

VICTORIA WESTMINSTER 2018 – 2023

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# BID Proposal



*A destination for  
business and culture*



*A destination for  
business and culture*

## Contents

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Chairman's foreword	4	The BID budget	20
Executive summary	6	The BID Levy explained	21
How do we know what Victoria Westminster needs?	7	How will you benefit?	22
The BID offer	9	Boundary map	23
The BID management and governance	19	What happens next?	25



“In recent years we have received many requests from businesses in Victoria Westminster to extend the Victoria BID footprint. Building on our experience and success, I am delighted that these businesses are now being offered the opportunity, working closely with the Victoria BID, to enjoy the benefits of having their own Business Improvement District”.

**Nigel Hughes, Chairman, Victoria Business Improvement District**

# Chairman's foreword

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As Chair of The Victoria Westminster Partnership, I am delighted to present the Partnership's Proposal to establish a Business Improvement District (BID) for this historic location.

The development of a BID represents an incredible opportunity for businesses in this part of Westminster, to drive forward a powerful agenda that ensures Victoria Westminster remains one of central London's most significant districts. Working collaboratively, the BID offers local stakeholders an outstanding opportunity to invest in a better future, through a more united voice for business, enabling all sectors to benefit from the investment and commercial growth of the area.

Flanked by the seat of Government and our Sovereign, complemented by culture, heritage and commerce, Victoria Westminster is a key contributor in maintaining London as a competitive, global city. Over the last decade we have seen this part of central London transform, repositioning the district as a new mixed use quarter of commerce, leisure and residential. At the heart of Victoria, we have seen over £4bn of investment into the area, transforming it into a vibrant and dynamic destination.

Despite the area's successes, we are well aware of some of the challenges facing the London economy, partly driven by the rapid change we are seeing within some business sectors, the impact of Brexit and the lack of investment in our public realm, resulting in rising competition from other business locations across London.

Victoria's transformation has been facilitated by the Victoria BID, the custodians of this new prestigious location. Through collaboration, as a business partnership, Victoria BID has provided business with a voice to encourage social and economic growth. It is through their success that Victoria Westminster Partnership has fostered an energy and enthusiasm to galvanize support from the private sector to form a neighbouring BID – The Victoria Westminster BID.

This partnership approach between Victoria BID; Westminster City Council, the Greater London Authority and other statutory bodies, will see a stronger and more influential voice for our business community enabling us to shape a thriving and sustainable Victoria Westminster.



Andrew Smith, Chairman  
Victoria Westminster  
Partnership





# Executive summary

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We have been encouraged by the positive response we have received from many businesses across all sectors within the area. The BID Proposal has been written to highlight the areas that you, the members of the business community, have identified through consultation as priorities that need to be addressed. This plan sets out the projects we would implement as a BID, pending a successful ballot in June / July 2018.

With over 10 BIDs currently operating across Westminster, the BID will provide much needed 'added value' with the ability to drive change, innovation and bring additional investment to the area.

As a business collective, we will lobby on behalf of the business community; enhance the physical environment while preserving the distinct character of the area; and we will drive down business costs using collective purchasing power to deliver savings to your bottom line.

In summary, the aim of the BID is simple, it will enable the business community to have a strong voice and provide a sound mechanism to make Victoria Westminster a better place to work, live and visit.

The 50 BIDs in London are delivering significant benefits to the businesses they represent. From transformational public realm enhancement projects, to supporting small businesses, making areas safer, cleaner and more pleasant and creating vibrant, attractive destinations for businesses and leisure visitors alike – BIDs are a proven vehicle to drive improvement, change and innovation.

With the ever-contracting public purse, the private sector is having a greater say on how the public realm is managed. More than simply 'improving' areas, BIDs are now powerful business alliances with the private

sector coalescing around shared social and economic regeneration goals. Able to raise funds through a levy paid by local businesses, BIDs are also able to leverage additional investment to deliver tangible improvements.

Businesses in neighbouring Victoria have an established BID and are already working to promote and improve their area. Now is the time for Victoria Westminster businesses to seize the opportunity to ensure this area keeps pace as London continues to grow and competition among districts increases.

Victoria Westminster benefits from a rich and diverse mix of businesses, and, of course, is home to the seat of Government; the economic corridor to London and the UK. Major multi-national corporations thrive alongside small start-ups and bustling creative industries are complemented by a thriving hospitality and leisure sector.

As a location however, the area suffers from pockets of poor public realm, poor pedestrian connectivity and inadequate signage. Through a collective partnership we will see over £5.6m of investment spent over 5 years on a range of tactical and strategic projects, highlighted by you, the business community, as interventions you would like to see implemented.

As a business collective we will deliver a powerful agenda to address these issues and more. The vision of the BID is to see the area further realise its potential. We want to ensure we remain a world-renowned business and visitor destination through catalysing the revitalisation of the area, enhancing its unrivalled status as London's centre, and developing the experience of working, living, doing business and visiting the area.

