

Victoria 2020

A vision for a vibrant Victoria

Victoria Business Improvement District (BID)
BID Renewal Proposal 2015-2020



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Executive Summary



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3.

In Pictures

1. The Diamond Garden at The Queen's Gallery on Buckingham Palace Road
 2. Juliana, one of our friendly Ambassadors, welcomes visitors to Victoria
 3. Cardinal Place and 123 Victoria Street as seen from Westminster Cathedral Piazza
-

“ We believe the Victoria Business Improvement District (BID) has a unique role to play in contributing to Victoria shaping up to be an unparalleled destination in which to live, work and visit.

Ruth Duston – Chief Executive, Victoria BID

This business plan for the Victoria Business Improvement District’s second term has been shaped by you; our levy-paying businesses. You have collectively agreed on the priorities and projects. This Business Plan encapsulates your aspirations for the area over the next five years and beyond.

Over the next decade, more than £4bn worth of investment will unlock in excess of 3m ft² of new office, commercial and residential space in Victoria. The scale and calibre of this development is unprecedented in the history of Victoria and exceptional in a central London location. Victoria’s transformation will see an increase of approximately 147% in new public

space. The £700m upgrade of Victoria Underground Station is Transport for London’s biggest since King’s Cross Station. It will increase capacity by up to 50% alongside Network Rail’s Mainline Station improvements to London Victoria Station. Key to these developments is creating a public realm that allows people to move seamlessly about the area.

It is of critical importance that visionary organisations play a strategic role in supporting the local economy and communicating transformation to other local businesses. Thriving local economies are at the heart of a competitive UK economy and cities need development to meet

their potential – from the connectivity of transport links to the quality and sustainability of residential and commercial property. Responsible business can help shape this vision, partly through strong Business Improvement Districts.

We believe the Victoria BID is uniquely placed to help facilitate a holistic approach to creating a strong, identifiable vibrant Victoria through working with influencers across the private and public sectors and bringing them together. We look forward to working with you over the next five years to shape one of the most dynamic districts in London.



Tom Foulkes
Chairman, Victoria BID



Ruth Duston
Chief Executive, Victoria BID

“ Business Improvement Districts make an excellent contribution to our overall economy and contribute a great deal towards achieving my vision of London as the best big city on Earth. I am very proud of London’s record on BIDs, and would like to encourage the development of more BIDs across our great city.

Boris Johnson – Mayor of London



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In Pictures

1. The Victoria Privilege Card is available to everyone who lives or works in SW1 and is accepted throughout Victoria
2. An advertisement to promote the Victoria BID on the C2 and 211 bus routes
3. The 450m² living wall at The Rubens at the Palace Hotel has become a local attraction

Celebrating success with the Victoria BID

What is a Business Improvement District?

A Business Improvement District is a partnership where businesses in a defined geographical area decide to pay an additional financial levy on top of their business rates, based upon the rateable value of their building. BIDs offer numerous benefits to an area including improved social well-being for employees and residents and improved public realm through sustainable investment for capital projects and services. BIDs aim to create a more appealing environment, reduce crime, market an area and provide a voice for local businesses. The BID will only provide services that local businesses decide they want. They provide services over and above those provided by local and statutory authorities, they do not replace them.

Additional services include safety and security measures, deep or targeted additional cleaning to enhance an area, replicable and scalable innovative environmental measures, enhanced visitor support services and additional proactive destination marketing to attract footfall. The role of the BID is to identify priorities and to allocate ring-fenced funding against these priorities. Funding is collected on behalf of the BID by the Local Authority. All income generated is spent directly on projects determined by the local business community.

Establishing the Victoria BID

The Victoria BID was formally established on April 1st 2010 after a successful ballot based on the presentation of the Business Plan for 2010-2015. Eligible levy-paying stakeholders agreed to engage in five work programmes over the five years of the BID's first term. These were Safe and Secure, Clean and Green, Destination Victoria, Showcase Victoria and Prosperous Economy for All. The Public Realm work programme was introduced in 2013.

The lifespan of the Victoria BID's first term covers five years from 1st April 2010 to 31st March 2015. All BIDs are required to go through a balloting process with levy-paying businesses at the end of the first term to determine whether they have business support to continue for a further five year term. The Victoria BID will be going through a renewal ballot in February 2015.

What the Victoria BID offers businesses

The Victoria BID works in partnership with businesses to deliver a prosperous local economy over the short, medium and long term.

- The Victoria BID incorporates sustainability across the organisation's work addressing the social, environmental and financial impacts of our partner programmes.
- Levy-paying businesses decide the priorities for the 110 acre footprint of the BID.
- Steering Groups composed of cross-sector business representatives each headed by a Chair identify and allocate funding to specific work programmes and projects.
- The Victoria BID engages with Westminster City Council, Transport for London, Network Rail, Metropolitan Police Service, British Transport Police and other public bodies.
- The Victoria BID provides a forum for businesses to come together to shape a collective view on issues arising in the City of Westminster and to have a voice.
- The Victoria BID works with diverse stakeholders on Corporate Social Responsibility initiatives and community well-being through events and joint activities.
- The Victoria BID proactively markets Victoria as a destination of choice going through an exciting economic transformation.

