently chaired by Adam Wiles, Head of Property Asset Management, Gascoyne Holdings.

An experienced Executive Team is dedicated to delivering our business plan, ensuring the heart of London retains its position as a world-class destination. The team is currently led by Chief Executive, Ros Morgan.

\*see p.42 Governance for more information about BIDs [Click here](#)

“ West End businesses have been particularly hard hit by the pandemic, with these impacts mitigated by Heart of London's significant support. I have welcomed Ros and her team's proactive and constructive engagement, positively promoting the West End's unique needs. I am looking forward to further work with Heart of London, collaborating to ensure the West End is best positioned to thrive and support the capital's long-term COVID-19 recovery.”

**Paul Scully MP, Minister for London and Parliamentary Under Secretary of State for Small Business, Consumers and Labour Markets**







# OUR BUSINESS AREAS

- PICCADILLY & ST JAMES'S
- LEICESTER SQUARE & PICCADILLY CIRCUS
- ST MARTIN'S

“The work that Ros and the team at Heart of London Business Alliance does is essential to drive London's economic recovery as we emerge from the pandemic. I'm proud to be an ambassador and support Heart of London's invaluable contribution, ensuring London remains the world's best city to live, work and visit.”

Sadiq Khan, Mayor of London



# OUR AREA\*

IN NUMBERS

SHAPE

PROMOTE

MANAGE

ADVOCATE

SUPPORT



\* PRE-PANDEMIC STATISTICS



## A MESSAGE FROM OUR CHAIRMAN & CHIEF EXECUTIVE



When we last set out our business plan for you, nobody could have foreseen the events that were coming our way. Over the last two years, London's West End has faced, what is arguably, the most challenging period in its history. Heart of London Business Alliance has risen to the challenge of leading the survival and reopening of the area. We relentlessly defended and promoted our members' interests at the highest levels. Now, we must position the West End at the very heart of the nation's economic recovery.

### LOOKING BACK

The pandemic threatened the very existence of the West End. It not only underlined its many strengths but it also brought its weaknesses into stark focus. Nevertheless, it has survived!

Undoubtedly, many challenges lie ahead but, with lessons learned, the right leadership and investment, the West End will recover, grow and thrive once more.

To make sure we offered our members value for money in the toughest of times, we had to adapt and become a leaner, more innovative organisation. New partnerships and collaborations were created at local, regional, and national levels and we learnt to turn risk into opportunity and engage our members in creative ways, to lead the West End through the crisis. If anything, the pandemic developed our knowledge and understanding of the value we can add and the distinct role we can play in representing business.

What was striking was the latent interest and appetite, from the government, for real-time business insights. A highlight was our [report](#) on the economic benefits of the cultural sector and the critical role it plays within the delicate ecosystem of the West End and wider UK economy. Not only did it detail the importance and value of the sector, but it presented alarming results on the potential impact of the crisis. The report drew huge interest from government officials and parliamentarians who used our findings to promote and lobby on behalf of the sector, ultimately securing billions of pounds in financial support.

The pandemic shone an even brighter light on the significance of central London to the wider UK and global economy. We will continue, therefore, to lobby the government for a Central London Economic Recovery Plan. Such a commitment would allow London to bounce back sooner and in turn, ensure a much faster recovery for the nation.

Despite the impact the pandemic has had, we must not forget that so much has been achieved over the past five years.

**We are pleased to share a snapshot of our highlights since 2017 on the following pages.**





# OUR HIGHLIGHTS 2017–2022



SHAPE

PROMOTE

MANAGE

ADVOCATE

SUPPORT



# OUR HIGHLIGHTS 2017–2022

SHAPE

PROMOTE

MANAGE

ADVOCATE

SUPPORT

HELPED TO SECURE A £1.75BN  
SUPPORT PACKAGE FOR THE  
ARTS & CULTURE SECTOR

£1.75bn

PROVIDED 24/7 PRIVATE  
SECURITY PRESENCE

24/7

2027

LAUNCHED OUR  
WEST END 2027 PLACE  
SHAPING STRATEGY

42kT

REDUCED CARBON DIOXIDE  
EMISSIONS BY 42,927T THANKS TO  
OUR WASTE SUPPLIER SCHEME

GENERATED £235K SPONSORSHIP  
OF CONSUMER ACTIVITY

£235k

£1bn

SAVED WEST END  
BUSINESSES OVER £1BN  
IN BUSINESS RATES,  
PAYROLL & VAT RELIEF

2k

PROVIDED 2,000  
ROUGH SLEEPERS  
WITH PROFESSIONAL  
SUPPORT EACH YEAR

100

OUR CHIEF EXECUTIVE RAISED OUR  
PROFILE VIA ALMOST 100 PIECES OF  
MEDIA IN THE LAST 12 MONTHS



## LOOKING AHEAD

Over the next five years we will continue to work together with the government to drive strategic change that will help London maintain its status as a great global city. This should bring together continued support for business, the investment in transport London deserves, careful stewardship of our environment, a drive to remove recruitment barriers and enhance labour and skills supply, and ensuring the West End remains the world's cultural hub.

This business plan sets out how we will build on the great relationships we have forged with local and national government to put in place the policies that will help deliver just that.

Our focus will be to secure the future of the most diverse, energetic and cutting-edge destination in the world.

While the experience and the realities of the pandemic have re-shaped and re-invigorated us, we must now be totally focused on coming back even stronger. We are committed to building on the great work of the past months and years and leading the West End's revival.

Working with our members and stakeholders, the West End will recover, grow and thrive as a global cultural and commercial powerhouse.

We invite you to read the rest of this document which lays out our vision for 2027 and how we plan to get there.

Warm Regards,  
Adam & Ros

Adam Wiles  
Chairman  
Heart of London  
Business Alliance

Ros Morgan  
Chief Executive  
Heart of London  
Business Alliance



SHAPE

PROMOTE

MANAGE

ADVOCATE

SUPPORT





## OUR VISION

To strengthen the West End's global reputation as a world-class, cultural and commercial destination with a unique identity central to the UK economy.



# OUR DELIVERY

We will deliver on our vision by focusing on FIVE KEY AREAS



## Shape

We will **regenerate the area and attract investment**, ensuring the West End is worthy of its world-class status now and into the future.

## Promote

We will deliver **standout cultural experiences that guarantee tangible results**, showcasing the West End as the world's most iconic cultural destination.

## Manage

We will **create a sustainable environment that is clean, safe and well-managed**, elevating the experience for our world-class destination.

## Advocate

We will **protect, defend, and promote our members' interests** by listening and campaigning on the issues that matter most.

## Support

We will **empower, inform and raise your profile**, providing a one-stop-shop for support and services.

SHAPE

PROMOTE

MANAGE

ADVOCATE

SUPPORT



# Shape



We will **regenerate the area and attract investment**, ensuring the West End is worthy of its world-class status now and into the future.

## WHY

The heart of London area is an exceptional place to spend time and do business. It attracts 200 million visitors per year and is a global hub of commerce, culture and tourism. We want to ensure it is fit for purpose.

We work proactively with our members and partners to ensure the West End remains a vibrant, sustainable and competitive 24-hour destination, attracting visitors and inward investment. We have an enviable starting point but we also have streets that are built for cars not people, a suffering international tourism market and a highly competitive landscape, not just with other parts of London and the UK but with other world cities.