# How do we know what Victoria Westminster needs?

## Your BID... Your views...

The Victoria Westminster development team, guided by the Partnership, has undertaken an extensive consultation exercise in the form of a perception analysis to ascertain what Victoria Westminster businesses want and need.

As a key stakeholder it is your views, opinions and needs that will underpin all projects and initiatives that the Victoria Westminster BID will focus on. Any additional lobbying and bidding under the BID mandate is also governed by this.

The survey was carried out over a period of 6 weeks, consisting of an online questionnaire that was promoted to all the business community who will be eligible to vote in the upcoming ballot.

### The perception analysis gathered responses to the following 5 themes:

Public Realm

Clean and Green

Destination Victoria Westminster

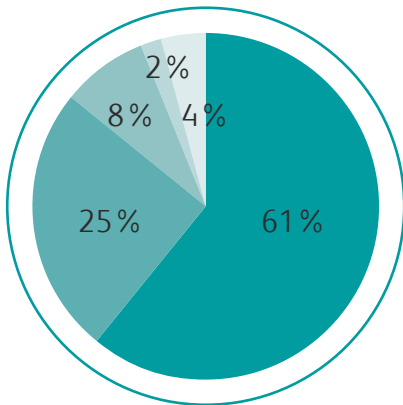
Safe and Secure

Sustainable Prosperity

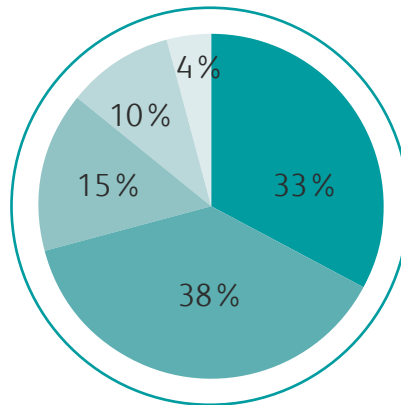




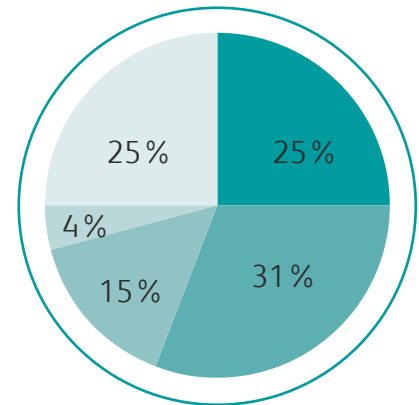
# What you said ...



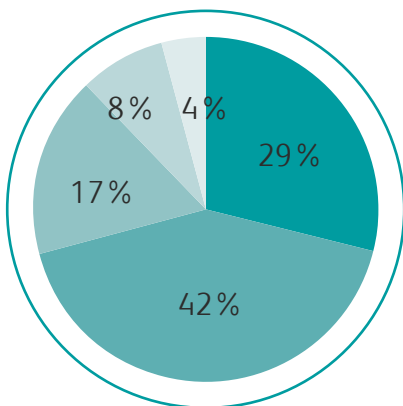
**Public Realm**



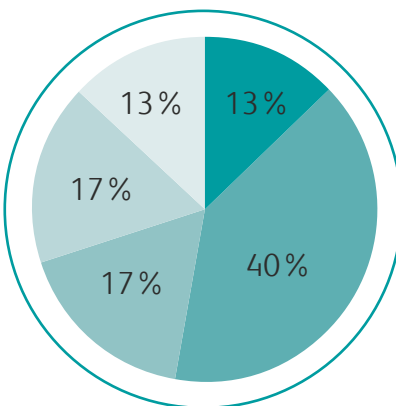
**Clean & Green**



**Destination Victoria Westminster**



**Safe & Secure**



**Sustainable Prosperity**



**Almost 80% of respondents, in principle, said they would support a BID**

# The BID offer

The perception analysis results have driven the key objectives going forward over the 5 year term. Your views have been invaluable in setting these priorities. The Victoria Westminster interim Board also feels it is important that these themes are aligned with the Victoria BID's key strategic priorities, ensuring the area grows and develops as one.

The BID will only provide services that are identified and determined by the local business community. The BID will not fund the level or quality of services currently provided by the local authority and all levy generated is purely for added value.

## Public Realm

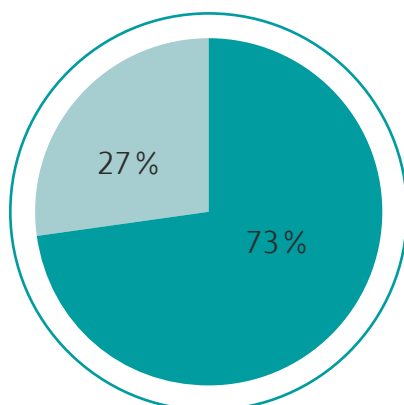
### £729,000 Investment

It is widely known that public realm within the Victoria Westminster footprint is in need of improvement to ensure congestion is relieved and a smoother pedestrian flow is achieved. Equally, with the fast approaching completion of the enhancements to the Victoria underground station coupled with inadequate signage and narrow footpaths it is easy to understand why over 60% of you deemed public realm an important issue and therefore the Victoria Westminster BID will ensure that the public realm theme sits high on all agendas.

