



HEART OF LONDON
BUSINESS ALLIANCE

BUSINESS PLAN
2020 – 2025



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BUSINESS ALLIANCE

BUSINESS PLAN

2020 – 2025

PROPERTY OWNERS AND OCCUPIERS
ST MARTIN'S



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ST MARTIN'S AT THE HEART OF LONDON

St Martin's is integral to London's West End, situated at its historic heart and surrounded by some of the world's leading attractions. To date, the area has only had access to the statutory services provision, which is no longer enough if the area is to meet its full potential. In February 2020, there will be an opportunity for St Martin's business community to join Heart of London Business Alliance and secure much-needed investment in the area.

St Martin's is one of London's oldest parishes, the home of renowned theatres, the inspiration for some of literature's most recognisable places and the namesake for one of the capital's most recognisable streets.

It is also a critical thoroughfare for Central London, the bridge between Leicester Square and Covent Garden and essential to the proper functioning of London's West End.

However, St Martin's risks being left behind its neighbouring areas in terms of quality and performance. The area relies solely on services delivered by statutory bodies, which have deteriorated over time. In contrast, the nearby areas have benefitted from additional, dedicated services and investment for decades through Heart of London Business Alliance.

As an alliance of 600 cross-sector property owners and occupiers, we recognise the undeniable value and tangible benefits of the business community working together.

In February 2020, St Martin's business community will have an opportunity to unite with its neighbours to invest and shape a world-class West End.



WORKING WITH ST MARTIN'S

Heart of London is an alliance of businesses from across Leicester Square & Piccadilly Circus, and Piccadilly & St James's. We are business-led and business-funded with a single purpose to secure the commercial wellbeing of the areas we represent.

This Business Plan details how St Martin's could benefit from joining the Alliance and what could be delivered over the next 5 years.

As a priority, we will focus on creating cleaner, safer and healthier streets. This will enhance the visitor experience, promote connectivity with nearby areas and bring more customers to St Martin's.

The services and projects we will deliver include a dedicated security team to tackle begging and anti-social behaviour; an outreach service to help rough sleepers off the streets, a street cleansing regime that includes hot washing and chewing gum removal, a coordinated waste collection and consolidation scheme to reduce vehicle journeys and remove rubbish bags from the streets, as well as greater area promotion.

Members will also benefit from training and networking opportunities and a one-stop shop approach to tackling day-to-day issues. We also issue monthly area performance reports and weekly operational news to support business operations and management.

We will also prioritise the delivery of a coherent and ambitious public realm development scheme. This will ensure the area functions effectively as a commercial centre, while simultaneously preserving and promoting both the heritage and character of the area. The public realm improvements are underpinned by the need to offer greater priority to pedestrians over vehicles and to encourage greater connectivity, particularly between Leicester Square and Covent Garden.

As the convening force between occupiers and property owners, we will serve as a strong, collective voice to government on the issues that matter most to you.

Over the next five years we will be calling for:

Reduced rough sleeping

Effective policing of begging and antisocial behaviour

Greater control over our streets

Consolidation of waste, recycling freight and personal deliveries

Increased investment

These are issues that have not, and cannot, be solved without changes to the statutory frameworks governing them.

“
 The cleanliness, safety and streetscape
 of St Martin’s need to reflect the quality
 of the area and the businesses in it.
 ”

MARIE-LAURE AKDAG, GENERAL MANAGER,
 ST MARTINS LANE HOTEL

YOUR OPPORTUNITY

All eligible businesses in the area will be offered the opportunity to vote on whether the community should join Heart of London Business Alliance.

This will be determined by a formal and independent ballot for both occupiers and property owners in St Martin’s. A successful ballot will see implementation of the Business Plan as early as April 2020.

As an elected organisation, we must continue to secure our members’ support every five years through a ballot. Since our first ballot in 2001, we have experienced an increase in voter support at each and every ballot thereafter. This demonstrates our high levels of member satisfaction and our positive impact on the area.

