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## Foreword

It's been almost five years since the Victoria Westminster BID was established and much has been achieved in that time, against a rather tumultuous backdrop for London.

During the BID's first term we have seen three Prime Ministers, a new Labour administration at Westminster, a global pandemic and a change of monarch. Throughout it all, the BID has been dedicated to delivering against our proposals with agility.

Since 2018, through the BID and its partnerships, £7.5m has been invested to help make this wonderful area of the capital even more safe, attractive, resilient and welcoming. Projects large and small have delivered tangible impacts, and through a dedication to collaboration with businesses, policy makers, local residents, community groups and others that leverages additional investment and expertise, maximises value and fosters a sense of community. This is exemplified by our refurbishment of Christchurch Gardens on Victoria Street in September 2020.

While much has already been achieved, there is more work to do, and we hope our business community backs our renewal campaign to secure our second term in early 2023 and ultimately secure a longer-term vision for the area.

As part of the renewal process, we are proposing that the Victoria Westminster BID aligns even more closely with the neighbouring Victoria and Whitehall BIDs to deliver greater economies of scale and help shape an area-wide vision and action plan.

This BID Proposal sets out our objectives for the next five years. In the face of the multiple challenges of the climate emergency, economic recovery and the cost-of-living crisis there are more reasons than ever to work collectively. It has been informed by the engagement we have with you, our members, but it's a dialogue that will continue so we are always able to adapt and reflect your changing priorities. Included are visionary schemes to enhance public spaces; improve links to the Thames, Victoria, the Northbank, West End and beyond; alongside projects to ensure the area is clean, safe and welcoming.

It's an ambitious but deliverable plan, and the investment made by the business community will continue to play a fundamental role in supporting London's seat of democracy and tourism hot spot whether as a worker, visitor or resident.

We are your champion and advocate. Our work is insight-led, guided by the unique mix of business sectors who call this part of London home, and we will happily challenge the status quo if we think the area needs new thinking and innovative ideas to support growth and bolster resilience. Our approach relies on partnership to unleash the full potential of both the public and private sectors, and this applies to our hugely productive relationship with Westminster City Council

with whom we'll continue to collaborate – delivering our shared goals, area enhancements and helping to spread prosperity to all. In a similar spirit of partnership, during the next term we will explore the potential to create a Property Owner BID which would formally allow landowners, not just their occupiers, to financially contribute to our work and the future development of the area.

We will also play our part in supporting London's wider renaissance, promoting the Central Activity Zone and ensuring that our capital's reputation as a global economic powerhouse is enhanced. Working with neighbouring south Westminster BIDs under our new umbrella banner of London HQ, and with organisations such as London & Partners, BusinessLDN, the NLA and others dedicated to London's vibrancy, will be a core theme of our next term. We recognise that London's success equates to business success so it must be a priority.

Victoria Westminster BID was established as London's 60th BID and there are now over 70 with more on the horizon. We are fortunate to call this fantastic part of the capital 'home' and our first term has taught us that this is a sentiment widely held by businesses located here. Together, through the BID, we can amplify this sense of pride and invest for the future; we hope that collectively the area seizes the opportunity this BID renewal offers to achieve that.

Thank you for your support over the last five years and we look forward to continuing to work with you in the coming years.



Nigel Hughes MBE Chair, Victoria Westminster Business Improvement District



**Ruth Duston OBE, OC**Chief Executive, Victoria
Westminster Business
Improvement District







## A First Term of Positive Change

£31k given to local charitable and community projects



\$\frac{\pm 85k}{\text{ in outreach and}}\$
support for those living on the streets

Major attractions in the BID such as the QEII Centre, Westminster Abbey and the Imperial War Museum attract over 1 million visitors per year



450,000 Victoria 'London Starts Here' magazines published and circulated



Supported several London events – West End Live, London Design Festival, London Festival of Architecture Our security team have submitted 2,093 reports, tackling issues such as anti-social behaviour, begging and drug use

1,782 business visits completed by our team of Ambassadors





194 messages sent from our Emergency Notification System Over 270 days of free events held since 2018



£2.5m was invested into the Christchurch Gardens project by Westminster City Council after the BID's feasibility work We published our 'People Wanted' Public Realm vision document in 2020 which initiated projects such as The Arc

3,843 welfare visits to businesses by our security team





43,197
patrol hours per
year from our 7
day-a-week on
street security team



Over **79,000**Privilege Cards in circulation with 199 offers

Over 104k visitors welcomed by our Ambassadors





## Commitment to Our Community

Collaboration sits at the heart of the Victoria Westminster BID and over the last 5 years there are many examples of great partnerships in action from major public realm schemes such as the refurbishment of Christchurch Gardens to smaller on-street interventions.