We are custodians of a place that is acutely aware of the threat of climate change and we will work with our partners including Westminster City Council, to support their Zero Carbon City 2040 initiative. We have no choice but to be focused on mitigating the errors of the past whilst capitalising on the opportunities in front of us.

We have to encourage more sustainable travel and create a more welcoming environment for pedestrians and cyclists. The opening of the Elizabeth Line in 2022, which will carry an estimated 200 million passengers per year, will increase footfall and connect us to more transport hubs than ever before. This will be a huge benefit for our members as well as potential investors.

These are some of the driving forces behind our comprehensive [West End 2027 Placeshaping Strategy](#) which seeks to create a place that is befitting of its global reputation.

“ To ensure London stays a competitive, global city, it needs to evolve and change. We are extremely supportive of Heart of London Business Alliance’s proposals to reinvigorate the West End. Whether it’s through their creation of a new Arts Quarter for London or elevating the Charing Cross Road and St Martin’s areas, with the new public space outside of the National Portrait Gallery, their proposals capitalise on the West End’s heritage and history to deliver a vibrant future for the area. ”

Ros Lawler, Chief Operating Officer, National Portrait Gallery



# HOW

## WE TRANSFORM THE PUBLIC REALM

Over the next five years we will drive forward our [West End 2027 Placeshaping Strategy](#). Our ongoing work, funded by the external investment we have raised, will allow us to deliver a bold programme of public realm schemes.

### 1. Green Park and Piccadilly Gateway

We are driving proposals to transform the public realm at the Green Park and Piccadilly Gateway, creating a world-class setting and welcome for visitors that better reflects the quality of businesses in the area, its historic buildings and cultural institutions, including the Ritz London, Royal Academy of Arts, Fortnum & Mason and the newly renovated BAFTA building.

### 2. Arts Quarter

The creation of the Arts Quarter, which is currently a network of quiet streets nestled between the National Gallery, Leicester Square and Haymarket, represents a significant new opportunity in the West End for creative industries, retail and hospitality. We anticipate that the Arts Quarter could see £1 billion of inward investment as opportunities come forward.

### 3. St Martin's Lane

We propose major improvements to reinvigorate the St Martin's area, elevating its status as home to the English National Opera, Noël Coward Theatre and the Duke of York's Theatre, critical to the West End's ecosystem.

### 4. Charing Cross Road

With the Elizabeth Line bringing an extra 1.5 million people to within 45 minutes of central London and carrying an estimated 200 million passengers per year, improvements to Charing Cross Road are vital. It will become a tree-lined boulevard with widened footways, more places for pedestrians to cross, safer routes for cyclists and a new public space between the National Portrait Gallery and the Garrick Theatre.

### 5. Sackville Street and Vigo Street

Sackville Street and Vigo Street will be transformed to become an enhanced gateway between east Mayfair and Regent Street, encouraging more footfall into Piccadilly.





## WE STRIVE FOR A SUSTAINABLE AND NET ZERO CARBON WEST END

Both climate change and air quality have a direct impact on how people experience our area and the growing climate emergency is becoming more apparent each and every day. We are therefore committed to migrating the West End to a net zero carbon economy and tackling issues including, carbon reduction, air quality and waste.

We will do this by:

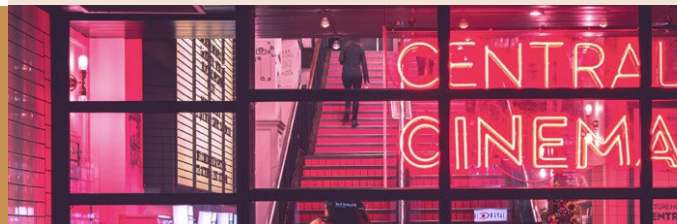
- Championing a sustainable transport infrastructure for London and promoting active travel and low carbon transport choices.
- Securing investment into the improvement and greening of the public realm.
- Working with our partners, including Westminster City Council's Climate Emergency and Smarter Cities team, the Mayor of London and service providers, to ensure that we meet net zero carbon targets across our service delivery areas.
- Reducing emissions by identifying and implementing carbon reduction activities, including advocating for investment in retrofitting the area's buildings, promoting green leases and delivering the West End freight reduction strategy.

## WE REINVIGORATE THE WEST END'S TENANT MIX

We are working with our partners in the West End, including London & Partners, Westminster City Council, New West End Company and West End property owners to reinvigorate the area's global status, attracting new investment and first-class enterprise.

Building a dynamic post-pandemic recovery that can respond flexibly to change, we are:

- Delivering our Future Occupiers Strategy.
- Securing international investment.
- Delivering trade missions to reach new international markets.
- Attracting top entrepreneurs and pioneering companies as future tenants.
- Working with emerging talent to create pop-up exhibitions and concept shops.
- Supporting the Westminster Investment Service to ensure new investors receive best-in-class support.
- Developing an evening and night-time strategy to promote the West End as a vibrant and safe 24-hour destination to live, visit, work, trade and invest.



“The West End's night time economy is a major contributor to London and the wider UK's economy. It's great to see that Heart of London Business Alliance is taking the lead on developing an evening and night-time strategy to promote the area as a vibrant and safe 24-hour destination. I look forward to working with them to ensure our industry makes a strong recovery post-pandemic.”

Amy Lamé, Night Czar, Greater London Authority

SHAPE

PROMOTE

MANAGE

ADVOCATE

SUPPORT



## WE MAXIMISE INWARD INVESTMENT IN OUR AREA

The West End is already benefiting from enormous and ambitious investment across the board and wherever we can, we put our efforts into supporting these projects and complementing the investment coming forward. For example:



- **Piccadilly** is benefiting from over £1 billion of inward investment, with The Ritz London extension, the expansion of the Royal Academy marking its 250th Anniversary, the Crosstree mixed use development, the BAFTA renovation, the redevelopment of Great Portland Estates' French Railway House and Aviva's Pegasus House.

- **Haymarket** is similarly enjoying a renaissance, benefiting from The Crown Estate's St James's Market development (first phase 2016), which is now onto phase two, and the refurbishment of New Zealand House and the Royal Opera Arcade.

- **Piccadilly Circus** is evolving too, with Landsec's £250 million Lucent development, Criterion Capital's £200 million investment in the Coventry Street area and The Crown Estate's investment in the built environment.

- The last five years have seen transformative changes in the **Leicester Square** area, with the arrival of the £500 million hotel, The Londoner, the £16.2 million upgrade of the electrical infrastructure by UK Power Network, the addition of 95,000 sq ft of office space and 32,000 sq ft of retail space in the LSQ building, the £41million restoration of the London Coliseum, the £10 million National Portrait Gallery's "Inspiring People" building renewal and the National Gallery's suite of capital projects to mark its bicentenary in 2024.



“Westminster City Council works very closely with Heart of London Business Alliance to secure the future of the West End, and we are all the better for it. There's plenty to do over the coming years such as generating a strong economic recovery following the pandemic and delivering a net zero carbon city by 2040. Heart of London Business Alliance will play an integral role in that, as well as ensuring Westminster remains a world-class destination.”

Councillor Rachael Robathan, Leader, Westminster City Council



# SHAPE: OUR PLEDGES

1. To drive forward our ambitious [West End 2027 Placeshaping Strategy](#).
2. To deliver a, first of its kind, Evening and Night-Time Strategy for London's West End.
3. To strive for a Net Zero Carbon West End.
4. To attract new enterprise and curate a tenant mix that is fitting of the area's world-class status.
5. To lead the West End's economic recovery from COVID-19, by maximising inward investment to our area.