By voting in favour of joining Heart of London Business Alliance, businesses within St Martin’s will unite with over 600 businesses who have already come together to secure the success of London’s West End.

A vote to join Heart of London Business Alliance is a vote to invest in St Martin’s now and into the future.

We look forward to working with you.



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 BUSINESS AREAS



PICCADILLY & ST JAMES'S
 LEICESTER SQUARE & PICCADILLY CIRCUS
 ST MARTIN'S (PROPOSED)

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.



OUR PRIORITY CAMPAIGNS

REDUCED ROUGH SLEEPING

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

EFFECTIVE POLICING OF BEGGING AND ANTISOCIAL BEHAVIOUR

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

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.



Heart of London's rapid janitorial response service is essential in Central London, ensuring the streets outside our venues are always clean and inviting.

WILLIAM DIFFER, OPERATIONS DIRECTOR, DELFONT MACKINTOSH THEATRES

OUR RECORD

360,000 sqm
OF PAVING DEEP-CLEANED EACH YEAR

1,917
ROUGH SLEEPERS ENGAGED WITH PER YEAR

42,927t
REDUCTION IN CARBON DIOXIDE EMISSIONS AS A RESULT OF OUR WASTE SUPPLIER SCHEME

WELL-MANAGED STREETS

We operate a seven-days-a-week, multi-agency, on-street management service. Our dedicated Street Managers monitor and report on street infrastructure issues and street works, while our Member Engagement Managers provide support.

We fund outreach workers for homeless people from The Connection at St Martin-in-the-Fields to ensure 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 in the area.

HEALTHIER STREETS

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 with Westminster City Council to deliver a seasonal planting scheme, 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.



OUR PRIORITY CAMPAIGNS

GREATER CONTROL OVER OUR STREETS

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

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.

CONSOLIDATION OF WASTE, RECYCLING, FREIGHT AND PERSONAL DELIVERIES

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

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.

“

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

OUR RECORD

2.8m

PIECES OF CHEWING GUM REMOVED A YEAR

72t

OF ABANDONED COMMERCIAL WASTE BAGS REMOVED PER QUARTER

9/10

INFRASTRUCTURE DEFECTS FIXED WITHIN THE TARGET TIMEFRAMES

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 in 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.

OUR RECORD

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

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.

OUR RECORD

£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 to ensure 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

OUR PRIORITY CAMPAIGNS

INCREASED INVESTMENT

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

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. This includes potential investment scenarios and return on investment. 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.



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 and both our members' operations and the whole community are 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.

OUR RECORD

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.