Understanding the value that each member of our community can contribute to projects is vital and we are committed to creating opportunities that bring our communities together, sharing success, solving problems and driving collective visions.

Continued pressure on the public purse — alongside rising international competition and our ongoing post-pandemic recovery — is ushering in a new era of public / private collaboration, enabling us to achieve more and maximise the impact of our investment.

Here are just a few examples from the last 5 years. We are proposing to continue a collaborative approach to delivery in our second term, going further and faster than ever before.

Christchurch Gardens Over time the garden's condition and arrangement began to limit the degree to which people and wildlife could benefit from it. The Victoria and Victoria Westminster BIDs embarked on a joint project to fully redesign the site as part of its public realm and greening programme. Working closely with Westminster City Council the design was adopted by them and allocated £2.5m for implementation. The new scheme was completed in September 2020 and comprises more seating, a diverse, pollinator-friendly planting palette, new lawns, new trees, a history panel, new lighting columns, new paving, new drinking fountain and bird & bat boxes. Permeable paving and rainwater diffuser units will retain rainfall on-site as part of a sustainable drainage system (SuDS) approach. All three memorials, erected in 1970, 1995, and 2013 were retained.

**Hotel School** This initiative teaches hospitality skills to homeless and vulnerable people, matches them to sustainable employment and supports them in their first steps into work. We are proud to support this project by contributing financially and acting as the glue that connects charity partners, businesses and the wider community. As the hospitality sector recovers from the impacts of the pandemic a continued focus on supporting employment in the sector is vital.

**Youth Steering Group** We are committed to involving the next generation in how we shape our projects and programmes. Our new Youth Steering Group, comprising local 16-25 year olds from a variety of backgrounds, is a reflection of this commitment.

Community Intervention Team The Community Intervention Team (CIT) from The Passage charity is funded by the Victoria Westminster BID and works every weekday to help rough sleepers in the area move away from the streets and make the difficult transition into support services. Throughout 2020-21 they engaged with more than 200 individuals.

The Queen & Her Corgis The trail held across south Westminster in the summer to mark the Platinum Jubilee was a great representation of partnership in action. With support from Westminster City Council, we were able to host 19 giant corgi statues across the London HQ footprint, including in the Victoria Westminster area. Local businesses supported the campaign, and the corgis have been auctioned off for charity, raising over £35,000. The trail demonstrated that more can be achieved when all parties work together – a great model for future partnership work.

**COVID-19** From the initial acute days of the crisis to the early days of recovery and beyond, the BID has stood shoulder to shoulder with the business community, acting with agility to respond to changing needs and a city in flux. We provided regular updates and guidance on restrictions and emerging trends, and ran a highly popular virtual events programme. As we look ahead to the post-pandemic landscape, we are focused on ensuring we play our part in securing a more vibrant and resilient future for our business community.

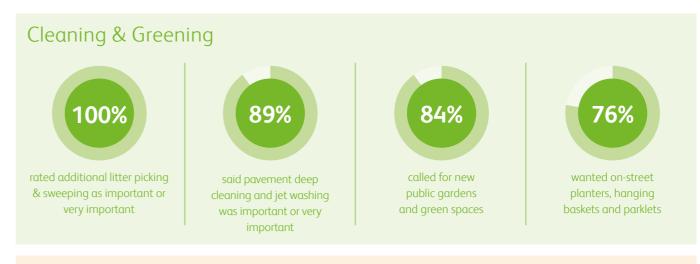


### What You Told Us

After five years of working for businesses in Victoria Westminster we have gotten to know our community. However, we are not complacent and are committed to developing a BID Proposal that responds to the current needs of organisations across the BID area.

In recent months we have undertaken a comprehensive consultation exercise in the form of a Perception Analysis to ascertain the key priorities for our members and the corresponding projects you'd like us to deliver over the next five years.