**Victoria
BID
Achievements
2010-2015**



ROYAL M



BUCKINGHAM
PALACE ROAD ←
BUCKINGHAM
GATE SW1 →
CITY OF WESTMINSTER

No loading
Mon - Fri
8.30 am - 6.30 pm
Saturday
8.30 am - 1.30 pm

THE ROYAL MEWS
HORSEMAN'S PALACE
**Royal Mews
Shop**
Open every day
09.30 - 17.00
Closed
Good Friday
and
23 - 24 December
← The Royal Mews
Visitor Entrance



LOOK RIGHT



In Pictures

1. Our security guards Danny and Wright patrol the area day and night
 2. We work closely with Metropolitan Police Officers such as PC Paul Connolly
 3. Our work has seen a substantial reduction in rough sleeping, particularly around Westminster Cathedral Piazza
-

Safe and Secure

The Victoria BID Safe and Secure programme is the first of its kind and unique in being managed by a dedicated Business Policing Manager seconded from the Metropolitan Police Service. The programme successfully enables local businesses to work together with the police and Westminster City Council.

Achievements to date

The Victoria BID has contributed to:

- 36% reduction in rough sleeping working with homelessness centre, The Passage, and other partners.
- An overall reduction in crime in the Victoria BID footprint.
- 200 businesses given economic crime and fraud advice as part of the Cash Handling Fraud Initiative.
- 260 events held providing crime prevention advice for local business audiences of between 10-300 including bespoke seminars, workshops, audits, presentations, advice sessions and one-to-ones.
- 173 local businesses are part of the Victoria Radio Link that connects them directly to the local Metropolitan Police Team.
- 48,500 crime prevention and safety items distributed locally including Chelsea clips in licensed premises to prevent handbag theft.
- Businesses in Victoria can access the pioneering Facewatch online crime reporting system that captures low level crime in shops, licensed premises and hotels and are able to post CCTV digital images to the local police resulting in rapid identification.



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In Pictures

1. Barry Cast, our dedicated Environmental Ambassador
2. Victoria Square is a little-known but valued piece of green space in Victoria
3. Julian is a member of our dedicated cleaning team who ensures that Westminster Cathedral Piazza offers a clean and welcoming public space
4. Jasper, a Harris Hawk, deters pigeons on Westminster Cathedral Piazza
5. The *Green Infrastructure Audit Best Practice Guide* identified suitable locations for the installation of Green Infrastructure throughout Victoria



5.

Clean and Green

The Victoria BID acts as a platform for businesses to take the lead in enhancing the overall urban environment of Victoria, helping shape the area for the future and playing a key role in innovative green infrastructure projects.

Achievements to date

- Our two dedicated cleaning teams work from Monday to Friday between 7am and 9pm. Westminster Cathedral Piazza receives particular attention as a local landmark valued by BID members and is one of the few wide open spaces in Victoria.
- Night-time cleaning service: five days a week, between 10pm and 6am our night team removes chewing gum and general grime from Victoria's pavements. In 2013/14 they cleaned an entire mile of pavement whilst over the same period Westminster Cathedral Piazza and BID-wide teams cleaned for circa 5,000 hours.
- The BID provides, and our teams manage, the removable tables and chairs in Westminster Cathedral Piazza and the branded deckchairs in Lower Grosvenor Gardens.
- Our unique dedicated Environmental Ambassador, Barry Cast, has reported over 6,000 environmental and street issues to Westminster City Council and Transport for London that resulted in swift action including: graffiti and fly posting, flooding issues with roads and gullies, abandoned vehicles and vandalised phone boxes.
- The *Green Infrastructure Audit Best Practice Guide* report was published in October 2013, had input from 50 interviewees from 45 organisations and has been used by other BIDs.
- *Green Benefits: an analysis of the benefits of trees and other green assets in the Victoria Business Improvement District* was published in 2012 to set a baseline for measuring the benefits of urban tree planting.
- Our falconer, Tom, makes 52 visits a year with Jasper, a Harris Hawk, to deter pigeons from Westminster Cathedral Piazza.
- An air quality monitoring sensor was installed at the Victoria Palace Theatre in 2013 by the Victoria BID with Westminster City Council and part-funded by Land Securities. Data collected is available via the London Air Quality Network run by The Environmental Research Group at King's College London.
- One of London's largest living walls is the 450m² vertical garden on the side of The Rubens at The Palace Hotel created in August 2013 and comprises 12,200 pollinator-friendly plants.
- The John Lewis rain garden being developed outside the Head Office of the John Lewis Partnership in Victoria Street to help reduce the risk of flooding during periods of heavy rainfall was first proposed in the *Green Infrastructure Audit Best Practice Guide*.
- 14 key local businesses are signed up to our Air Quality Pledge Certificate. Partner companies choose their focus from a range of initiatives including raising the profile of air quality, promoting walking and cycling, reducing gas consumption, installing low-emission technologies and reducing or combining deliveries from their supply chain.