PROMOTE

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



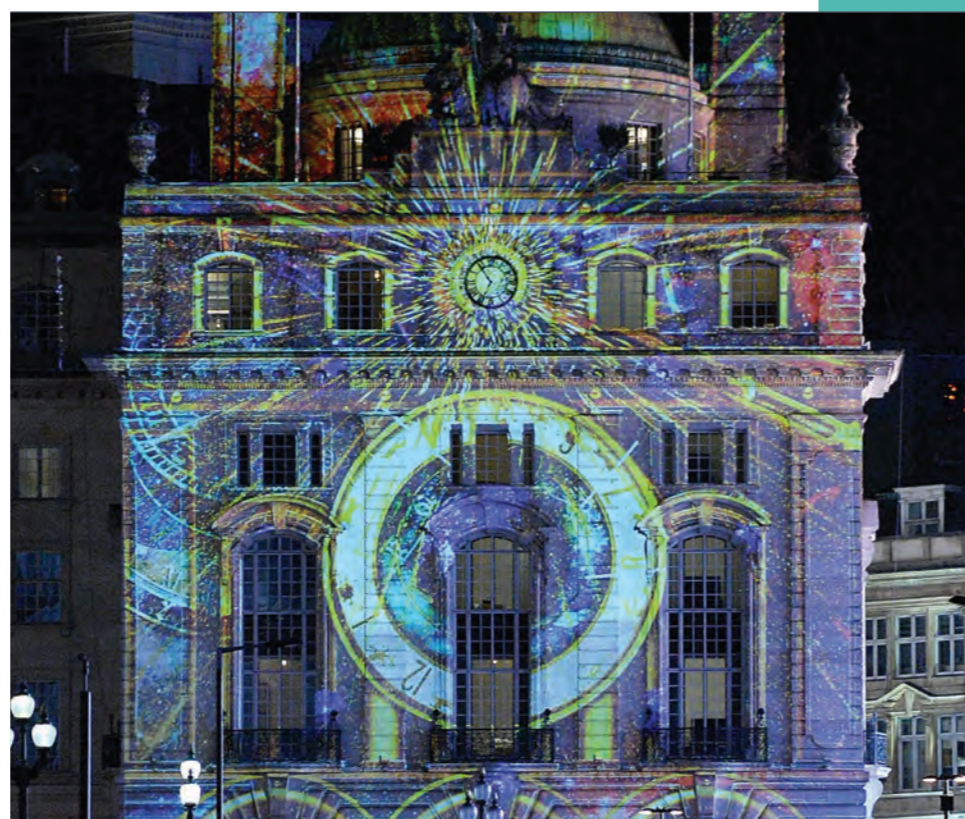
Inspirational, captivating and meaningful campaigns are central to our Arts and Cultural Strategy, ensuring we continue to be an attractive place to visit, work, live and invest. We deliver campaigns that drive brand fame and commercial results, while delighting the area’s workers, residents and visitors.