This is what you said:







said our Emergency Notification System (alerts regarding security incidents and disruptive events) was important or very important to them



rated our security patrol team as important or very important



said they feel safe during the day; 61% at night



From the survey responses and ongoing dialogue with businesses we have developed four overarching aims that underpin this BID Proposal and it's these that will guide our future work:

- 1. Create a more environmentally sustainable business district and tackle climate change in line with the City of Westminster's ambition for a net zero borough by 2040.
- 2. Drive the continued **post-pandemic recovery** by supporting the return of office occupiers to the workplace, reviving international tourism, addressing recruitment challenges in the hospitality sector and helping the local economy adapt to new consumer profiles and behaviour.
- 3. Maintain our role as an important bridge between the private and public sector, enabling partnerships that drive positive change not only in the BID area but also the wider community.
- 4. Use the collective strength of 'London HQ' a collaboration with neighbouring south Westminster BIDs – to **lobby for continued local and central government investment** in Victoria Westminster, keeping London at the forefront of our economy.

#### Destination



said that a Christmas lights initiative was either important or very important



want to see on-street events and activations



want us to lobby local and central government for investment into the BID area

### Environmental, Social & Governance



said that providing an outreach and support service to the homeless and vulnerable on the streets was important or very important



asked that we work to reduce waste and increase recycling in the area



said that the BID should support local charities with grant funding



#### **CORE THEMES & DELIVERABLES**

## Cleaning and Greening – £836k

First impressions count and ensuring that Victoria Westminster's public spaces are reflective of such a prestigious location is of the utmost importance to our business community.

Our dedicated street cleaning team provides an additional 24-hour service that enhances the area and ensures environmental issues are resolved swiftly. Combined with our network of on-street planting that brings life and colour to our streets, we are creating a more attractive place to work, live and visit.



# Community Safety and Business Resilience – £683k

The safety and resilience of the Victoria Westminster area has always been a top priority for the BID and its members. During our first term we've worked with the police, local authority, private security teams and other key stakeholders to reduce crime and anti-social behaviour.

The high-profile nature of the area and its complex economy means we need to build resilience to major incidents such as terrorism and civil emergencies — something we achieve by planning and exercising, providing free training opportunities to members and rapidly disseminating important information.

### Objectives for 2023-28:

- Increase our security patrols from 5 days a week to 7 days and change their operating hours later into the evening.
- Support local police teams in tackling crime and anti-social behaviour through intelligence gathering and joint operations.
- Continue to operate our Emergency Notification System, providing businesses with fast, accurate intelligence and information during security incidents and other disruptive events.
- Collaborate with the Metropolitan Police, British Transport
  Police, Westminster City Council, West End Security Group,
  BID members and landowners to enhance our resilience to
  terrorism, protests and civil emergencies.
- Incorporate design-out-crime principles into our placemaking schemes.
- Work with our businesses to improve safety and reduce vulnerability in the night-time economy.
- Use our position on the steering group to help deliver the Women's Night Safety Charter in partnership with our members and the Greater London Authority.
- Continue to provide a free business-to-business radio scheme creating an instant line of communication with one another and our security team.
- Continue to provide businesses with an array of free training and resources on topics such as personal safety, business continuity & resilience, counter-terrorism and crime reduction.



• Promote and encourage the use of the Business Resilience Toolkit – a resource developed by Westminster City Council and the West End Security Group to support SMEs.

# Environmental, Social & Governance – £646k

It has become clear throughout our second term, and in the consultation for this plan, that Environmental, Social & Governance (ESG) values have become fundamental to local businesses. Whilst these are threads running through all of our work, we have developed a specific set of ESG initiatives to implement on an area-wide scale over our next 5-year term: tackling environmental issues and adapting our city to climate change; improving the health & wellbeing of the local workforce; and supporting the wider Westminster community around us, particularly with regards to skills and employment opportunities.

#### Objectives for 2023-28:

#### Environmental

- Continue to work with central Government on creating a districtwide renewable energy scheme for south Westminster.
- Support businesses and the general public to reduce waste and improve recycling rates in line with new regulations under the Environment Act.
- Provide businesses with professional guidance on how to reduce their energy consumption and environmental impact, for example Westminster City Council's Business Energy Audit Scheme.
- Identify opportunities for sustainable drainage schemes (SuDS) to improve surface water management and mitigate flooding.
- Improve air quality by reducing emissions from road traffic associated with freight, servicing and deliveries through our involvement with the Zero Emissions Group.
- Adapt our streets to reduce vehicle congestion and encourage sustainable, active travel by partnering with businesses, landowners, TfL, Westminster City Council and the Mayor of London.
- Commission further research to assess the environmental issues affecting Victoria Westminster and investigate ways in which the BID can assist.
- Reduce the environmental impact of our BID activities and as an organisation become net zero by 2030.