# Promote



We will **deliver standout cultural experiences** that guarantee tangible results, showcasing the West End as the world's most iconic cultural destination.

## WHY

There is nowhere else in the world with our cultural offer and heritage. Internationally revered, London's West End is truly the beating heart of the world's cultural scene.

London's creative economy is worth £52 billion and our area is home to 39 West End theatres, three world leading art institutions, the English National Opera, as well as over 100 commercial galleries, 78 archive collections, 53 music venues, 45 jewellery design houses and 11 dance venues. And we host 50 film premieres every year.

Arts, culture and creativity are our greatest assets; the backbone of our global standing; and our place in the national psyche.

The pandemic has shown just how crucial culture is, emotionally as well as economically, to the UK. This must not be underestimated and we want it to make it accessible to everyone.

It is this unique ecosystem that will drive the recovery of the West End, of London and of the UK as a whole. We are a 24/7 showcase of the world's best creative talent and this is what makes us London's number one destination for foreign direct investment.

“ The role of the West End in promoting London as a leading world city cannot be overstated. Heart of London Business Alliance's installations and activity, which also form part of the Mayor's "Let's Do London" campaign, have captivated Londoners and visitors alike, helping to drive much-needed domestic tourists back to the area. ”

Laura Citron, Chief Executive Officer,  
London & Partners



# HOW

## WE LEVERAGE OUR GREATEST ASSET

In 2020, we published our [Cultural Heart of London Strategy](#) which sets out our vision for collaboration and provides a toolkit to enable the delivery of major new cultural innovations.

We will continue to deliver this vision, working with new and existing partners on an ambitious animation and events programme that will bring the area back to its pre-pandemic best or better.

Our ambition for a new Arts Quarter will bring together some of the world's most iconic cultural institutions, artists, creatives, hotels, cafés and restaurants and retail to create the West End's newest destination.

The Arts Quarter will be made up of art 'clusters' that reflect the historic cultural character of the area. A film cluster around Leicester Square; a live performance cluster around the West End; and an arts cluster with the National Gallery and National Portrait Gallery at its epicentre.

## WE TURN STRATEGY INTO SHOW BUSINESS

We deliver and facilitate cultural experiences that entice people to the area and keep them here. We bring culture onto the streets and integrate art into the built environment, animating the area to attract new audiences, drive footfall and generate investment, reinforcing our credentials on a world stage each time.

Through [Art of London](#) we have transformed the West End into a living gallery through art trails and installations. The innovative Augmented Gallery activation transformed the West End into an interactive gallery without walls that linked the West End's arts institutions, driving footfall and increasing dwell time across the area. Meanwhile, our Scenes in the Square activation brings together the global entertainment giants to produce a new tourist attraction in the heart of Leicester Square, reinforcing its position as the home of film and entertainment.



“Art of London is a perfect example of a world-class cultural district stepping up in the fight to survive and which is innovating to improve the public's experience when visiting the West End, offering new ways to absorb its rich culture.”

Simon Harding-Roots, Managing Director,  
London, The Crown Estate

SHAPE

PROMOTE

MANAGE

ADVOCATE

SUPPORT



## WE ARE LOUD AND PROUD

We amplify the reach and impact of cultural activity within our area through our communication channels, including [Art of London](#) and [Discover LSQ](#). These are further supported by wider campaigns such as the Mayor of London's "Let's Do London" Campaign and our partnership with London & Partners.

We deliver PR and brand awareness campaigns, media support for members, and consolidate the myriad of events taking place in the area into one comprehensive [cultural calendar](#) that also supports our broader aims of a 24/7 destination.

## WE ARE DRIVING TOURISTS BACK

By amplifying and enhancing our cultural offer we will drive domestic and international tourists back to London's West End.

In partnership with cultural leaders such as the British Film Institute and Sky Arts, we bring major cultural events like the London Film Festival to our area.

As a founding member of the London Tourism Recovery Board, we will continue to work together across industry to drive the recovery of tourism in the wake of COVID-19. Working closely with the Mayor of London, we will deliver a tourism strategy with tangible benefits for central London and the West End.







## CASE STUDY

### Art of London

The Cultural Heart of London launched with the inaugural Art of London Summer Season 2021. The events and activations were all supported by some of London's leading art institutions, including The National Gallery, National Portrait Gallery, Royal Academy of Arts, alongside Sky Arts, Westminster City Council and the Mayor of London:

**The Augmented Gallery** – a unique art trail that allowed members of the public to view artworks through the magic of augmented reality.

**The Piccadilly Art Takeover** – Piccadilly was turned into an outdoor exhibition space. From colourful zebra crossings, to floating artworks and weekly augmented reality video takeovers on the iconic Piccadilly Lights screen, Piccadilly came alive with art and imagination from some of UK's leading artists.

**The Tusk Lion Trail** – a pride of colourful lions was a welcome addition to the Piccadilly area, designed by celebrity ambassadors of the animal conservation charity, Tusk.

**Pop-Up Art Exhibitions** – some of London's most exciting up-and-coming artists, including Joyce Fraser (founder of Black Heroes Foundation) and Lito Apostolakou (installation and mixed-media artist), showcased their work in vacant retail spaces across the West End.



SHAPE

PROMOTE

MANAGE

ADVOCATE

SUPPORT





## CASE STUDY

### Scenes in the Square

Scenes in the Square was launched in February 2020 by Heart of London Business Alliance in partnership with major international partners including Warner Brothers, Universal, Studio Canal, Walt Disney, Tiger Aspect and Cameron Mackintosh.

Unveiling icons from a century of cinema with an interactive statue trail, Scenes in the Square was created to re-establish Leicester Square as London's home of film and entertainment, and reached an audience of over 2 billion in its first year.

2020 and 2021 were challenging years for cinema, with prolonged lockdowns and at-home content taking precedence over the full 'at the movies' experience. However, Scenes in the Square brought culture onto the streets.

It was awarded the Drum PR Award 2020 for Best Event, Stunt or Promotional Activation in 2020 and this was followed in July 2021 with the Drum Marketing Award 2021 for Best Brand Development or Extension of the Year.