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.



OUR RECORD

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.



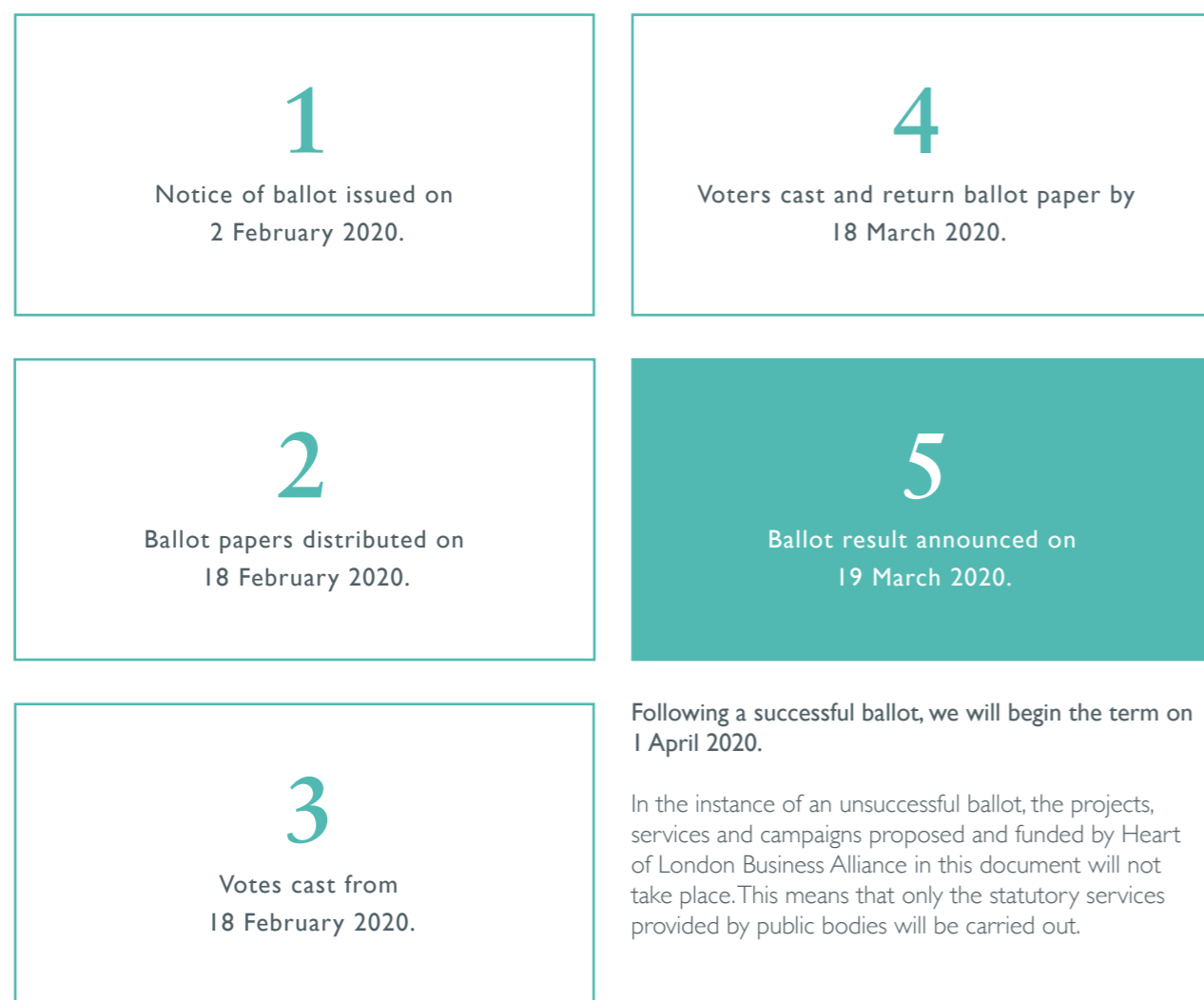
With the Royal Academy marking its 250th anniversary, we needed to ensure our celebrations embraced our new space, a home to make, debate and exhibit arts. Heart of London were instrumental in enabling art to spill out onto the street, with a campaign that had high impact and global reach.