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In Pictures

- 1. Tom is one of our 7 Ambassadors. The team welcomes visitors and tourists to Victoria in 7 languages, 7 days a week
- 2. Local workers, residents and visitors can take part in many of our Festive Season events
- 3. 32 companies took part in the Victoria Football Cup 2014 with John Lewis Partnership winning the trophy
- 4. Our deckchairs in Lower Grosvenor Gardens are very popular during the Summer months
- 5. We make sure that there is always something unexpected happening in Victoria
- 6. We encourage the public to take part in our events and installations



5.



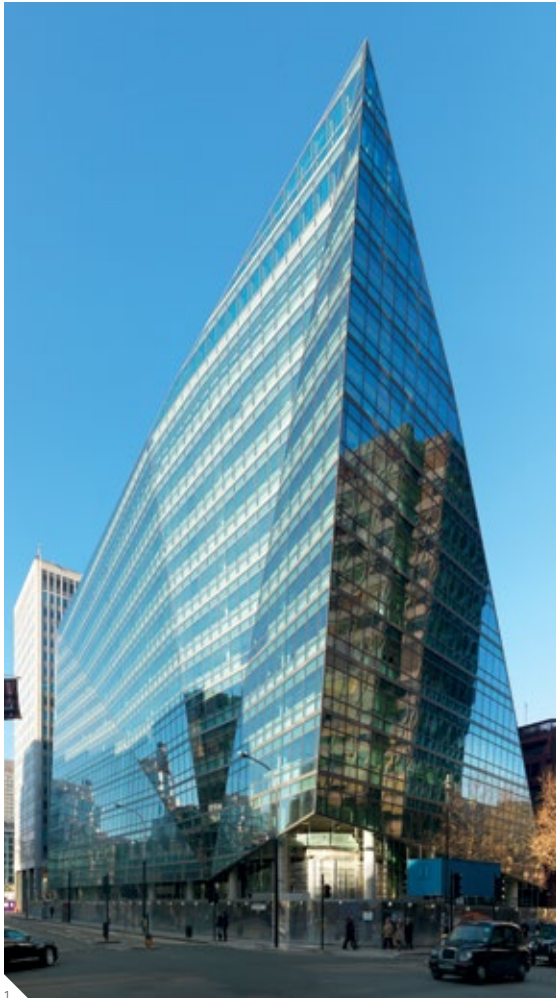
6.

Destination and Showcase Victoria

Victoria is a destination of choice with a rich and exciting cultural offering. The Victoria Palace Theatre is going through a multi-million pound refurbishment and new audiences are coming to the St. James Theatre and Curzon Victoria cinema. Victoria offers experiences for every lifestyle and budget from family-friendly heritage days out and eating to world-class hotels. As a destination and transport hub Victoria attracts vast numbers of visitors from abroad visiting our iconic historic sites. The Victoria BID actively markets the area on our website and uses social media to promote our own events and activities and those run by our business partners.

Achievements to date

- The Victoria BID was the first to introduce Ambassadors to the streets of Westminster. Our highly informed 7 Victoria BID Ambassadors speak 7 languages and providing a warm welcome 7 days a week. They have helped over 500,000 people navigate Victoria and discover local attractions, shops and restaurants.
- The Victoria BID information kiosk in front of London Victoria Station provides travellers and visitors with up-to-date maps, travel advice and information on local road closures and events based in and around Victoria.
- We hosted 75 unique events in Victoria over 5 years.
- 500,000 people have attended our events showcasing the area's cultural diversity.
- 10,000 local workers and residents receive our monthly electronic newsletter.
- Our annual Christmas tree and Christmas lights enhance Victoria Street.
- Between 1st April 2010 and 30th September 2014, our website had 57,980 unique visitors, Vimeo had 15,000 views, 57,490 people have been reached on Facebook and 1,080 followed us on Twitter.



In Pictures

1. New developments are the driving force behind a new, vibrant Victoria
 2. The Victoria Privilege Card is available to everyone who lives or works in SW1 and is accepted throughout Victoria
 3. The retail offer in Victoria has increased significantly in recent years such as the refurbishment of Victoria Place.
 4. We helped 290 local people into work in Victoria
 5. Many new independent businesses such as Iris & June have set up shop in Victoria
-

Prosperous Economy for All

One of the Victoria BID's key aims is to maintain and advance the quality, vitality and sustainability of the area as a business hub and major shopping destination.