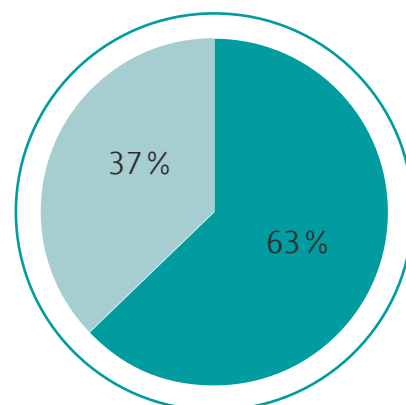
Public realm is the first impression for all visitors and we know that a positive impression is vital to ensure those visitors return time and time again. The BID will develop a public realm strategy that will ease these challenges and play a role in developing Victoria Westminster as an area that gives an enhanced and lasting 'experience' to all whom live, work and visit.

## BID project focus:

- Development of a public realm strategy aligned to Victoria BID
- Improved signage and wayfinding
- Vehicle and freight management congestion initiatives
- Encouraging provision of walking programmes
- Improved street furniture
- Partnership work and/or lobbying statutory partners ensuring additional investment is for the benefit of Victoria Westminster
- Respond to all planning applications shaping the future of the area



**Promote Walking**



**Better Signage**



“It is great to see a proposed BID in the Victoria Westminster area. We work closely with London BIDs - they are a vital voice for business and are a catalyst for investment and regeneration. The BID area is going through a period of significant change and growth and continues to be a global visitor destination. With 55 Broadway and St James’s Park Station at the heart of the BID area, we are looking forward to working with the team on another exciting opportunity”.

**David McNeill, Director of Public Affairs  
and External Relations, Transport for London**





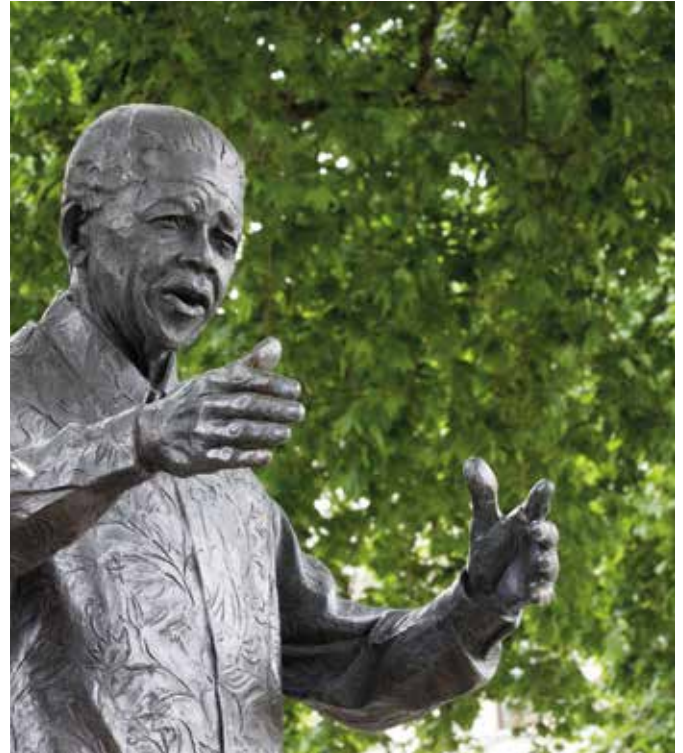
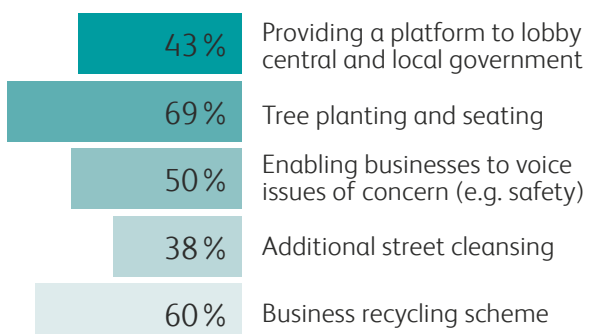
## Clean and Green

### £729,000 Investment

Alongside an improved and well planned public realm, sits well maintained, bright, healthy and green surroundings, all of which encourage people to feel safe, welcomed and proud of their area. The perception analysis findings clearly indicate that an improved environment is a core component of what businesses feel is needed for the area.

Victoria Westminster has the potential to utilise and make the most of its existing green spaces yet also has the scope for new greening opportunities to really bring the area to life, encouraging staff and visitors to experience a greener, healthier place to relax and enjoy. The expertise of the BID will allow for a wealth of innovative, cost effective and green projects to be brought to the area to make this possible.