ALISON FORBES, HEAD OF MARKETING,
ROYAL ACADEMY

HOW TO VOTE

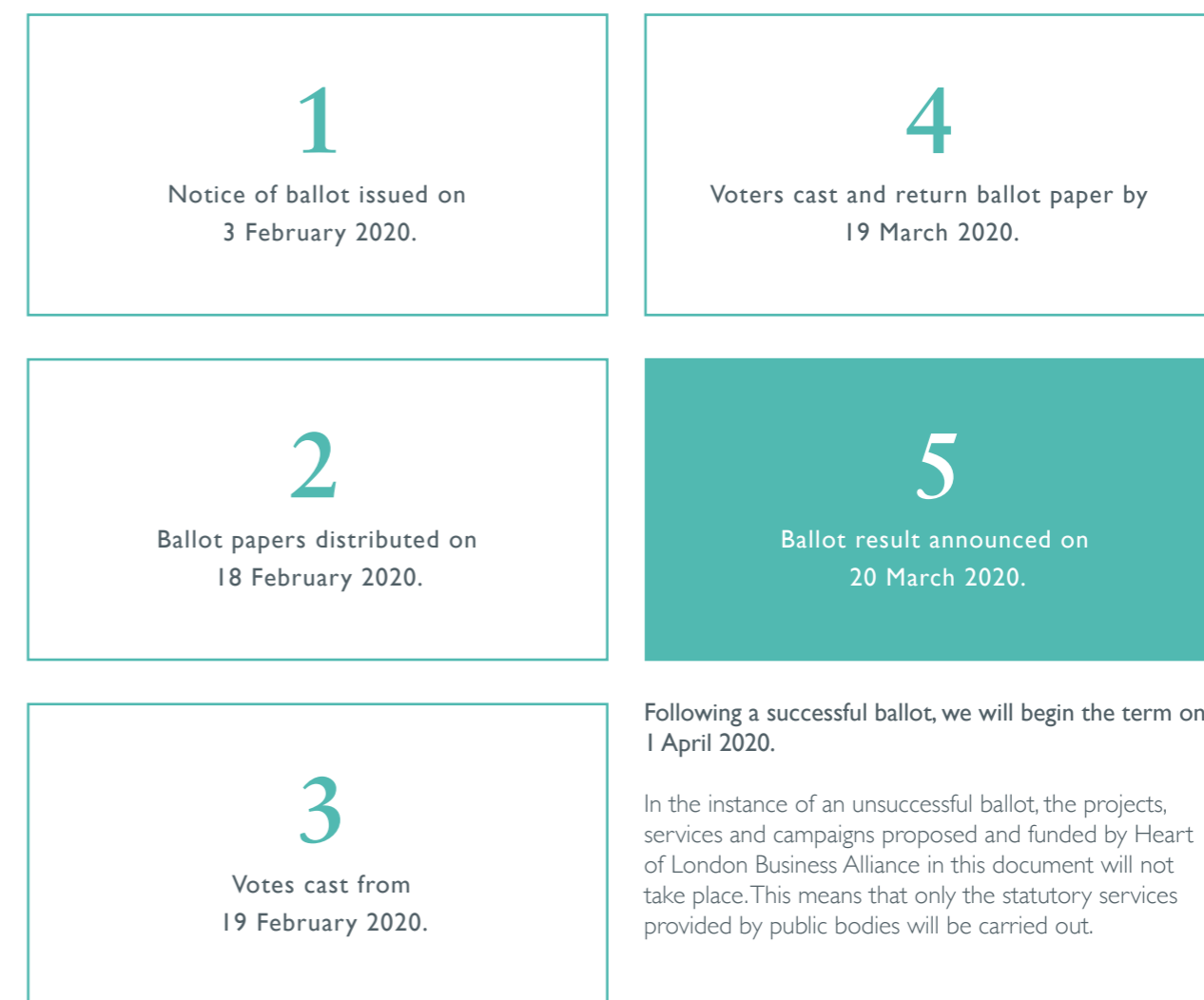
VOTING PROCESS FOR OCCUPIERS

Vote for five years of dedicated investment in St Martin’s.



VOTING PROCESS FOR PROPERTY OWNERS

Vote for five years of dedicated investment in St Martin’s.



GOVERNANCE, LEVY RULES AND FINANCE



A BUSINESS IMPROVEMENT DISTRICT AT THE HEART OF LONDON

GOVERNANCE

A Business Improvement District (BID) is an alliance of businesses within a specific geographic boundary that come together to safeguard and improve 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 at least every five years.

BUSINESS IMPROVEMENT DISTRICTS

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.

There are two types of BIDs, an Occupier BID and a Property Owner BID. Although an Occupier BID can be in place without a Property Owner BID, an Occupier BID must be in place prior to any Property Owner BID being established. The Property Owner BID must also share the same geographic footprint and constituency.

For either BID to be statutorily established, the ballot for each needs to satisfy two tests. There must be a simple majority in the number of those voting which in turn represents a simple majority of Rateable Value of those voting.

The levy for each BID can only come into effect if these two tests are met. If they are, then the levies will be applied to all eligible Occupiers and Property Owners.

All eligible voters will be entitled to one vote per hereditament, which is a rateable unit of property. Some voters will therefore be entitled to more than one vote.

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 a shared Business Plan.

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

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

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



Since 2001 the West End's business community has been coming together to protect and enhance London's West End. In 2004 the Leicester Square and Piccadilly Circus Occupier BID was formed, followed by the Piccadilly and St James's Occupier BID in 2012 and the Property Owner BIDs for both areas in 2015.

At the request of the business community, Heart of London Business Alliance is exploring an expansion into St Martin's so that the area can benefit from the same level of services as the areas surrounding it.

