

The Fitzrovia Partnership: West Fitzrovia Business Improvement District (as submitted to WCC Feb 2023) Business Plan

Foreword

From its inception as a Business Improvement District (BID) in 2012, The Fitzrovia Partnership has sought to embrace its members and the wider business community behind a shared vision for the Camden part of Fitzrovia. In July 2022 our members resoundingly showed their support for the renewal of the Partnership's mandate with over 96% voting in favour of the BID maintaining its role as a business collective in Fitzrovia for a third term.

During the past decade The Fitzrovia Partnership has provided a formal mechanism to provide enhanced leverage, investment, sustainability, profile, operational and promotional activity, scale, and budget to the overall management of Camden Fitzrovia – benefiting its member businesses and the wider community. Now is the time to extend The Partnership to include the whole of the Fitzrovia community by establishing a BID on the Westminster side of the borough boundary, to enable businesses and others to enjoy the same benefits.

Our ambition is to provide a seamless set of services across Fitzrovia and the borough boundary. Businesses have told us that they want to see an improved environment, cleaner, greener, and safer streets, whilst championing sustainability at the neighbourhood level. We have an important leadership role to play in this and will place sustainability at the heart of our organisation and behind activities in Fitzrovia to encourage collaboration between business to drive added-value solutions for the area. This will mean leading campaigns on behalf of members that reduce the environmental impacts of conducting business, whilst improving the economic and social sustainability for businesses and other stakeholders.

This Business Plan is West Fitzrovia's c£4 million, five-year programme of investment to enhance the sustainability and physical presence of the area and the range of services required to ensure that it looks and feels safe, clean and welcoming for everyone.

The West Fitzrovia BID will provide strategic context for business. It will galvanize the business community, statutory authorities, particularly the Fitzrovia West Neighbourhood Forum with whom we anticipate working closely, and wider stakeholders with a common vision for the district and generate an enhanced income stream to benefit the whole area in terms of service provision. It will provide the businesses with the ability to influence and help shape the future of Fitzrovia.

Continued investment in Fitzrovia is not just good for businesses but for everyone who works, lives, visits, and stays in the district. If businesses vote 'yes', this Business Plan will guide both the West Fitzrovia activities and the neighbourhood wide activities of The Fitzrovia Partnership.

In everything we do, we will continue to be ambitious, embracing the changes taking place whilst protecting the essence of what makes the whole of Fitzrovia a great place to be. We will continue to develop our work with partners and ensure that our Westminster businesses benefit from a vibrant and commercially successful destination of choice.

About Us

The Fitzrovia Partnership is a Business Improvement District representing more than 250 businesses in the Camden portion of Fitzrovia.

Since our establishment in 2012 we have invested over £10m of BID levy directly into the area to support the themes and shared priorities of our members. Over that period, we have matured in our influence and ability to affect positive change, delivering tangible results and return on investment. In July 2022 we secured our third successful ballot, giving us a mandate until 2027. We want to set up a sister BID for the Westminster part of Fitzrovia, from the boundary with Camden to Great Portland Street, to unite the neighbourhood and provide the same sorts of benefits to Westminster businesses in Fitzrovia. This will also fill the gap where no BID currently exists in the area north of Oxford Street.

Business Improvement Districts (BIDs) are not-for-profit partnerships where businesses in a defined area have voted to invest together to improve the environment of their local neighbourhood. A BID is established through a democratic ballot process. The services provided are additional to those delivered by the statutory authorities.

There are over 300 BIDs in the UK investing a total annual BID levy of over £110m. These BIDs leverage a further £175m when including funding raised from economic partnerships and commercial activity. There are over 60 BIDs in London alone and 17 just in Westminster, meaning that all of our surrounding commercial districts benefit from having a BID.

We will provide the business community with a collective voice and the ability to influence and shape the future by lobbying on behalf businesses regarding taxation and business costs. We will act as a catalyst to promote public and private investment into projects which enhance the neighbourhood and fund services which add value to West Fitzrovia and its business community.

The West Fitzrovia BID embraces several representative sector groups – offices, both individual tenants and those in shared office spaces, hotel and hospitality, retail, leisure, community, property, along with statutory and community groups – all of which will have a role within its governance structure and West Fitzrovia BID's decision-making process.

The BID Area

The proposed West Fitzrovia BID area is shown in the map below, extending westwards from the borough boundary with Camden to the Harley Street BID and the NVEC BID in the west and south respectively. The Fitzrovia Partnership BID abuts the Westminster/Camden boundary and runs eastwards.