### Project Ideas



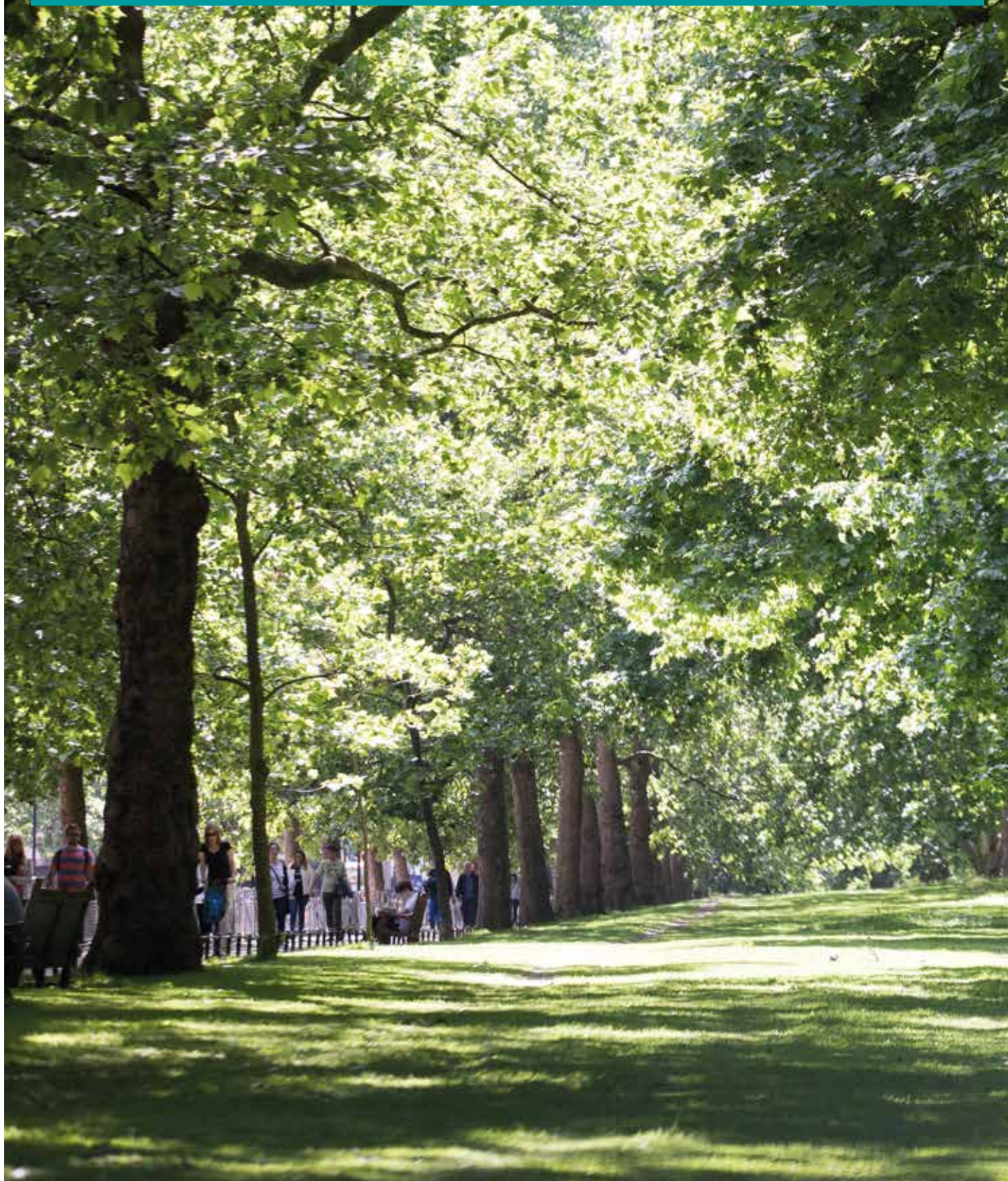
### BID project focus:

- Enhanced tree planting and community seating
- Additional street cleansing above and beyond the statutory duty of the Local Authority
- Provision of monitoring and reporting of environmental issues
- Improved utilisation of green space and/or addition of new green space
- Business recycling scheme
- Partnership working to improve business sustainability
- Air quality pledge scheme



“A business improvement district for Victoria Westminster will enhance this already high profile area. Having a collective voice for companies, residents, retail and leisure will bring significant benefits and, through the project delivery, we can all enjoy being part of a great place to live, work and do business”.

**James Brotherton, Chief Financial Officer, Tyman plc**





## Destination Victoria Westminster £970,000 Investment

With an abundance of history, culture and activities on tap, Victoria Westminster really is a place that offers a full experience to staff and visitors alike.

Nearly 60 % of you emphasised the importance of the area to allow work, rest and play. Therefore it is important to ensure that both the retail offer and leisure offer are of the correct provision, continuing to build on the vibrancy and experience of the area.

The BID will guarantee that we are capitalising on the existing historical appeal coupled with the offer of retail, leisure and culture, and ensure we are representing you around any table for key conversations to encourage further mix of use.