In 2020 a ballot will give you the opportunity to join Heart of London Business Alliance and ensure that St Martin's receives exemplary services.

Through combining the various BIDs under the Heart of London Business Alliance, it allows for a more ambitious, coherent and effective plan to shape London's West End and ensure it remains a world-class destination.

THE BOARD

The Board and its committees steer the strategic direction of the Company. Led by an elected, volunteer 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. If the ballots for the proposed BIDs return a positive result, the Company will invite Board representation from St Martin's.

THE TEAM

The Chief Executive and the team are responsible for the delivery and management of the Business Plan. The Business Plan is developed through ongoing consultation and engagement with both members and stakeholders. This ensures the delivery of a programme of projects and services that secure the long-term commercial wellbeing of the area and ensure the Heart of London area remains a world-class destination.

Full details of how Heart of London Business Alliance operates, reports and evaluates progress are available at www.heartoflondonbid.london.

BID LEVY 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.

OCCUPIERS

The 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 £80,000 or more.

The 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 BID levy cap of £20,000 will be applied to all rated properties in the BID with a rateable value of £2,000,000 or more.

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.

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 a relevant lessee, the freeholder as identified from the records held on Her Majesty's Land Registry.

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

The BRS-BID levy will be applied to rated properties with a rateable value of £80,000 or more.

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.

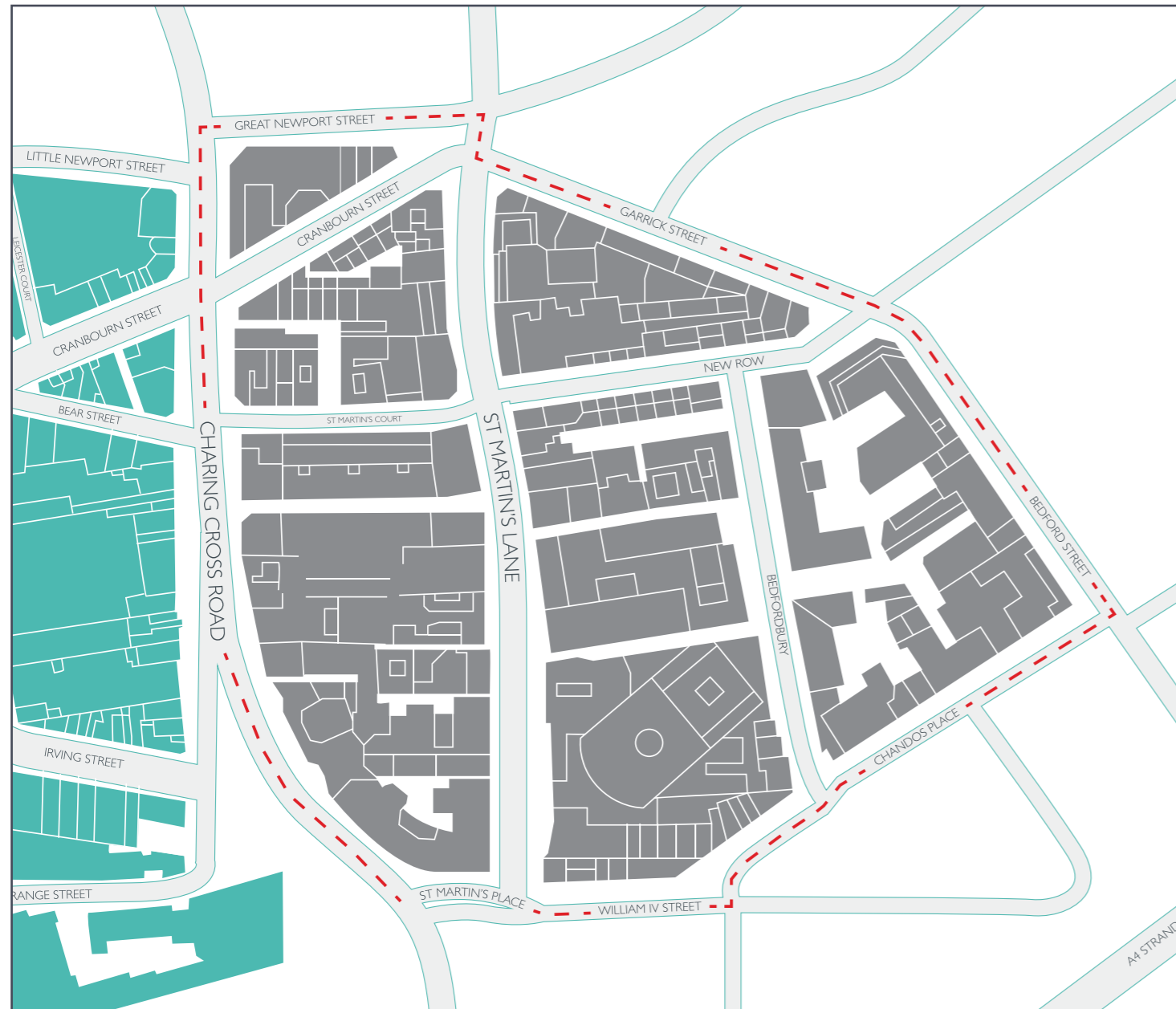
Where the rateable value for individual hereditaments (rated properties) changes and results in a lower BRS-BID levy, it will only come into effect from the start of the financial year in which the change is made. No refunds of the BRS-BID levy will be made for previous years.