Achievements to date

- 20,000 Victoria Privilege Cards in circulation featuring a range of retail and service offers contributing to increased spend in the area by the local workforce and residents.
- 290 local people helped into work in Victoria; primarily in business administration, retail and catering.
- Instrumental in establishing Victoria as a Neighbourhood Business Area.
- The first *Victoria Vibrancy Report* was published in 2014 establishing a baseline upon which to track the transformation of the area. The Vibrancy Report will be updated in line with the pipeline of developments in the area.
- The Victoria BID commissioned a study of Victoria working with The Retail Group and Westminster City Council. *The Victoria Retail Health Check* published in 2013 shows that the area's performance far exceeds retail forecasts and has potential for future sustainable growth.
- The Victoria BID supported local charities on behalf of our levy-payers including The Passage day centre for homeless and vulnerable people and The Cardinal Hume Centre.
- Local businesses have donated over 14,000 Christmas gifts to nominated charities.
- Over 150 volunteers have supported our local environmental and green infrastructure projects.
- We published an Economic Impact Assessment of Victoria Coach Station to help inform discussion and debate amongst local decision-makers.

Victoria BID Work Programmes 2015-2020

Results of the Victoria BID perception survey

What we asked you

In July 2014 we sent out a Perception Survey to our levy-paying business partners inviting them to provide detailed feedback on our work over the last five years. We also asked for feedback on which work programmes and projects the Victoria BID should focus on over the next term from 1st April 2015 to 31st March 2020.

What you told us

The perception survey targeted business occupiers in the Victoria BID footprint. This amounted to a total of 255 hereditaments.

We received a 46% response rate which is above average for this type of survey. This feedback has helped inform the Victoria BID Business Plan ahead of the Renewal Ballot in February 2015.

What would you like to see more of in Victoria in the future?

Your priorities for Victoria 2020:

- More green spaces to enjoy, walk in and sit in.
- More targeted events in Victoria.
- More public art and cultural attractions.

- Additional street cleaning on top of the local authority provision.
- A better retail offer.
- More visible policing.
- Increased community engagement.
- Better signage.
- Enhanced corporate investment in local communities.

Full survey results available to download at www.victoriabid.co.uk





1.

In Pictures

1. Public safety is a key concern at London Victoria Station
 2. Victoria ONE Security Group will work closely with MPS and BTP to coordinate security officers in Victoria
 3. We will strengthen all aspects of cycle safety in Victoria
-



2.



3.

Safe and Secure

The Victoria BID was the first London BID to appoint a dedicated Business Policing Manager seconded from the Metropolitan Police Service bringing a high level of professionalism to our range of services, all the more vital as Victoria is within the Government Security Zone.

In the Perception Survey you told us to...

- Add additional patrols commissioned in conjunction with Metropolitan Police Service (MPS) and British Transport Police (BTP).
- Continue the Community Safety Accreditation Safety Scheme (CSAS).
- Run more counter terrorism and fraud seminars.
- Distribute more crime prevention materials.
- Prioritise crisis management and Business Continuity planning.
- We will run a recruitment drive under the Home Office approved Community Safety Accreditation Scheme (CSAS) that accredits security professionals with limited security powers under the Police Reform Act 2002. Westminster's first CSAS team was introduced and sponsored by Victoria BID.
- Volume crime — we aim to promote the Victoria BID Safer Socialising Award that recognises good management in restaurants, cafes and licensed premises.
- Business continuity — we will actively support businesses in Victoria to design or audit their continuity plans in line with the London Resilience Team's strategy in the case of incidents, emergencies and disasters.
- Fraud and economic crime — we are expanding our offer to provide companies with a free Annual Fraud Check Up and updating companies on all aspects of cyber crime.
- Counter terrorism — we will focus on advising companies on how to be resilient in terms of making premises hard to target. We will continue to work with police Counter Terrorism Security Advisors (CTSAs). We will continue to provide GRIFFIN operational counter terrorism training and Fairway bespoke training.

Future plans 2015-2020

- We will continue delivering Safe and Secure programmes to a consistently high level.
- Physical Security in Victoria — we plan to set up the Victoria ONE Security Group working closely with the MPS and BTP to coordinate security officers and teams in the area.
- We plan to establish a new Business Continuity and Crisis Management Best Practice Steering Group.
- Our new Business Continuity Buddy Network will share best practice.
- Volume crime — in terms of driving down statistically high crime in the area we will look at the development of new crime-reporting tools across business sectors. We will increase revenue to homeless services via an improved diverted giving scheme. Victoria BID is committed to supporting homeless support centres which help provide shelter, clothing, skills training, medical care and counselling.
- Cycling — we will focus on strengthening all aspects of cycle safety in the area.

“ The sheer volume of positive collaborations that have arisen as a result of our Green Infrastructure Audit has been hugely rewarding. From property developers to landlords, and from facilities managers to estate teams, all have been involved in one way or another — and continue to be involved — in planning, installing, and maintaining new green space in Victoria.

Martin Kelly – Director of Capita and Chair of the Trees and Design Action Group



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In Pictures

1. Green infrastructure will remain a high priority
 2. Miguel and the rest of the dedicated cleaning team will clean the BID footprint during the day and night to maintain an attractive area
 3. We plan to install more green space in the BID footprint
-



3.