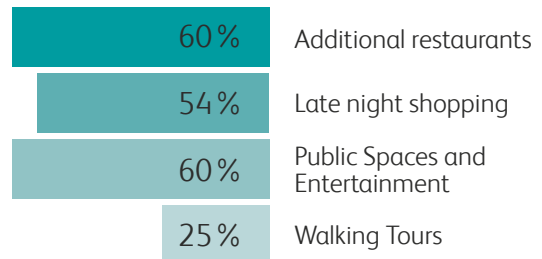
With an already extensive, successful, marketing strategy and event activities taking place within the Victoria BID, the skills and expertise are already well placed to grow and develop these for Victoria Westminster.

### BID project focus:

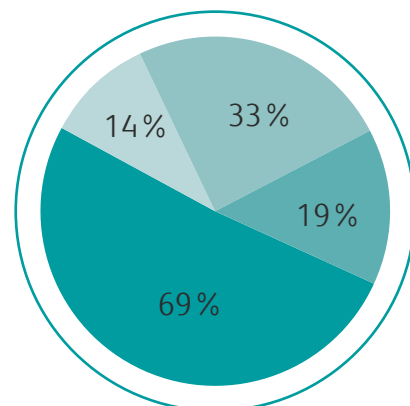
- Development of a marketing strategy and event programme
- Extension and growth of the existing Victoria BID privilege card
- Replication of the successful street ambassador programme in Victoria
- Production of a business directory showcasing business diversity
- Enhancement of a dedicated destination website and social media



### What would encourage you to spend more time in the area?



### Would like to see more?



Public toilets      Walking Tours  
Additional Hotels      Other







“As a long term investor in Victoria we are proud to be supporting the Victoria Westminster BID. We believe that it will help to bring more opportunity for local businesses to collaborate and provide a unified platform for which to improve the local area”.

**Charmaine Rees, Derwent London**



## Safe and Secure

### £729,000 Investment

Emphasised even more to us in the current climate is that of the potential risks that can threaten a vibrant and highly visited area. Recent events throughout the UK and particularly in London, have shown the need for an area to not only be well protected by the Police and security services but also from a well-planned safe urban design. For example, recent hostile vehicle mitigation measures have been installed in the area creating the first steps to making Victoria Westminster a place that can be enjoyed with reduced terror threat risks.

More can be done though, including providing businesses with the tools to safeguard themselves against any attacks.

The safe and secure strategic priorities will also focus on the every day to day issues that need to be addressed, including those highlighted by you in the perception analysis such as homelessness, begging and anti-social behavior.

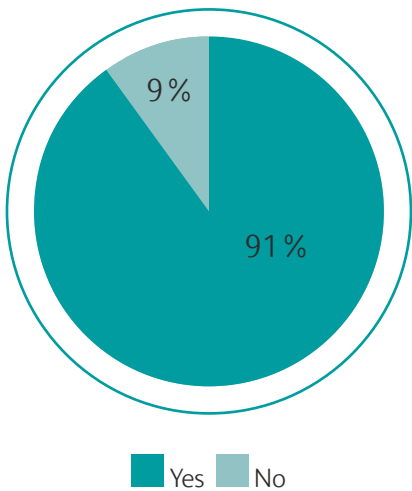
With a positive ballot outcome, the BID will be in a strong position to work with many teams within the Met Police, including the Counter Terrorism and the Safer Neighbourhood teams. Not only are we able to report back on these issues and encourage distribution of police resources, but we can also have a role to play in preventing them from occurring.

### BID project focus:

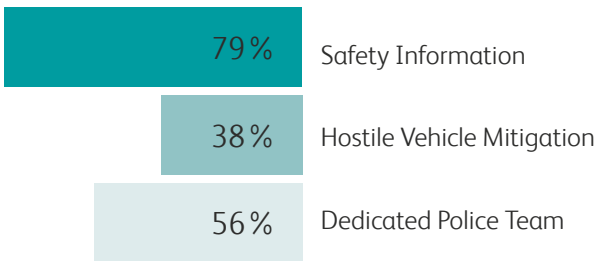
- Representation on safe and secure steering groups
- Ensure best practice through police and business engagement
- Fostering of positive community relations
- Offering high level business advice on areas such as business continuity, counter terrorism, fraud and economic crime
- Development of bespoke local crime prevention initiatives
- Provision of safety information



### Do you feel the partnership can raise awareness of safety issues?



### What would you like to see under the Safe & Secure theme?



## Sustainable Prosperity

### £485,000 Investment

Keeping Victoria Westminster sustainable as an area with a core appeal of quality and vitality can only be done through a partnership approach. Short and long-term approaches need to be considered for a prosperous economy.

The perception analysis demonstrates that both this and corporate social responsibility (CSR) are important to businesses. Although over a third of the businesses already support the local community by volunteering or taking part in CSR, there is a thirst for more activities. Many also expressed an interest in networking events as a part of a business sharing platform.