#### Social

- Continue to fund a Community Intervention Team (CIT)
   dedicated to the Victoria Westminster BID area which actively
   supports the homeless in finding a route off the streets.
- Provide a year-round programme of activities to support mental health and wellbeing in the workplace.
- Further develop our grant funding programme which supports local Westminster community projects and charities.
- Partner with our businesses and Westminster City Council to provide employment and training opportunities for the local community, particularly through the 'Westminster Works' programme.

#### Governance

 Continue to develop our Youth Steering Group, a group of 16 to 25 year-olds who help guide our work and increase the participation of young people in the local economy with career development, training and industry experience opportunities.



### Destination – £952k

Surrounded by an abundance of culture, history and some of the country's most visited landmarks, Victoria Westminster is a destination with much to offer those who live, work and visit the area. As competition rises for international tourism visits and domestic leisure spending, we'll promote the area's unique assets by delivering innovative events and marketing campaigns to showcase its offer.

With a stronger focus than ever before on the office as a social space for collaboration, we will support the return of employees to the workplace with a variety of initiatives to help them make the most of the leisure and hospitality on their doorstep. Victoria Westminster must be a thriving destination for its workforce as well as visitors. We are also heavily involved in strategic efforts to secure the future of Victoria Westminster, including lobbying for investment in infrastructure to support the growth of the area, and we'll continue to be a strong voice for businesses in the capital.

#### Objectives for 2023-28:

- Host and support high profile cultural events and activations in public spaces to drive footfall and increase consumer dwell time.
- Organise seasonal lighting installations with associated promotional activity and events.
- Participate in pan-London promotional campaigns such as Let's Do London and London's Love Affair.
- Work with organisations such as London & Partners and BusinessLDN to revive international tourism and investment.
- Support our members in their continued post-Covid recovery with marketing assistance and event opportunities.
- Continue to grow the Privilege Card scheme providing perks for staff and encouraging spend in our local retail, leisure & hospitality venues.
- Develop a mobile app for the BID as a comprehensive guide to the area with event listings, news, discounts & offers, itineraries and more.
- Organise a programme of events to help employees enjoy and explore their local area.

- Continue with our on-street Ambassadors who provide a multilingual welcome and information service to Victoria Westminster's visitors.
- Collaborate with neighbouring south Westminster BIDs under the London Heritage Quarter (London HQ) banner to lobby central and local Government on issues affecting our community, and for investment in the BID area.
- Share footfall and economic insight data with our members, helping them adapt to changing consumer behaviour.
- Champion the regeneration of Victoria Station.
- Work with Westminster City Council's Investment
  Service to attract and support new businesses into the area
  that complement existing occupiers and add value to the
  local economy.



## Placemaking – £657k

Creating high-quality public space and a strong sense of 'place' has been a central purpose of the BID since its inception. In January 2020 we published our 'People Wanted: Victoria' public realm strategy and vision where we scoped the potential for significant improvements to the area's streetscape.

This identified projects for reducing traffic, improving air quality, adapting to climate change, enhancing public gardens & green spaces, providing safe walking & cycling routes, better wayfinding and activating public space. We are nearing completion of the first phase of one such project, The Arc – an enhanced walking route between Victoria Station and Broad Sanctuary – and a second BID term would allow us to take the scheme from concept design to implementation.

We must also consider Victoria Westminster's position in the wider context of London and enhance connections to the riverfront, Whitehall, West End, Victoria and South Bank.

#### Objectives for 2023-28:

- Deliver phase two of The Arc project with short and medium-term wayfinding and greening initiatives – improving the streetscape along Victoria Street, Tothill Street, Broadway and Petty France.
- Reduce vehicle congestion and air pollution to create healthy streets; partnering with businesses, landowners, Transport for London, Westminster City Council and the Greater London Authority to do so.
- Commission area-wide green infrastructure and biodiversity surveys identifying opportunities for street trees, enhancing the ecological value of existing green spaces and introducing sustainable urban drainage measures.
- Focus initiatives on key gateways into the BID area such as Victoria Street, Parliament Square and St James's Park.
- Work with local stakeholders to enhance the quality of public gardens and green spaces, making them more biodiverse, accessible and welcoming; exploring opportunities for creating more where possible.