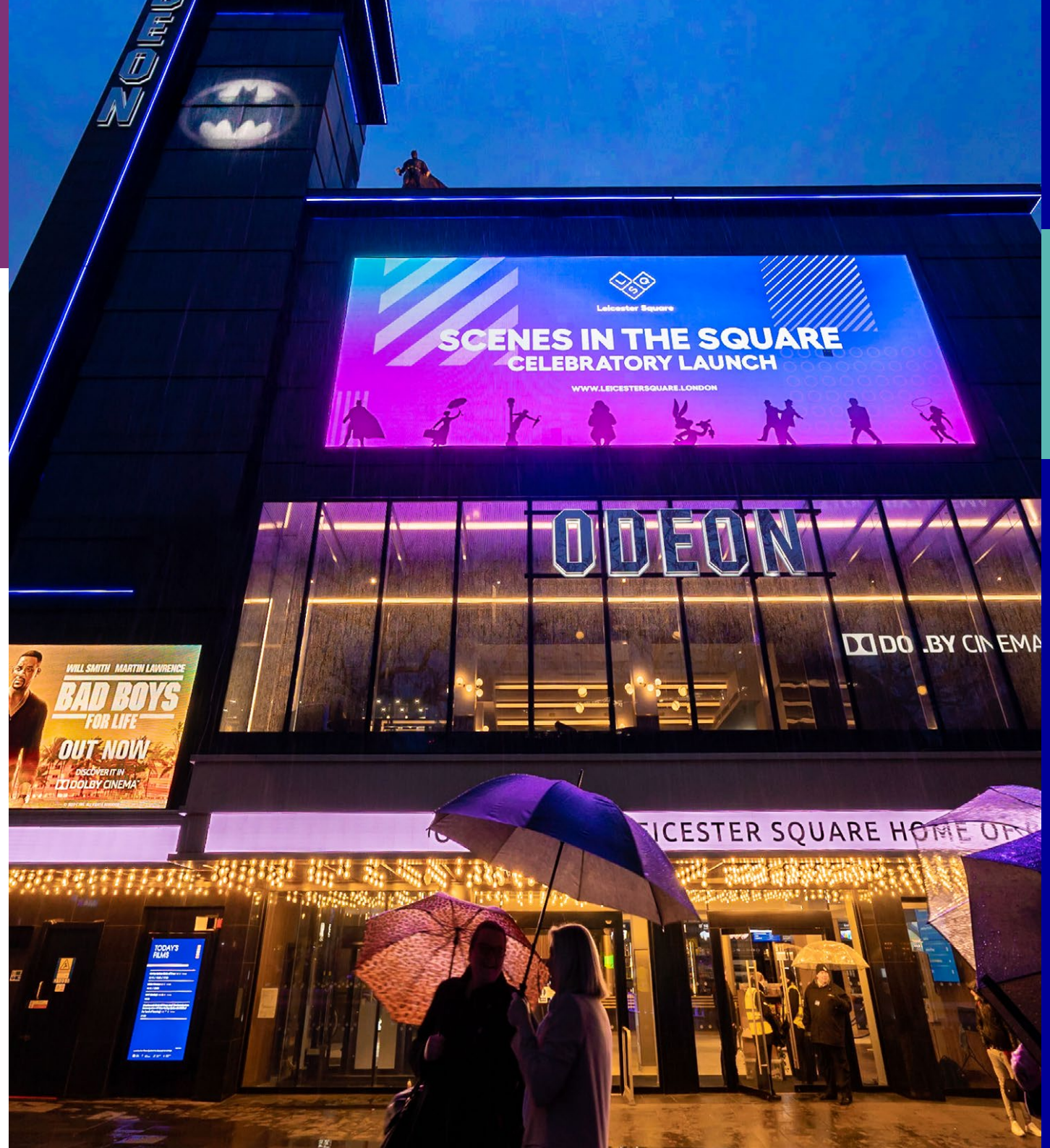
“In a very difficult year, Scenes in the Square has helped Leicester Square to maintain its status as a must-visit location for film lovers day and night. This is a great example of how Heart of London Business Alliance targeted interventions in our area can have a real impact for local businesses.”

Tessa Street, Area Manager, The Odeon



# PROMOTE: OUR PLEDGES

1. To lead the charge on attracting domestic and international tourists back to the West End.
2. To deliver the [Cultural Heart of London Strategy](#) via our Art of London platform.
3. To deliver an ambitious West End animation and events programme driving more consumers to the area.
4. To work in partnership with major film studios to establish Scenes in the Square as a global tourist attraction.
5. To raise the profile of Heart of London Business Alliance as an influential stakeholder in the cultural sector.





# Manage



We will **create a sustainable environment that is clean, safe and well-managed**, elevating the experience for our world-class destination.

## WHY

People want to spend time and money in places which are clean, safe, healthy, sustainable, and easy to navigate. We work with partners to ensure our area is attractive to those that visit, live, trade and work here.

Our ability to take a five-year view of the area means we can address issues in a more sustainable way such as reducing vehicle traffic and poor air quality.

We understand it is more sustainable and valuable to tackle the root causes of problems and put long-term strategies in place to create an inclusive, safe and secure place alongside our immediate support measures.

“ The Met are committed to the safety of all Londoners, and Heart of London Business Alliance has been critical in supporting this goal in the West End. We look forward to continuing working together with Heart of London Business Alliance, and its members, to ensure that the area is safe and welcoming to the 200 million that visit it each year. ”

Sir Stephen House, Deputy Commissioner  
of the Metropolitan Police





## HOW

### We keep our area clean

Every day of the week, our 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 graffiti removal and litter picker teams. It is through our efforts that our area is amongst the cleanest cities in the world.

### We keep our area safe

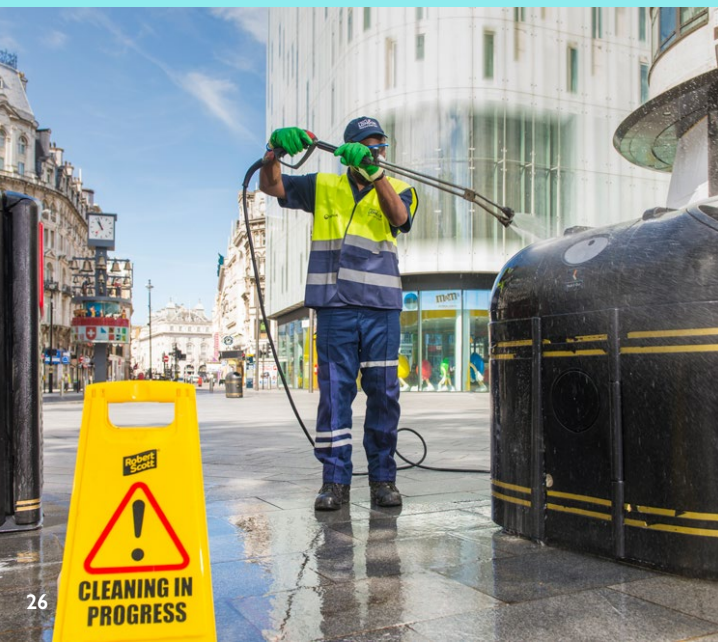
Our seven-days-a-week private security team responds to on-street disruptions, referring cases to the Metropolitan Police and assisting members with antisocial behaviour and low-level crime issues. Through our peer-to-peer radio link network, members are informed of disturbances or threats, and can call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

We also provide resilience preparedness training and play an active role in voicing members' concerns to public bodies through a coordinated neighbourhood tasking meeting, as well as providing access to the online crime reporting system.

### We keep our area well-managed

Through our multi-agency, on-street management service, we ensure the area's streets operate as they should every day. Our dedicated Street Manager monitors and reports on street infrastructure issues and street works to the statutory bodies and utility companies, while our Business Engagement Manager provides direct support to our members.

In addition to their routine duties, our frontline teams are on hand to provide a knowledgeable and friendly welcome, providing directions and orientation of the area as visitors navigate the West End.



“Whenever we have an issue, we can call Heart of London Business Alliance and they'll respond straight away. Their connections to operational partners mean they can very quickly sort out problems, so that we can focus on running our business.”

Sean Ghouse, Director of Retail,  
Fortnum & Mason



## We keep our streets healthy and sustainable

A sustainable and inclusive environment is key to an area's success and we have a range of initiatives in place to promote our ambition for healthy streets.