Clean and Green

An improved environment was noted as being a fundamental component of a regenerated Victoria in the original Business Plan 2010-2015. The same is true today. The Victoria BID brings expertise and experience in the delivery of innovative, cost-effective, green infrastructure to the area.

In the Perception Survey you told us to...

- Establish more green spaces in Victoria.
- Invest in future green spaces by developing green infrastructure projects.

Future plans 2015-2020

- We plan to install more green space in the BID footprint working with our partners on public and private sites using innovative schemes and partnerships.
- We will work on further developments of green infrastructure such as the first term's successful Diamond Garden adjacent to The Queen's Gallery.
- We will clean the BID footprint during the day and night to maintain an attractive area that is welcoming and positively memorable for workers, residents and tourists.

“ Our vision for Victoria is clear: to create a destination where Londoners want to live, work, shop and socialise. With Land Securities’ £2 billion investment comes a once-in-a-generation opportunity to deliver this vision through landmark commercial, retail and residential developments. Another important part of our regeneration of Victoria is the development of a robust and inclusive Public Realm Strategy, which we’re continuing to bring to life in close partnership with the BID. Together, through the introduction of new shops, restaurants and public spaces, we can attract more businesses and investment to Victoria and ensure it is the world-class destination it deserves to be.

Ben Ridgwell – Asset Management Director at Land Securities, London Portfolio



“ Improving air quality in Westminster is a complex challenge and requires continued cooperation and collaboration if we are to make the progress we all want to see.

Councillor Heather Acton – Westminster City Council Cabinet Member for Sustainability and Parking

In Pictures

1. We will create and influence a joined-up approach to placemaking ensuring that Victoria is a vibrant place to relax in as well as work
-

Public Realm

The Public Realm incorporates streets, pathways, rights of way, parks and civic spaces accessible to the public. We believe the Victoria BID has a role in communicating the desires of local business to developers and planners to ensure the new environment meets their needs. We also want to keep businesses informed and updated on built environment developments. We want to ensure that all businesses know which developments are underway and the vision for the area.

You told us to...

- Keep BID members up to date on how the public realm and local skyline will be transformed.
- Communicate and generate discussion around the development of heavily-used public spaces such as Terminus Place.
- Bring together developers and agencies regularly.
- Create and influence a joined-up approach to placemaking.

Future plans 2015-2020

- We will positively influence and facilitate dialogue among developers and agencies to create a coherent public realm strategy that will benefit local businesses and the community.
- We will create a Public Realm Vision for Victoria to guide future projects and develop a set of overarching public realm principles.
- We will publish our commissioned Publica research that will inform the Victoria BID's strategic approach to public realm improvements.
- We will work with Transport for London and Network Rail on their plans to transform the area around London Victoria Station ensuring schemes take into account the views of businesses in the area.
- We will continue to raise the profile our Air Quality Pledge Certificate building on our successful first term.



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In Pictures

1. Victoria boasts 3 theatres and some of London's best shows including *Billy Elliot* and *Wicked*
 2. A giant snow globe in Lower Grosvenor Gardens
 3. Live ice sculpting on Valentine's Day
 4. A graffiti wall on Westminster Cathedral Piazza with 750 messages
 5. Summer barbecue on the 8th floor balcony of the Park Plaza Victoria Hotel
 6. Excellent goalkeeping during the Victoria Football Cup 2014
-

Destination Victoria

Our integrated marketing activities and events calendar engage the local workforce and attract visitors all year round showcasing Victoria as a vibrant destination offering cultural, entertainment, theatre, cinema, fashion, retail, restaurant and hotel experiences.

In the Perception Survey you told us to...

- Run marketing campaigns promoting Victoria as a destination.
- Run more one-off public events.
- Continue with the multi-lingual Ambassadors scheme.
- Promote the Victoria 'brand' through newsletters, corporate engagement events and marketing collateral.

Future plans 2015-2020

- We will devise an integrated marketing, media and branding strategy to showcase Victoria and develop our external communications and PR capability via a redeveloped website and use of social media.
- We will engage a range of businesses in, and attract footfall through, a targeted, Summer campaign building a continuous event calendar offering exciting activities.
- We will update our guides, maps and directories to encourage easy navigation around Victoria.
- Our Ambassadors will be briefed to encourage all visitors to make use of our fantastic local amenities.
- We will launch a new magazine and develop thought-leadership with corporate partners.
- We will make our archive of high-quality images of Victoria available to stakeholders.



In Pictures

1. We will take a leading role in neighbourhood planning with residents and businesses
 2. We will undertake research into changing the nature of Victoria
 3. We will develop an SME network in Victoria
 4. We will create an online interactive development pipeline to keep businesses informed of developments in Victoria
-

Sustainable Prosperity

Victoria BID is committed to working in partnership with businesses to sustain a prosperous local economy over the short, medium and long term.

In the Perception Survey you told us to...