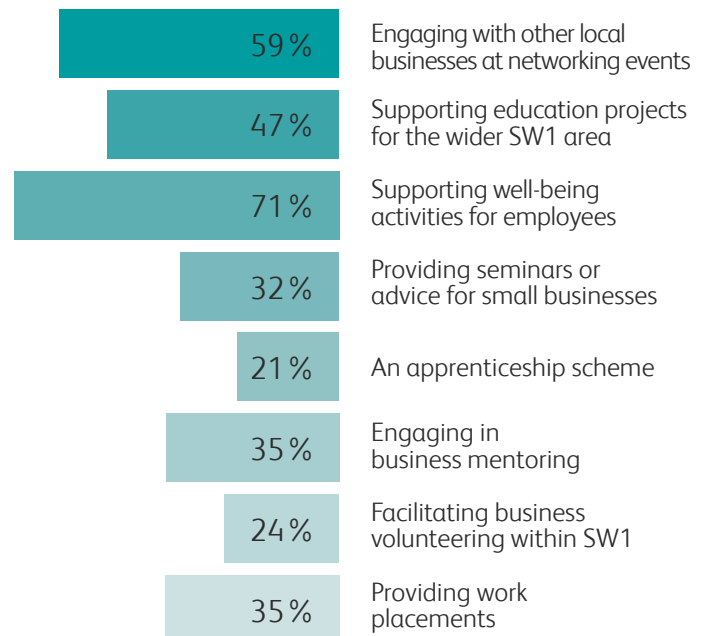
The BID has the expertise and knowledge to facilitate the projects aligned to these needs. Work placement brokerage schemes, business to business mentoring schemes and attracting investment to the local community, will be opportunities provided by the BID.



## BID project focus:

- Commission evidence based research to inform future policy decisions
- Implement social corporate responsibility scheme supporting local community and volunteering engagement
- Develop a work placement brokerage scheme
- Develop an annual networking event plan
- Be a lobbying voice to influence Local and Central Government
- A united lobbying voice to influence Local and Central Government

## CSR opportunities







# BID management & governance

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## BID Governance

Victoria BID operates as a not for profit company limited by guarantee and is the BID proposer for the creation of a BID in Victoria Westminster. During the development phase a management committee was established from the business representatives based within the proposed footprint. The partnership brought together a number of key stakeholders who have all made a financial contribution to provide “seed” funding to develop the BID. The committee has been supported by the Victoria BID Board, with Victoria BID being responsible for the financial management of the BID. They will work collectively to oversee to agree the strategic plan for the BID.

In addition to the management committee, a number of steering groups will be established to shape and influence the day to day delivery of the BID’s activities, represented by business levy payers and the wider stakeholder community.

## BID Management

The management team will work with the current team in place with Victoria BID with an extended street team and administrative team appointed to support the additional BID’s proposed activities. The strategic leadership will be provided by the BID CEO with place management and marketing/ public affairs integrated into the overall team and benefitting from economies of scale. This brings a level of expertise and experience that will ensure the BID works towards the success and outcomes set out within this BID proposal.

## Legal Agreements

It is important that the activities of the BID represent added value over and above the public services already provided in the area. For this reason, a baseline agreement will be entered into with Westminster City Council to clearly define the levels of service that can be expected from the Council and the BID.

The services provided within this agreement by Westminster City Council are:

- The cleansing services include street sweeping, litter bin emptying & washing and footway flushing; waste & recycling collections
- The highways services reflect the investigation criteria and response times operated by the City Council at present (March 2018) for Reactive, Proactive, Routine highways and public lighting maintenance. These are dictated by the City Council’s Risk Register which assesses the impact of any defect against the likelihood of danger arising from it. This allows the Council to prioritise the spending of available funds effectively
- The City Council is currently undergoing a review of the Highways and Public Lighting Risk Registers to comply with the National Code of Practice ‘Well-Managed Highway Infrastructure’. The code of practice recommends applying a risk-based approach and we are currently reviewing the recommendations for alignment to the Code by October 2018. We are currently within a transition period to October 2018, therefore the agreed service levels for each BID are only relevant to October 2018. The City Council will inform all the BIDs with new service levels in October 2018 once the review is completed and approved by the Cabinet Member for City Highways
- The neighbourhood problem solving officers will work closely with each BID to identify and respond to key priorities in regard to anti- social behaviour, crime and environmental issues within the BID area. They will be a single point of contact for issues which affect BID members and may need Police/Council intervention & can also offer practical crime prevention advice and advice on security and counter terrorism awareness. City Inspectors provide a local single point of contact for businesses, residents, and visitors. They will meet regularly with BID members, and assist in relation to matters such as waste compliance, street cleansing, tables and chairs issues, A-boards, and any other issues which require a personal approach. They will offer assistance and be able to provide problem solving for minor issues relating to the street. Out of Hours, the Westminster City Inspector Response team can act as a point of contact with the City Council and can assist BIDs members in dealing with issues where enforcement is required

# The BID budget – How much investment will it create?

BUSINESS SIZE	RATEABLE VALUE	ANNUAL BID LEVY
SMALL	150,000	1,275
MEDIUM	750,000	6,375
LARGE	4,705,882 (Capped)	40,000

INCOME	18/19 £	19/20 £	20/21 £	21/22 £	22/23 £	TOTAL £	% OF TOTAL
Levy Income	510,000	1,046,000	1,073,000	1,099,000	1,127,000	4,855,000	100%
<b>TOTAL</b>	<b>510,000</b>	<b>1,046,000</b>	<b>1,073,000</b>	<b>1,099,000</b>	<b>1,127,000</b>	<b>4,855,000</b>	<b>100%</b>