Our preferred supplier schemes help reduce traffic and pollution by minimising the amount of delivery vehicles on the roads. We offer preferential member rates for commercial waste and recycling collection which also reduces costs for our members.

Sustainable and green initiatives form a key aspect of our West End 2027 Placeshaping Strategy. We work in partnership with Westminster City Council to deliver seasonal planting schemes across our public spaces as well as actively pursuing other greening opportunities with property owners in the area.

## We care for the community

The Heart of London Business Alliance is a compassionate and tolerant community. That is why we are committed to working with our partners, including Westminster City Council, and its frontline services, to find a long-term solution to homelessness.

We also seek to ensure proactive and positive engagement with people living on our streets. As such, we fund specialist outreach workers who help rough sleepers find the right support and a route off the streets and into safety.







## CASE STUDY

### A successful waste reduction pilot scheme at 30 Panton Street

Between November 2018 and January 2019, our pilot programme, which looked at consolidating waste services at 30 Panton Street, led to tangible change for occupiers and the environment.

Through simple interventions like the installation of a waste compactor, we have reduced vehicle trips and improved recycling rates, whilst also saving businesses money.

- Recycling rate more than doubled from 23% to 63% in the first 2 months.
- A 47% reduction in waste vehicle journeys overall.
- 988 fewer vehicle movements each year.

Delivered by us, this project was funded by Transport for London and facilitated by JLL Building Managers. The waste collection contractor is Westminster City Council's Commercial Waste Services in partnership with Veolia.

“ When Heart of London Business Alliance suggested their waste consolidation scheme to Old Park Lane Management, we jumped at the opportunity. Not only did the project achieve a significantly reduced demand for waste collections, but we also experienced a number of unexpected benefits, such as an increase in the rate of recycling, not to mention the significant financial savings we made. ”

Tim Sketchley, Managing Director,  
Old Park Lane Management



# MANAGE: OUR PLEDGES

1. To save you money and increase recycling rates via our seven-days-a-week waste collection and recycling service.
2. To migrate all waste and recycling collection to electric vehicles, improving air quality and further reducing emissions.
3. To develop shared intelligence, advocate for the use of public realm CCTV, and support targeted security operations in conjunction with the police and other specialist agencies.
4. To provide a dedicated frontline street team seven days a week.
5. To champion an immediate and long-term solution to tackling homelessness on our streets.





# Advocate



We will **protect, defend, and promote our members' interests** by listening and campaigning on the issues that matter most.

## WHY

When we speak, people listen. We have the ear of the most influential people in local, regional and national government, as well as across business and media. We use this voice to advocate for our members' interests and influence policy.

We have the opportunity now to place the West End at the heart of the capital and the country's economic recovery, using the relationships we have forged and the network we represent to be a strong voice in shaping post-pandemic policy.

Over the coming five years we will see elections at all levels, policy changes that seek to tackle climate change and drive economic growth and much more. Our objective will be to maintain course throughout; our global profile and visibility and the importance of the sectors we are home to mean we can be a genuine force for positive change, however the landscape shifts around us.

We will continue to be your keenest advocate with political decision-makers, speaking up for whatever the heart of London needs to recover, grow and thrive.

“London's recovery from the pandemic has been at the centre of our work in recent months and Heart of London Business Alliance has been a vital partner. Together, we've convened the key players in the capital on the Let's do London business board, focused on bringing people back to the city. Heart of London Business Alliance knows that for London to succeed, it needs to be competitive and dynamic, and they have been a vital voice for the businesses of London's West End.”

John Dickie, Chief Executive, London First





“ Our work with Heart of London Business Alliance has been vital to the revival of the West End and the wider UK economy. The last 18 months have been challenging for everyone, but with the support of Heart of London Business Alliance, we have been able to make sure visitors and workers can travel safely into the area – keeping the heart of London beating.

Andy Byford, Commissioner,  
Transport for London

## HOW

We represent you at the highest levels

We have built our reputation and visibility over the last five years, becoming a trusted voice and representative for the West End with government at all levels. We are relentless in pushing forward your priorities and advocating for your businesses at every opportunity.

We meet regularly with a wide variety of senior decision-makers, including:

- 10 Downing Street
- Her Majesty's Treasury
- The Department for Business, Energy and Industrial Strategy
- The Department for Digital, Culture, Media and Sport
- London Members of Parliament
- Greater London Authority
- Transport for London
- Metropolitan Police
- London's Night Czar
- Westminster City Council

Our Chief Executive represents your interests on critical recovery groups and Boards such as:

- The Mayor's London Recovery Board
- The London Workplace Recovery Board
- The London Tourism Recovery Board
- Deputy Mayor for Business' Strategic Coordinating Group
- Westminster MP Business Advisory Group
- Transport for London's Business Advisory Group
- New London Architecture's New Sounding Board
- Night Time Commission Group for the Greater London Authority
- Westminster Council's Business Improvement Group

We will continue to grow our influence and use these platforms to advocate for you, our members, and connect you with key stakeholders and decision-makers who can help make needed change to improve your business outcomes.