- Continue with the Victoria Privilege Card scheme providing offers and discounts exclusively to local employees and residents.
- Implement Corporate Social Responsibility schemes supporting local employee volunteering and engagement.
- Undertake and publish research on economic, planning and social aspects of Victoria.
- Provide a free employment scheme to help place local people in new local jobs.

Future Plans 2015-2020

- We aim to increase the number of Victoria Privilege Cards in circulation to over 35,000 by working with our business partners on improved offers.
- We will represent businesses during public consultations and aim to influence Local Government in support of the business community.
- We will continue to broker local employment opportunities.
- We will provide levy-payers with the latest relevant local policy information.
- We will undertake research into the changing nature of Victoria and update the vibrancy and retail performance reports, to inform businesses and decision-makers.
- We will develop a dedicated SME network to help businesses get involved in local decision-making processes and show how they add to the vibrancy of Victoria and the rich character of the area. We aim to support SMEs and ensure they remain a key part of the social and economic fabric of Victoria.
- Networking Victoria – We aim to connect more of the BID footprint to free Wi-Fi for workers, visitors and residents.
- Digital Victoria – We aim to install interactive information points throughout the area. We will work with Westminster City Council to establish where to most strategically locate these new information points.
- We will create an online interactive development pipeline to keep businesses informed of the progress of the redevelopment in Victoria.
- We will tackle economic crime working with our Safe and Secure team.
- We will work closely with our twinned BID, *Downtown DC* in Washington DC to share best practice.
- We will take a leading role in local neighbourhood planning with residents and businesses.



Victoria BID Budget

1st April 2015 - 31st March 2020

In Pictures

1. The Blewcoat School on Caxton Street is home to an Ian Stuart Bridal Boutique
 2. With Buckingham Palace on our doorstep, Victoria remains a popular destination for tourists
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The Victoria BID budget

1st April 2015 - 31st March 2020

During the next term of the Victoria BID we will lower our BID levy from 1 % to 0.85 % of rateable value, making Victoria the most cost-effective BID in the country. The Victoria BID levy will raise approximately £7.6 million (exclusive of Landlord contributions) to be spent exclusively in the BID area over its five year life. A levy of 0.85 % will be applied to the rateable value of each defined ratepayer in the BID area, of which there are approximately 250 hereditaments.

Calculating the Victoria BID levy

To calculate the proposed annual BID levy, simply multiply the business rateable value by 0.0085. The BID levy rules are set out below. Hereditaments with charitable status and schools other than Independent Schools registered as such with the Department for Education are exempt from paying the levy. If you are unsure of whether your business is eligible, or indeed if you don't know your rateable value, please contact the BID office.

Collecting the Victoria BID levy

The BID levy will be due on 1st April each year and will be collected by Westminster City Council on behalf of the BID Company. The levy income will be collected into a ring-fenced BID Revenue Account and these funds will be regularly transferred to the BID Company.

Voluntary contributions

The BID legislation does not currently provide a mechanism for a mandatory contribution from landowners for BIDs. Therefore, the BID executive will actively seek voluntary contributions from landowners. During its first term, Victoria BID raised approximately an additional 10% of total income through voluntary contributions from local landowners and grant income from various local government and non-government organisations. The BID has been successful in securing additional funds for its outstanding projects like the *i-Tree Study*, *Green Infrastructure Audit Best Practice Guide*, *Victoria Coach Station Study*, *Employment Charter* and *Work Place Coordinator* programme.

Apart from supplementing BID income from other independent sources Victoria BID has also played a catalyst role in encouraging local businesses to carry out high quality public realm projects like the living wall on The Rubens at the Palace Hotel and the John Lewis Partnership rain garden.

Expenditure

The Victoria BID Board will have the responsibility for agreeing and managing the budget. For the first year, the Board could decide to vary the budget by up to 10% for each area of expenditure. For subsequent years, the Board will set the budget on an annual basis.

The Victoria BID budget 2015-2020

For Victoria BID Ltd.
Year end 31st March 2020

The BID budget sets out the share of income and resources across each of the BID themes. Management and overhead costs will be funded as far as possible from voluntary contributions.

The BID levy collection rate is assumed to be 95%. The BID levy collection fees and BID running costs (such as legal and accountancy services) are also shown within the overheads section of the budget. Once the second term is underway, changes to budget priorities can only be made at a BID Company Annual General Meeting, or an Extraordinary General Meeting, to which all businesses will be invited.