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.

THE PROPOSED BID AREA



The proposed BID area is shaded grey on the map and includes the streets listed below.

STREETS OF THE AREA

- St Martin's Lane
- St Martin's Place
- William IV Street
- Garrick Street
- Bedford Street
- Cranbourn Street
- Great Newport Street
- St Martin's Court
- Bedfordbury
- New Row
- Charing Cross Road
- Chandos Place

LEICESTER SQUARE & PICCADILLY CIRCUS
 ST MARTIN'S (PROPOSED)

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.

OCCUPIERS

	2020 – 21	2021 – 22	2022 – 23	2023 – 24	2024 – 25
INCOME (£)					
BID Levy	322,905	332,592	342,570	352,847	363,432
Other	25,111	25,111	41,850	41,850	41,992
TOTAL (£)	348,016	357,703	384,420	394,697	405,424
EXPENDITURE (£)					
Projects and Services	281,767	290,175	313,365	322,286	331,597
Core Costs	33,225	34,049	36,320	37,193	38,105
Contingency	32,812	33,297	33,795	34,309	34,839
TOTAL (£)	347,804	357,521	383,480	393,788	404,541

BUDGET NOTES

- The budget figures are indicative and based on the anticipated levy income using 2017 rateable values.
- 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%.
- There is an assumed 0.03% annual inflationary increase.
- There is an assumed 100% levy collection rate.
- The Contingency is based upon 5% of BID levy income in the event of non-collection, plus the minimum level of projected additional funding.
- The levy income may fluctuate and is subject to the market at the time of the ratings assessment.
- 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 the Board.

PROPERTY OWNERS

	2020 – 21	2021 – 22	2022 – 23	2023 – 24	2024 – 25
INCOME (£)					
BID Levy	344,255	354,583	365,220	376,177	387,462
Other	25,111	25,111	41,850	41,850	41,992
TOTAL (£)	369,366	379,694	407,070	418,027	429,312
EXPENDITURE (£)					
Projects and Services	240,009	248,973	272,736	282,246	292,042
Core Costs	95,330	96,208	96,535	99,466	100,426
Contingency	33,880	34,396	34,928	35,476	36,040
TOTAL (£)	369,219	379,577	406,199	417,188	428,508

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



CONTACT US

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CARING FOR OUR ENVIRONMENT





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