EXPENDITURE	£	£	£	£	£	£	% OF TOTAL
Public Realm	77,000	157,000	161,000	165,000	169,000	729,000	15%
Clean and Green	77,000	157,000	161,000	165,000	169,000	729,000	15%
Destination Victoria Westminster	101,000	209,000	215,000	220,000	225,000	970,000	20%
Safe and Secure	77,000	157,000	161,000	165,000	169,000	729,000	15%
Sustainable Prosperity	51,000	104,000	107,000	110,000	113,000	485,000	10%
Staffing	66,000	136,000	139,000	142,000	147,000	630,000	13%
Overheads	35,500	73,700	75,000	77,000	79,000	340,200	7%
Contingency	25,500	52,300	54,000	55,000	56,000	242,800	5%
<b>TOTAL</b>	<b>510,000</b>	<b>1,046,000</b>	<b>1,073,000</b>	<b>1,099,000</b>	<b>1,127,000</b>	<b>4,855,000</b>	<b>100%</b>

if you have any queries please contact [nicki@victoriawestminsterpartnership.co.uk](mailto:nicki@victoriawestminsterpartnership.co.uk)

# The BID Levy explained

Business Improvement District (BIDs) are business led collectives which are developed in order to improve a geographically identified area. They become a mandatory body once a majority “yes” vote both on turnout and aggregate rateable value is achieved from the business community. Once the majority vote has been achieved, the BID levy becomes a formal levy on all defined ratepayers. The term will be 4.5 years as this BID will “go live” on 1 October 2018 and run until 31 March 2023.

The Victoria Business Improvement District is the BID Proposer for the Victoria Westminster BID and the Victoria Westminster BID will be run and managed by an executive team appointed to do so, subject to a successful ballot.

The Victoria Westminster BID proposes to charge a 0.85 % levy on all businesses with a rateable value equal to or greater than £150,000. This is in line with the charges made for the Victoria BID. The BID levy will assume a fixed growth rate of 2.5 % per annum, applied annually on 1 April. The BID ballot and all costs related to the BID process will be met by the BID proposer – Victoria Business Improvement District.

## The “Closed Year Rule”

Where a rateable value for a hereditament (rated business unit) changes, this comes into effect only from the start of the financial year in which the change is made and no refunds of the BID levy will be made for previous years.

Generally, the management and overhead costs of the BID are met through the voluntary contributions generated by the BID, minimizing the cost to BID levy funds. The costs of developing the BID and running the ballot will be met through the financial commitment from the Partners and the Victoria BID as the BID proposer. The BID levy will be used to deliver and develop the BID as set out in this document.

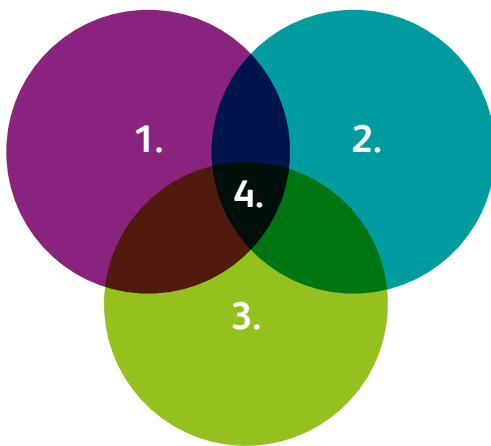
## The rules for the BID levy:

- The BID levy will be based upon the rateable value in effect on 1 October 2018
- The term of the BID will be for a period of 4.5 years from 1 October 2018 to 31 March 2023. The first year will be a 6-month period after which the remaining term will be 4 years
- The BID levy will assume a fixed growth rate of 2.5 % per annum, applied 1 April 2019 and annually thereafter
- The annual inflation growth rate shows the following increases; Year 1: 0.850 %; Year 2: 0.871 %; Year 3: 0.893 %; Year 4: 0.915 %; Year 5: 0.938 %
- The BID levy will be applied to all ratepayers with a rateable value equal to or greater than £150,000
- All hereditaments with charitable status and in receipt of mandatory charitable relief from business rates will be fully exempt from the BID levy
- All state-run schools will be fully exempt from the BID levy
- The owners of empty hereditaments will be liable for the BID levy with no void period allowed.
- There will be no VAT charged on the BID levy
- The levy per hereditament will be capped at £40,000 plus the inflationary rate of 2.5 % per annum applied 1 April 2019 and annually thereafter
- Properties that come on to the rating list during the BID term will be subject to the BID levy from that date



# How will you benefit?

An area cannot survive and thrive without the diversity of the businesses within it. Victoria Westminster is no different and the mix of offer is a fundamental asset to the area. The BID will work with all the business community, ensuring that each sectors commercial drivers and challenges are understood. Beneficial overlap of projects will be evident but the BID will strive to achieve outcomes for each individual sector as below:



The Victoria BID has been instrumental in delivering significant changes within the area over the last 8 years and has contributed to and created meaningful achievements during this time. Examples of these are:

- Creating a radio link system connected businesses to local Met Police teams
- Providing nearly 50,000 crime prevention and safety items locally
- Providing dedicated cleaning teams including night-time cleaning and security teams
- Reporting over 6000 issues to the local authority and relevant stakeholders for action
- Delivering a Green Infrastructure Audit Best Practice Guide report
- Developing John Lewis Rain Garden and the Diamond Garden at the Queen's Gallery
- Rolling out the initial Ambassador pilot project
- 45,000 Victoria Privilege Cards in circulation
- Victoria Vibrancy Report was published in 2014 with phase 2 delivered in 2017
- Local businesses have donated over 14,000 Christmas gifts to nominated charities

## 1. Retail Sector

- Improved wayfinding
- Retail promotion
- Privilege card scheme
- Improved dwell time

## 2. Leisure / Hospitality Sector

- Holistic marketing strategy
- Destination website and social media
- Reduction of operating costs

## 3. Corporate / Office Sector

- Business directory
- High level business advice
- Work placement brokerage
- B2B networking

## 4. Joint Benefits

- Safe, green and clean environment
- Annual events programme
- Area Ambassadors
- CSR activities
- Policy lobbying voice
- Improved procurement
- Enhanced public realm
- Improved air quality



# Boundary map

The BID boundary covers the business district to the east of the Victoria BID running from Buckingham Gate to Parliament Square and as far south as Page Street. It includes historical areas such as Westminster Abbey and Wellington Barracks, incorporating the Guards Museum.

The streets included within the footprint are listed below:

ABBEY ORCHARD STREET	MONCK STREET
ARNEYWAY STREET	OLD PYE STREET
ARTILLERY PLACE	OLD QUEEN STREET
ARTILLERY ROW	PAGE STREET
BIRDCAGE WALK	PALMER STREET
BROAD SANCTUARY	PARLIAMENT SQUARE
BROADWAY	PERKIN'S RENTS
BUCKINGHAM GATE (PART)	PETTY FRANCE
CARTERET STREET	QUEEN ANNE'S GATE
CAXTON STREET	ROMNEY STREET
CHADWICK STREET	ST ANN'S LANE
DACRE STREET	ST ANN'S STREET
DARTMOUTH STREET	ST ERMIN'S HILL
DEAN FARRAR STREET	ST JOHNS GARDENS
DEAN RYLE STREET	ST MATTHEW STREET
DEANS YARD	STOREY'S GATE
FRANCIS STREET	STRUTTON GROUND
GREAT GEORGE STREET	THE SANCTUARY
GREAT PETER STREET	THORNEY STREET
GREAT SMITH STREET	TOTHILL STREET
GREENCOAT PLACE (PART)	TUFTON STREET
GREENCOAT ROW	VANDON PASSAGE
GREYCOAT PLACE (PART)	VANDON STREET
HORSEFERRY ROAD	VICTORIA STREET (PART)
JOHN ISLIP STREET	
LEWISHAM STREET	
LITTLE GEORGE STREET	
LITTLE SANCTUARY	
LITTLE SMITH STREET	
MARSHAM STREET (PART)	
MATTHEW PARKER STREET	
MEDWAY STREET	





Victoria  
STARTS HERE

**Victoria  
Westminster**

# What happens next?

Businesses in Victoria Westminster will now be asked to vote 'yes' or 'no' to endorse this BID proposal. Taking all this information, and the full perception analysis into account, it is your opportunity to make your vote count.

The City of Westminster is responsible for managing the process and sends out a ballot paper to each eligible business.

The Victoria Westminster Partnership team will contact businesses within the BID boundary to discuss the business plan. It is important that each business nominates a named contact who will receive the ballot paper and is authorized to vote on behalf of that organization.

## For any BID to proceed, two independent outcomes must be satisfied:

- Those voting in favour must exceed those voting against, in essence 51 % yes votes at turnout
- The total rateable value of those properties/hereditaments voting in favour must exceed the total rateable value of those voting against ie the aggregate rateable value must also be 51 % or above

## All you need to do now is:

- Take time to read, understand and consider what the business plan means to your business and the wider Victoria Westminster area
- Prepare for your notice of ballot which will be sent to you no later than 14 June 2018
- Your ballot papers will be sent to you by Electoral Reform Services, who run the ballot on behalf of Westminster City Council, on Monday 25 June 2018 and will contain all voting procedure information and proxy or replacement paper information
- All voting papers must be returned to Electoral Reform Services (ERS) by 5pm on Thursday 26 July 2018. Remember voting YES will provide many services and projects to your business and to the area to secure the future potential of Victoria Westminster
- The result will be announced on Friday 27 July 2018 at 4pm
- A resulting vote in favour will allow the pledges in this plan to be set in motion with a 4.5 year term commencing on 1 October 2018



*A destination for  
business and culture*



**Victoria  
Westminster**

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