- Partner with neighbouring BIDs and estates in Northbank, Victoria and Whitehall to promote a co-ordinated approach to public realm improvements and placemaking.
- Work with developers to incorporate green infrastructure into their schemes and encourage sustainable design standards.
- Undertake an accessibility review for those with limited mobility and disabilities, explore solutions accordingly to create a more inclusive built environment.



### Governance

There are over 300 formal BIDs in the UK with more than 70 of those in London alone. BIDs are a tried and tested model for generating private sector investment and supporting shared goals. It is a transparent model for delivering change with a clear governance structure.

## The Victoria Westminster BID Board

The Victoria Westminster Business Improvement District is a private notfor-profit company limited by guarantee and led by a voluntary Board of Directors. This Board is made up of representatives from a variety of sectors within the BID area to ensure balanced representation.

The Board will be supported by a number of steering groups which oversee the delivery of activity, these will be made up of representatives from the wider stakeholder community.

The BID finances will be independently audited and reviewed each year, and these will be presented at the AGM.

#### The Executive Team

The Board will be supported by an Executive Team. It is proposed that the Executive Team and associated costs are primarily met through voluntary contributions received and not from the core levy generated.

#### Strategic Advisory Group

This group has been established to provide strategic guidance and support to the Victoria Westminster, Victoria, Northbank and Whitehall BIDs. Made up of thought leaders and influencers, the Advisory Group will meet twice a year with a view to move forward with progressive thinking and innovative ideas for the south Westminster area.

#### 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. There will also be a formal operating agreement between the BID and the Council that will define all of the contractual arrangements for collection and enforcement of the BID levy. There may be agreements with other neighbouring BIDs where such arrangements can lead to business efficiencies, cost savings and enhanced services.



# The BID Levy Explained

The Victoria Westminster BID proposes to charge a levy on all eligible businesses occupying a property with a rateable value equal to or greater than £150,000.

Business Improvement Districts (BIDs) are business led collectives developed in order to improve a geographically specific area. They come in to being once a majority "yes" vote both on number of votes and aggregate rateable value is achieved from the business community. The BID process is governed by The Business Improvement Districts (England) Regulations 2004 and as such, once a majority vote has been achieved, the BID levy becomes mandatory for all defined ratepayers.



## **BID Levy Rules**

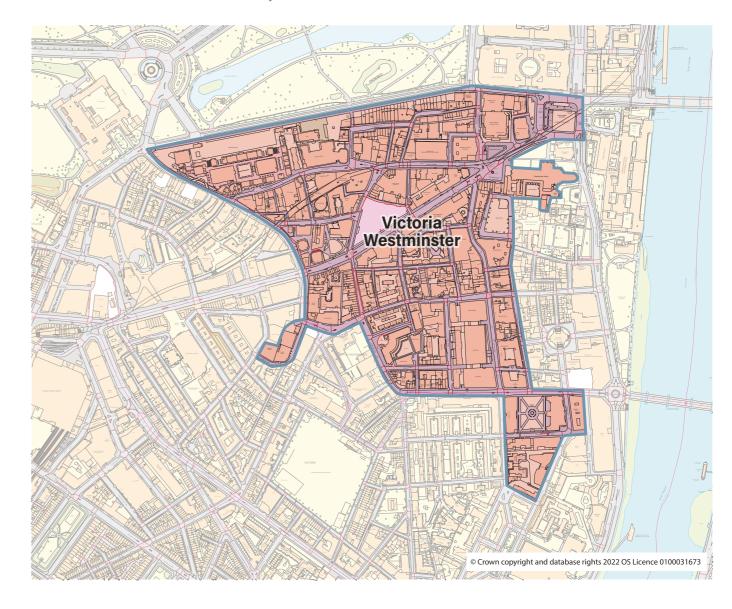
- 1. The term of the BID will be for a period of 5 years from 1st April 2023 to 31st March 2028.
- 2. A BID levy of 0.9% of the rateable value will be applied to all eligible hereditaments (rateable business units) within the BID area in Year 1.
- 3. The levy will assume a growth rate for inflation of 2.5% applied on 1st April each year. As the BID will commence on the 1st April 2023, it is proposed that the inflationary rate is applied from 1st April 2024.
- **4.** The BID levy will be based upon the rateable value in effect on 31st March 2023.
- **5.** Hereditaments that come into the rating list during the BID term will be subject to the BID levy from the effective date that it's brought into the rating list and the rateable value effective at that time
- 6. The BID levy will be applied to all hereditaments with a rateable value equal to or greater than £150,000.
- 7. The levy per hereditament will be capped at £44,000. The capped levy will assume a growth rate for inflation of 2.5% applied on 1st April each year.
- All hereditaments with charitable status and in receipt of mandatory charitable relief from business rates will be fully exempt from the BID levy.
- **9.** A ratepayer will be liable to pay the BID levy on an unoccupied hereditament without any void period or reduction in the BID levy.
- 10. All state-run schools will be fully exempt from the BID levy.
- 11. There will be no VAT charged on the BID levy.
- 12. Hereditaments rated at £0 but later re-rated to at or above the £150k threshold during the BID term will be subject to the BID levy from the effective date of that change and the rateable value effective at that time.