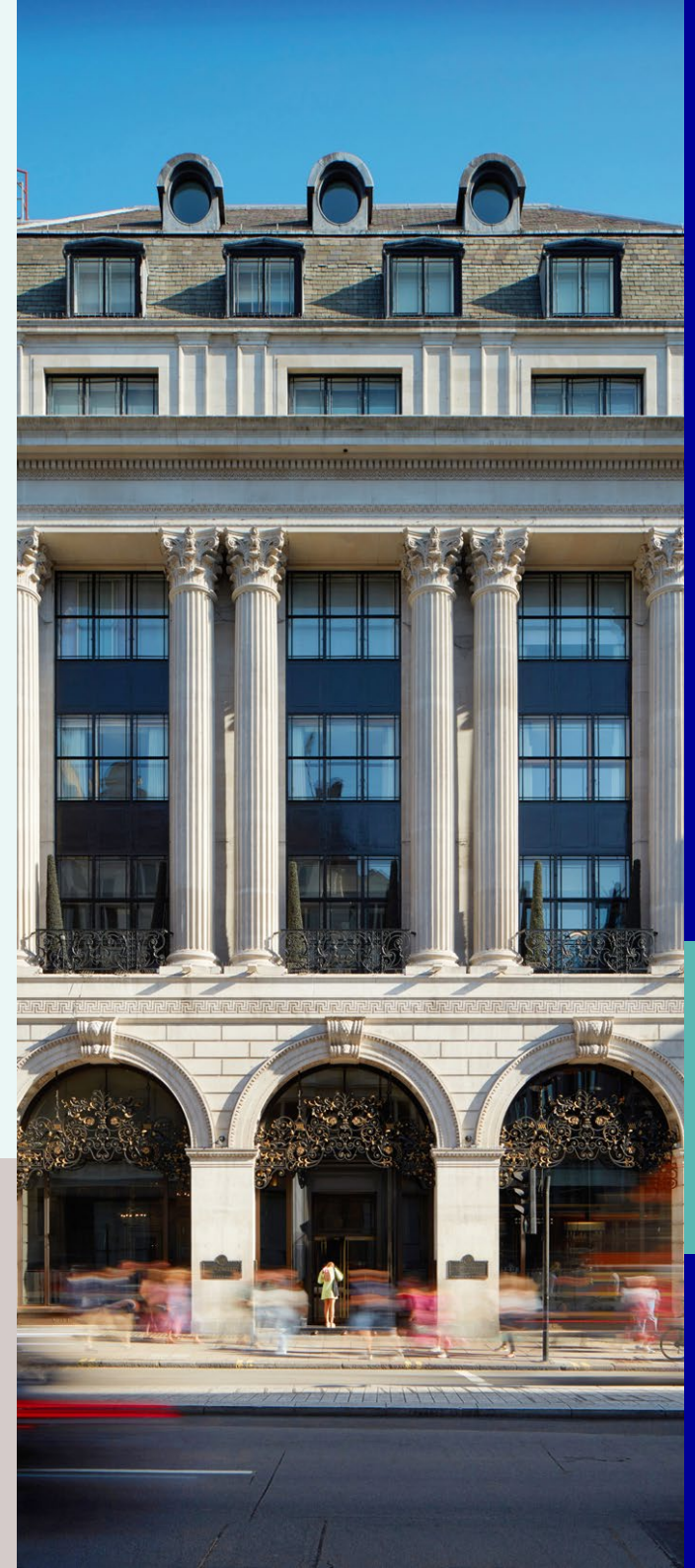




## We don't just speak to government, they listen

Not only do we raise your concerns, we help secure real change too, for example:

- **Vital COVID-19 support measures** including business rates relief, furlough extensions, cultural relief funds and support for al fresco dining and licensing applications.
- Policy to **regulate busking and street entertainment** in Westminster.
- **50 additional police officers** for the West End from December 2021.
- A **£1.75 billion support package** for Arts and Culture from the government.
- The **Live Events Reinsurance Scheme** for the events and live music industry.
- The **Mayor's £7 million reopening plan** for Central London's promotion and marketing.
- A **cut in business rates** for the retail, leisure and hospitality sectors, and business rates relief for green refurbishment.







Over the next five years, we will continue to work with our members to identify your priorities as they evolve and push these at the highest possible levels. Just some of what we are calling for right now includes:

- Removing existing barriers to skills and recruitment that are acting as a blocker to economic recovery.
- Introduction of a temporary recovery visa for industries where there are labour and skills shortages.
- Investment in skills development in key sectors.
- A public transport system which is safe, accessible, and affordable – and funded for the long-term.
- An inward investment programme for the West End.
- Flexibility around planning and licensing in Westminster.
- Introduction of extended Sunday trading.
- Reintroduction of tax-free shopping for international visitors.
- Business rates reform.
- Opening of the Elizabeth Line.
- Regulation of pedicabs in Westminster.
- VAT relaxations for the hospitality sector.
- Investment in our priority public realm schemes.
- Reducing rough sleeping in Westminster.

Perhaps most importantly, in an era where the political focus is often on other parts of the UK, we will, loudly and clearly, make the political and economic case for a strong, successful, well-supported London as a key driver in the UK's economic recovery.



## CASE STUDY

### Proving the economic value of the arts in London

During the first lockdown in March 2020, we commissioned Arup to assess the [economic value of the West End arts and cultural sector](#) to the wider UK economy, as well as predict from four different scenarios over a five-year period from 2020 – 2024, how the sector would fare economically.

This piece of research became a vital campaigning tool to secure much needed support and funding for the cultural sector; as local, London and central government authorities all realised how vital the cultural value is from an economic perspective and not simply an emotional perspective.

Through this research we secured global press coverage, media interviews and articles as well as formed the brief for a number of London MP's who we rallied to campaign for the sector on our behalf.

“ Heart of London Business Alliance worked tirelessly throughout the pandemic, campaigning on behalf of the cultural sector. And they've helped the industry secure a number of wins, like the Cultural Relief Fund and the Live Events Reinsurance scheme, which have been critical for performing arts venues like ours. Ros and the team are fantastic advocates for the cultural sector, and looking ahead, we're working with them to address the issues of skills and the return of international tourism, as there is still more to do to drive the recovery of the area.

Stuart Murphy, Chief Executive Officer,  
English National Opera





## We work with industry leaders to make real change

The pandemic has reaffirmed the power of working in partnerships, of coming together to speak with one voice and make change happen. That is why we never work alone. Over the last two years, we forged partnerships and collaborations at local, regional, and national levels and we turned risk into opportunity, to lead the West End through the crisis.

We will continue to align our lobbying efforts with our partners, including:

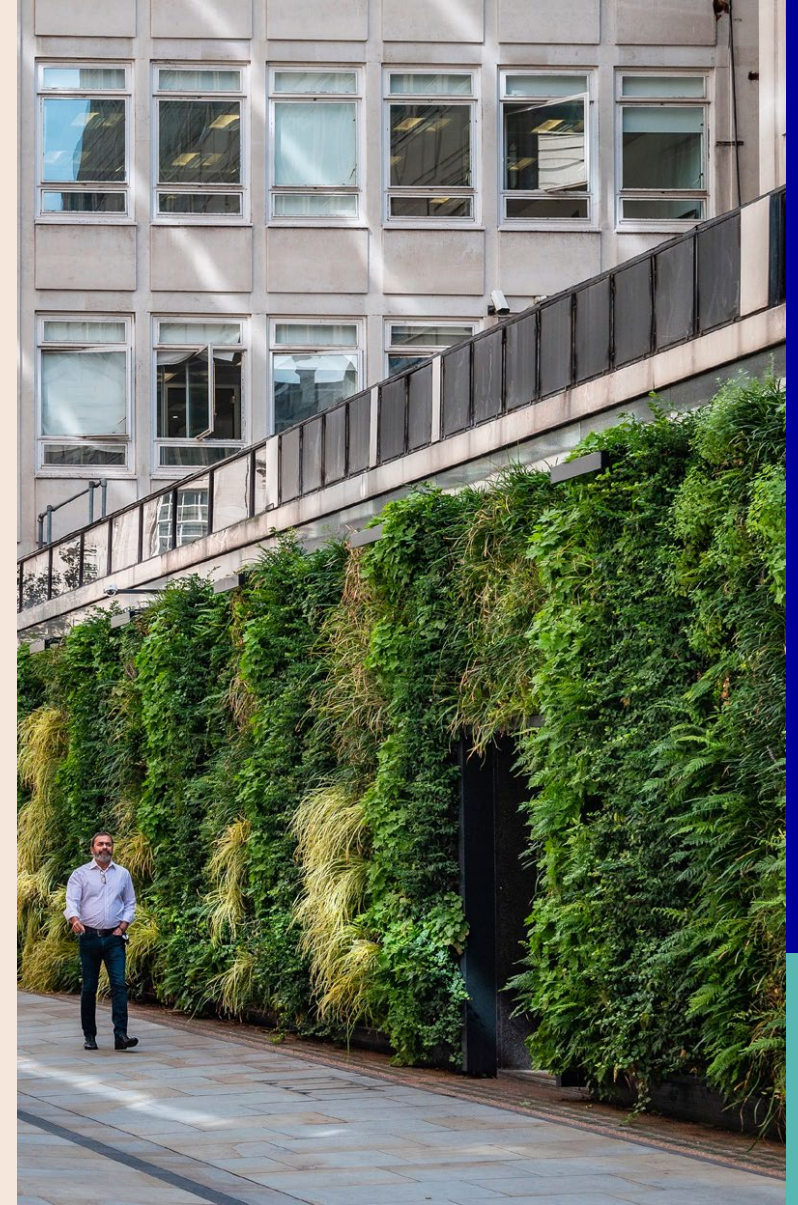
- London & Partners
- London Chamber of Commerce and Industry
- London First
- UK Hospitality
- Night Time Industries Association
- Westminster Property Association
- London Property Alliances
- Westminster BIDs
- Association of Leading Visitor Attractions
- Society of London Theatre
- Association of International Retail
- Federation of Small Businesses
- Confederation of British Industry

By combining our voices, clout and expertise, our lobbying efforts can reach further, creating real change. We also facilitate access to these organisations for our members, so you can benefit from their networks, knowledge and access.