15/16

Income		£
Levy Income		1,446,819
Voluntary Contributions		100,000
Total		1,546,819
Expenditure		£
Safe and Secure		232,023
Clean and Green		232,023
Public Realm		232,023
Destination Victoria		309,364
Sustainable Prosperity		154,682
Staffing*		201,087
Overheads		108,277
Contingency		77,341
Total		1,546,819

16/17	17/18	18/19	19/20	Total	% of Total
£	£	£	£	£	
1,482,990	1,520,065	1,558,066	1,597,018	7,604,958	94%
100,000	100,000	100,000	100,000	500,000	6%
1,582,990	1,620,065	1,658,066	1,697,018	8,104,958	100%
£	£	£	£	£	
237,448	243,010	248,710	254,553	1,215,744	15%
237,448	243,010	248,710	254,553	1,215,744	15%
237,448	243,010	248,710	254,553	1,215,744	15%
316,598	324,013	331,613	339,404	1,620,992	20%
158,299	162,006	165,807	169,702	810,496	10%
205,789	210,608	215,549	220,612	1,053,644	13%
110,809	113,405	116,065	118,791	567,347	7%
79,149	81,003	82,903	84,851	405,248	5%
1,582,990	1,620,065	1,658,066	1,697,018	8,104,958	100%

*Majority of staffing costs will be met through voluntary contributions received by the BID.



VICTORIA

BILLY
ELLIOT

BILLY ELLIOT
REMAINS
THE BEST
SHOW
TOWN'

VICTORIA PALACE

Victoria BID Governance 2015-2020





In Pictures

1. In recent months Victoria has welcomed an increase in public art throughout the BID footprint
 2. The Queen's Gallery, Buckingham Palace exhibits up to 450 works from the Royal Collection at any one time
 3. Victoria Place Shopping Centre has undergone substantial refurbishment
-

Victoria BID Governance

2015-2020

The Victoria Business Improvement District is a not-for-profit company limited by guarantee led by a Board of Directors made up of representatives from across sectors within the BID area and a small Executive Team.

The role of Business Improvement Districts

BIDs have numerous advantages for the area in which they operate including; economic growth and investment, improved social well-being for employees and residents and improved public realm through sustainable investment for capital projects and services. BIDs aim to create a more appealing environment, reduce crime, market the area and provide a voice for local businesses.

There are a total of 187 formal BIDs in the UK and the Republic of Ireland of which 148 are based in urban city and town centres.

The Victoria BID Board

The Victoria Business Improvement District is a not-for-profit company limited by guarantee led by a Board of Directors. The board is made up of representatives from across the sectors within the BID area to ensure balanced representation around the table. Directors will be appointed to serve on the Board with the proposed constitution as follows: Financial Services Representatives, Retailers, Hoteliers, Independent Retailers, Corporate Tenants, Theatre and Leisure Representatives, Restaurateurs and Property Owners.

Observers will be invited from the Local Authority and other relevant local and public sector organisations. The Chairman will be nominated by the Board on an annual basis. The remaining Board members give their services on a voluntary basis. The Board will be supported by a number of steering groups which oversee the delivery of activity. The Steering Groups will be made up of representatives from the wider stakeholder community.

It is proposed that both the BID Board and Steering Groups meet on a quarterly basis with an Annual General Meeting. 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.

Legal agreements

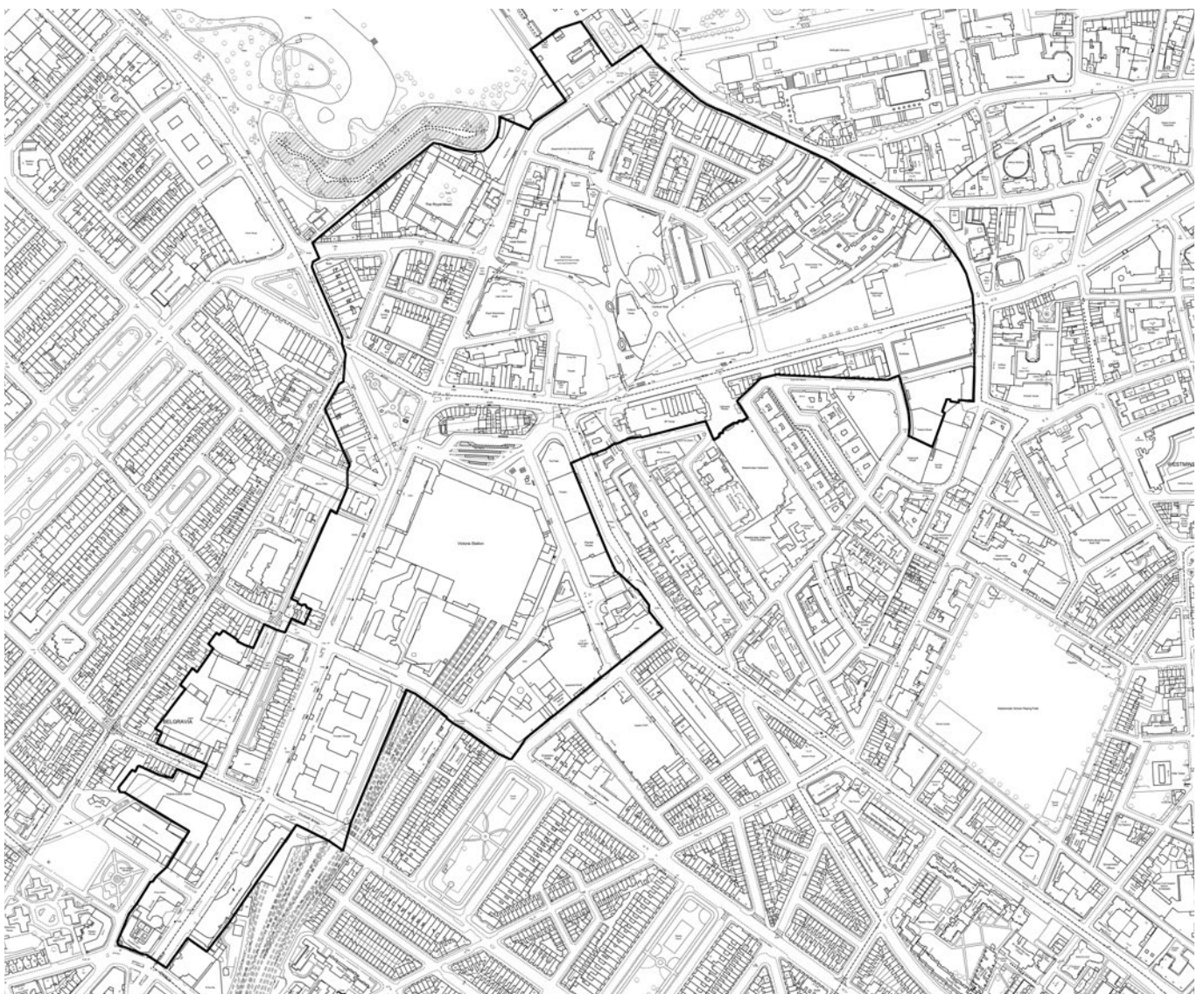
It is important that the activities of the BID represent added value over and above the public services already provided in the area. For this reason, a baseline agreement will be entered into with Westminster City Council to clearly define the levels of service that can be expected from the Council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