#### Closed Year Rule

Where the rateable value for a hereditament changes and results in a lower BID levy, 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.

## **BID** Boundary

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 Marsham Street. It includes historical areas such as Westminster Abbey and Wellington Barracks, incorporating the Guards Museum. On its eastern border the Victoria Westminster adjoins the Whitehall BID.



## List of Streets

The streets included within the footprint are listed below:



## Budget

	2023/24	2024/25	2025/26	2026/27	2027/28	%
INCOME	£	£	£	£	£	£
BID Levy Collection 95%	£855,000	£876,000	£898,000	<b>£</b> 921,000	€944,000	£4,494,000
Total	£855,000	£876,000	£898,000	£921,000	£944,000	£4,494,000
EXPENDITURE	£	£	£	£	£	£
Cleaning & Greening	<b>£</b> 159,000	£163,000	£167,000	<b>£</b> 171,000	<b>£</b> 176,000	19%
Community Safety & Business Resilience	£130,000	£133,000	£137,000	€140,000	<b>£</b> 143,000	15%
Environmental, Social & Governance (ESG)	£123,000	£126,000	£129,000	<b>£</b> 132,000	£136,000	14%
Destination	£181,000	£186,000	£190,000	€195,000	£200,000	21%
Placemaking	£125,000	<b>£</b> 128,000	£131,000	€135,000	€138,000	15%
Staffing	£59,000	€60,000	€62,000	£64,000	€65,000	7%
Overheads	£35,000	€36,000	€37,000	£38,000	€39,000	4%
Contingency	£43,000	€44,000	£45,000	£46,000	€47,000	5%
Total	£855,000	£876,000	£898,000	£921,000	£944,000	100%

We will produce public Annual Reports detailing precise service spend and delivery.





# What Happens Next

Businesses in the Victoria Westminster BID area will now be asked to vote on whether they endorse this proposal with a simple 'yes' or 'no' during a formal ballot.

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

It is important that each business nominates a named contact who will receive the ballot paper and is authorised to vote on behalf of that organisation.

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

- Those voting in favour must exceed those voting against in terms of number of votes cast (essentially 51% of votes are 'yes').
- The total rateable value of those properties/hereditaments voting in favour must exceed the total rateable value of those voting against i.e. the aggregate rateable value of 'yes' votes must also be 51% or above.

# All You Need To Do Now Is:

- Take time to read, understand and consider what this BID Proposal means to your business and the wider Victoria Westminster area; members of the BID executive team will be in touch to discuss this further if you wish.
- Prepare for your Notice of Ballot which will be sent to you no later than Thursday 19th January 2023.
- Your ballot papers will be sent to you by Civica, who run the ballot on behalf of Westminster City Council, on Thursday 2nd February 2023 and will contain all voting procedure information and proxy or replacement paper information.
- All voting papers must be returned to Civica by 5pm on Thursday 2nd March 2023.

Remember that voting YES will deliver the services in this plan to your business and the area; a 'no' vote would see all of the current provision come to an end.

The result will be announced on Friday 3rd March 2023.



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