## We champion a sustainable West End

Sustainability and tackling the climate crisis emergency is one of our key priorities. We will be working with our partners to lobby hard on key aspects of the sustainability agenda to ensure our members will have access to best practice resources and guidance.

It is imperative that we support and align our vision with Westminster City Council's [Climate Action Plan](#) and the government's Net Zero Strategy, that way, playing our part to bring businesses together to support wider more cohesive plans to effect positive climate change action.





# ADVOCATE: OUR PLEDGES

1. To ensure London maintains its position as a top global city and secure a marketing budget for London to allow it to compete with other world cities.
2. To welcome the introduction of the Elizabeth Line and advocate for a multi-year funding deal for Transport for London to keep central London moving.
3. To be a leading voice on business rates reform, helping to secure a more fit for purpose scheme for our members.
4. To address the skills shortage issue and work at both a national and local level to remove recruitment barriers which are acting as a blocker to the West End's economic recovery.
5. To advocate for a sustainable West End, ensuring our businesses have the guidance and support they need to support the delivery of climate change action plans.









# HOW

## We use our media know-how to help you

By raising our profile, and that of our members, we can strengthen our influence with government and media, and bring attention and investment to our initiatives. Our dedicated communications team are always looking for opportunities to tell the story of the heart of London and amplify our members' voices in the local, regional and national media.

We have significantly increased our profile and that of our Chief Executive, becoming a major commentator on key issues in our area and an influential advocate for our members. Over the last 12 months, we have featured in over 100 pieces of press coverage, including in the Financial Times, Evening Standard, Sky News and ITV News, reaching millions of people and being noticed by influential decision-makers such as the Mayor of London, Cabinet Members, 10 Downing Street and many more.

## We are in the know so you can be too

Knowledge is power, and we want our businesses to be as powerful as possible. We have cultivated a reputation with political and business stakeholders as the people who know the West End best.

Our weekly operational and company updates, which became daily at the height of the pandemic, help our members keep up-to-date with what is happening in the area. As we drive the recovery of the area, we will ensure our members are made aware of and are able to readily access the various support provisions, services and schemes that are available. We will also keep our members abreast of crucial political changes or trends, so they know what is happening on the ground in our area.

We also circulate regular reports that contain insights into the performance of the area and the wider West End. This includes crucial data and benchmarking metrics such as transport ridership data, West End footfall, sales figures, area planning and licensing applications. We not only gather and share our own information, we also broker relationships between our members, facilitating knowledge sharing at networking and roundtable events.

“ Heart of London provide the most invaluable data. Their footfall insights have been so important, especially during the pandemic, as they allowed us to see how things were compared to 2019. They also drive forward much-needed initiatives, such as the Heart of London Club, providing perks and benefits to those working in the area, and we're delighted to be a part of it. ”

Charlie Gilkes,  
Director/Founder, Inception Group







# HEART OF LONDON CLUB

## We will help bring workers back to the West End

As we emerge from the pandemic, our ambition is for workers to return and spend as much time as possible in the heart of London area. This is more important than ever as we work hard to encourage people back to the office after such a long period of working from home.

By bringing workers back to the West End, we will reignite the energy and the economy of the local area. We need to remind people why this is the best place to work. We are representing this view on the Mayor London's Workplace Recovery Board which our Chief Executive chairs whilst addressing the seriousness of the skills shortage issue that the hospitality, culture and retail sectors in the West End are currently facing. We will continue to work at both a local and national level to apply pressure to find both short and long-term solutions, demonstrating to potential employees the fantastic opportunities that the West End has to offer. There is nowhere else in the world where you can leave your work and have such a wide range of bars, restaurants, and cultural opportunities on the doorstep.

Our new [Heart of London Club](#) gives exclusive offers and discounts within the area, incentivising spend and drawing workers back. To develop a sense of pride and community, the scheme is only available to employees in the area and provides access to money-cannot-buy experiences.

## We provide access to London's leaders

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.

We have one of the best networks of London's key decision-makers and have access to some of the city's most influential people. Our 'London Leaders' events have connected over 350 of our members with people including the Minister for London, the Mayor of London and the Deputy Commissioner for the Metropolitan Police.

We will continue to leverage our networks and foster a dialogue between our businesses and London's leaders to provide a platform for our members to be heard.



“ Heart of London Business Alliance keeps us informed about anything and everything happening in the area, whether it's events we can get involved in or other matters that might affect us. They're also well-connected and are able to highlight any business issues to the right people in government on our behalf. ”

Andrew Love, Senior Advisor, The Ritz London







## CASE STUDY

### London Leaders

In March 2020 we launched our London Leaders series as a platform for members to discuss the future of our great city with the pioneers of London's recovery. Hosted as live interviews with our Chief Executive, these virtual events provide attendees with the chance to hear the latest tailored industry insights, and to ask questions relating to issues that matter most to them.

The series has connected 350+ members with influential figures from government, the Mayor's Office, and key local authorities, including the **Minister for London** (Paul Scully MP), **MP for Cities of London and Westminster** (Nickie Aiken MP), **Deputy Commissioner of the Metropolitan Police** (Sir Stephen House), the **Night Czar** (Amy Lamé), **Chief Executive of London & Partners** (Laura Citron), **Commissioner for Transport for London** (Andy Byford) and **Leader of Westminster City Council** (Cllr Rachael Robathan).

Discussion topics have included everything from support schemes, regulations, business rates and reopening plans, to investment in arts and culture, transport infrastructure and green recovery.





# SUPPORT: OUR PLEDGES

1. To act as a one-stop-shop of support and services for our members.
2. To raise our company and our members' profile, and influence decision-makers through a programme of well-timed media activity.
3. To expand the Heart of London Club to give West End employees a range of offers and priceless experiences every year.
4. To host member events to share expertise and best practice.
5. To listen to our members through regular surveys so we can continually improve our services.





# OUR GOVERNANCE

## Our Business Improvement District

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 320 BIDs currently operate across the UK.

## Our Company

Heart of London Business Alliance consists of six separate BIDs (three occupiers and three property owners) across three areas. These areas are Piccadilly and St James's, Leicester Square and Piccadilly Circus and St Martin's. Each BID has separate budget accountability while contributing to the overall business plan. Our Company is not-for-profit and limited by guarantee. The average annual combined occupier and property owner income is circa £5 million. By combining our BIDs into one single company, Heart of London Business Alliance benefits from economies of scale to deliver better services for all our members. Our 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 shape, promote, manage our area and that advocate on behalf of and support our members in accordance with the overall strategic ambitions of our business community.

## Our Board

The purpose of our Board and Committees is to steer the strategic direction of our Company. Led by our Chair, our 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. Our Board is representative of the full geographic area of the Company.