The Victoria BID boundary

The rationale for the BID Boundary has been calculated to ensure we include all major landholdings in Victoria with the inclusion of London Victoria Train Station and Victoria Coach Station. Illustrated overleaf is a map of the defined BID area followed by a comprehensive listing of all streets to be included within the BID boundary.

Map of the Victoria BID footprint



These streets are currently within the Victoria BID footprint. Any new streets arising from development schemes in this area will also be included.

Allington Street	Cardinal Walk	Grosvenor Gardens	Stafford Place
Artillery Row	Castle Lane	Grosvenor Gardens Mews East	Stag Place
Beeston Place	Cathedral Walk	Grosvenor Gardens Mews South	Terminus Place
Belgrave Road (Part)	Catherine Place	Howick Place (Part)	Vauxhall Bridge Road
Bressenden Place	Ebury Street	Hudsons Place	Victoria Square
Bridge Place	Eccleston Bridge	Kingsgate House	Victoria Station
Buckingham Gate	Eccleston Place	Lower Grosvenor Place	Victoria Street
Buckingham Mews	Eccleston Street	Neathouse Place	Warwick Row
Buckingham Palace Road	Elizabeth Bridge	Palace Street	Wilfred Street
Buckingham Place	Elizabeth Street	Phipps Mews	Wilton Road
Bullied Way	Fountain Court	Semley Place	
Cardinal Place	Gillingham Street	Spenser Street	

BID levy rules: who will pay the levy?

The Victoria BID proposes a 0.85 % levy charged to all businesses with a rateable value equal to or greater than £150,000.

The quantum paid by the landlord is negotiable, so it is estimated that we will generate an additional £100,000 per annum – providing £500,000 over the lifetime of the BID. The BID levy will assume a fixed growth rate of 2.5 % per annum, applied each year on the 1st April. The BID ballot and all costs related to the BID process will be met by the BID proposer – Victoria Business Improvement District.

The BID process is governed by Government legislation and regulations. As such, once a majority vote has been achieved; the BID levy becomes mandatory on all defined ratepayers.

Paying the levy: the rules

- The BID levy will be based upon the Rateable Value in effect on 1st April 2015.
- The levy will assume a growth rate for inflation of 2.5 % applied on 1st April each year.
- The term of the BID will be for a period of five years from 1st April 2015.
- The BID levy will be applied to all ratepayers with a rateable value equal to or greater than £150,000.
- Properties that come on to the rating list during the BID term will be subject to the BID levy from the effective date that the property is brought on to the rating list.
- All hereditaments with charitable status and in receipt of mandatory charitable relief from business rates will be fully exempt from the BID levy.
- All schools other than Independent Schools registered as such with the Department for Education 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 year.
- Retail units in dedicated shopping centres that operate in Victoria — Cardinal Place; Victoria Place Shopping Centre; London Victoria Station, will have a levy multiplier that is 25 % reduced.

Investment created by the Victoria BID to 2020

As outlined above, the Victoria BID will generate approximately £7.6 million over the next five years. In addition, the BID board and executive team will endeavour to increase the budget through grants and other sources of income.