## Our Team

Our team at Heart of London Business Alliance is responsible for the delivery and management of the business plan. Full details of how we operate, report and evaluate progress are available at [www.heartoflondonbid.london](http://www.heartoflondonbid.london).

## Our 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 our BIDs' geographic footprint.





# OUR BID LEVY RULES

## Our Business Improvement District

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. Our BID rules provide the basis for calculating the BID levy, which forms the substantive proportion of Heart of London Business Alliance's budget. The rules are:

- The renewal BID term will be five years from 1st April 2022 to 31st March 2027.
  - 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 BID levy will be fixed at 1.15% of rateable value using the 2017 business rating list as at 1st April 2022, rising annually by 0.03%. Therefore, Year 1 = 1.15%, Year 2 = 1.18%, Year 3 = 1.21%, Year 4 = 1.24%, Year 5 = 1.27%
  - A levy payer will not be liable to pay more than £30,000 on any particular hereditament in any financial year.
- Charitable organisations in receipt of mandatory charitable relief from rates will receive 80% allowance.
  - The BID levy will not be increased other than as specified in these levy rules.
  - There will be no VAT charged on the BID levy.
  - Where the rateable value for individual hereditaments (rated properties) changes and results in a lower 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 BID levy will be made for previous years.
  - The 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 BID levy will fall on the eligible ratepayer.

Specific details of the BID Levy Rules can be found in the Operating Agreement, which is available at [www.heartoflondonbid.london/ballot-2022-2027](http://www.heartoflondonbid.london/ballot-2022-2027)





# OUR FINANCES FOR LEICESTER SQUARE AND PICCADILLY CIRCUS BID

Income generated from the BID levy is ring-fenced to be invested in our BID area and to deliver our business plan.

All projects delivered by a BID are above and beyond those carried out by public services through statutory provision.

## LEICESTER SQUARE AND PICCADILLY CIRCUS BID



## FIVE-YEAR BUDGET (2022 – 2027)

	2022-23	2023-24	2024-25	2025-26	2026-27	TOTALS
<b>Income</b>						
BID Levy	£1,097,645	£1,130,574	£1,164,492	£1,199,426	£1,235,409	£5,827,546
Other	£165	£165	£165	£165	£165	£825
<b>Total</b>	<b>£1,097,810</b>	<b>£1,130,739</b>	<b>£1,164,657</b>	<b>£1,199,591</b>	<b>£1,235,574</b>	<b>£5,828,371</b>
<b>Expenditure</b>						
Shape	£127,239	£127,394	£132,025	£135,986	£140,065	£662,708
Promote	£272,703	£266,151	£271,642	£279,791	£288,185	£1,378,472
Manage	£373,285	£362,096	£368,180	£379,225	£390,602	£1,873,388
Advocate	£105,606	£106,759	£111,263	£114,601	£118,039	£556,267
Support	£92,877	£94,617	£99,045	£102,017	£105,077	£493,633
Core Costs	£114,385	£80,156	£80,156	£82,560	£85,037	£442,294
Contingency	£54,882	£56,529	£58,225	£59,971	£61,770	£291,377
<b>Total</b>	<b>£1,140,978</b>	<b>£1,093,701</b>	<b>£1,120,535</b>	<b>£1,154,151</b>	<b>£1,188,776</b>	<b>£5,698,141</b>

## BUDGET ASSUMPTIONS FOR LEICESTER SQUARE AND PICCADILLY CIRCUS BID

- The budget figures are indicative and based on the anticipated levy income using 2017 rateable values.
- There is an assumed 0.03% annual inflationary increase.
- There is an assumed 100% levy collection rate.
- The levy income may fluctuate and is subject to the market at the time of the ratings assessment.
- The other income is the minimum level of projected additional funding.
- The projects and services expenditure reflect the current priorities. These may change causing variances across the five-year term.
- Any material variations will be approved by our Board.
- Core costs will cover 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%.
- The contingency is based upon 5% of BID levy income in the event of non-collection.



# OUR FINANCES FOR PICCADILLY AND ST JAMES'S BID

Income generated from the BID levy is ring-fenced to be invested in our BID area and to deliver our business plan.

Projects delivered by our BID are above and beyond those carried out by public services through statutory provision.

## PICCADILLY AND ST JAMES'S BID



## FIVE-YEAR BUDGET (2022 – 2027)

	2022-23	2023-24	2024-25	2025-26	2026-27	TOTALS
<b>Income</b>						
BID Levy	£1,235,890	£1,272,967	£1,311,156	£1,350,490	£1,391,005	£6,561,508
Other	£165	£165	£165	£165	£165	£825
<b>Total</b>	<b>£1,236,055</b>	<b>£1,273,132</b>	<b>£1,311,321</b>	<b>£1,350,655</b>	<b>£1,391,170</b>	<b>£6,562,333</b>
<b>Expenditure</b>						
Shape	£143,252	£143,426	£148,641	£153,100	£157,693	£746,112
Promote	£307,024	£299,646	£305,828	£315,003	£324,453	£1,551,955
Manage	£420,264	£407,666	£414,516	£426,951	£439,760	£2,109,157
Advocate	£118,898	£120,194	£125,265	£129,023	£132,894	£626,275
Support	£104,567	£106,524	£111,511	£114,856	£118,302	£555,759
Core Costs	£128,777	£90,245	£90,242	£92,949	£95,738	£497,950
Contingency	£61,795	£63,648	£65,558	£67,525	£69,550	£328,075
<b>Total</b>	<b>£1,284,576</b>	<b>£1,231,349</b>	<b>£1,261,561</b>	<b>£1,299,407</b>	<b>£1,338,390</b>	<b>£6,415,282</b>

## BUDGET ASSUMPTIONS FOR PICCADILLY AND ST JAMES'S BID

- The budget figures are indicative and based on the anticipated levy income using 2017 rateable values.
- There is an assumed 0.03% annual inflationary increase.
- There is an assumed 100% levy collection rate.
- The levy income may fluctuate and is subject to the market at the time of the ratings assessment.
- The other income is the minimum level of projected additional funding.
- The projects and services expenditure reflect the current priorities. These may change causing variances across the five-year term.
- Any material variations will be approved by our Board.
- Core costs will cover 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%.
- The contingency is based upon 5% of BID levy income in the event of non-collection.



# MAKE YOUR VOTE COUNT

If you would like to secure a further five years of dedicated investment in the area and the delivery of this plan, please cast your vote.

**Following a successful ballot, we will begin the term on 1 April 2022.**

In the instance of an unsuccessful ballot, the projects, services and campaigns funded by Heart of London Business Alliance will be terminated. We will not be replaced by another company. Instead, the West End will return to the statutory services provided by public bodies.

## CONTACT US

For further information please contact our Chief Executive:  
ROS MORGAN  
Chief Executive  
Heart of London Business Alliance  
E: [info@heartoflondonbid.co.uk](mailto:info@heartoflondonbid.co.uk)  
T: 020 7734 4507  
Empire House, 175 Piccadilly, London W1J 9EN

## FOLLOW US FOR THE LATEST UPDATES

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



HOLBID



Heart of London Business Alliance



HOLBID

# VOTING PROCESS

1. Notice of ballot issued on 20 January 2022
2. Ballot papers distributed on 3 February 2022
3. Ballot papers returned by 5pm, 3 March 2022
4. Ballot result announced on 4 March 2022





# Heart of **LONDON** Business Alliance