All of the following streets are included in full or in part:

Berners Mews	Foley Street	Marylebone Passage
Berners Street - Part	Gildea Street	Middleton Place
Bolsover Street - Part	* Goadge Street	Mortimer Street - Part
Booth's Place	Gosfield Street	Nassau Street
Bourlet Close	Great Portland Street - Part	New Cavendish Street - Part
Bywell Place	Great Titchfield Street - Part	Newman Passage
Candover Street	Greenwell Street - Part	Newman Street - Part
Carburton Street - Part	* Grasse Street	Ogle Street
* Charlotte Place	Hallam Street - Part	Percy Passage
* Charlotte Street	Hanson Street	* Rathbone Place
* Cleveland Street	* Hanway Street	* Rathbone Street
Clipstone Mews	Langham Street	Riding House Street - Part
Clipstone Street	Little Portland Street - Part	Wells Mews
Devonshire Street - Part	Little Titchfield Street	Wells Street - Part
Euston Road - Part	Margaret Court - Part	Weymouth Street - Part
Evelyn Yard	Margaret Street - Part	

* Street crosses the borough boundary into Camden. The whole of the Westminster part of these streets are included in the BID area.

2023 – 2028: Our Ambition: A Sustainable District of Choice

In response to the global challenges of sustainability, governing bodies such as the Mayor of London and Westminster City Council are setting ambitious targets – and associated incentives and penalties – to address crucial issues such as carbon emissions, air quality, social inequality, and adaptation to climate change impacts. The need to minimise the impact of businesses on the environment is becoming both morally and commercially imperative, and businesses are recognising their role and responsibility in protecting and enhancing the environment in which they operate. They are also having to take action to improve resource efficiency, working standards for employees and economic resilience. Fitzrovia must be at the forefront of a transition to a more sustainable district model. The Fitzrovia Partnership has placed sustainability at the heart of the organisation and believes collaboration will increasingly be essential to driving added value for both business and the wider community.

The West Fitzrovia BID has an important leadership role to play by working with members to reduce the environmental impact of conducting business, whilst improving the economic and social sustainability for businesses and residents alike. We will bring together the many different activities of individual businesses in Fitzrovia into a framework to secure the future sustainability of the area and will deliver collaborative activities which businesses often find difficult to achieve. We will sign up to the Council's Sustainability Charter and within our large collective, members will have the opportunity to work with one another to benefit their business.

The West Fitzrovia BID will be a key facilitator in the implementation of sustainable programmes at a local level, co-ordinating public-private sector partnerships to implement activities that have a greater cumulative impact and significantly contribute to London's goal to become "cleaner, greener and ready for the future".

Working in partnership with Westminster City Council, the activities of West Fitzrovia BID will support the objectives of the West Fitzrovia Neighbourhood Plan and support the delivery of creating the conditions for economic growth and investing in our community to ensure a sustainable neighbourhood.

The need to ensure that the BID makes a positive contribution to the environmental, social, and corporate governance (ESG) will be incorporated into every element of the BID's activities.

Our 2028 Targets

- A return to economic and social activity to pre-2020 levels.
- A shared outcome with the Mayor of London's target to make the capital Carbon Net Zero by 2030 and Westminster City Council's 2030 Carbon Net Zero target.
- Championing the ESG framework and minimising business impact upon the environment.
- At least a £2m reduction in business costs through specialist procurement and economies of scale.
- Collaborative working with members and partners, both public and private, to enhance the quality of the public realm and amenity.
- Putting Fitzrovia on the map as a sustainable business and visitor destination

1 Ambition – 3 Sustainability Priorities – 6 Work Programmes

The Fitzrovia Partnership has been meeting with West Fitzrovia businesses since the start of 2022 to gain their views on the area and this input has shaped our priorities for this proposal. We have reflected on these views and incorporated them into our delivery programme of six interconnected themes. Taken together, and underpinned by our sustainability priorities, these themes will support and promote the growth of Fitzrovia and its business community, whilst reflecting the additional interests of the wider community. These six key themes will all contribute to our economic, environmental, and social objectives:

A Sustainable District of Choice

ECONOMIC GOOD GROWTH

The need to minimise the impact of businesses is both a moral and commercial imperative. Business Improvement Districts deliver collaborative activities which individual businesses often find difficult to achieve. Within a large collective, members have the opportunity to work with one another to benefit their business.

ENVIRONMENTAL HEALTHY ENVIRONMENT

The Partnership places sustainability at the heart of its organisation and believes collaboration will increasingly be essential to driving added value for both business and the wider community.

SOCIAL VIBRANT COMMUNITIES

Increasingly businesses are recognising their role and responsibility both in protecting and enhancing the environment in which they operate. The Fitzrovia Partnership seeks to bring together the many different activities of individual businesses in Fitzrovia into a framework aimed towards enhancing the future sustainability of the area.

6 Work Programme Themes

- 1. Voice and Representation**
- 2. ESG – Economic / Social / Governance**
- 3. Environment and Place**
- 4. Reducing Costs**
- 5. Insights**
- 6. Promotion and Communication**

Theme 1 – Voice and Representation

The Fitzrovia Partnership is recognised as a representative voice of Fitzrovia business. It serves as a focus for bringing together and allowing a two-way dialogue between its members and a range of local, London and national bodies, and this will be expanded to include Westminster City Council.

The West Fitzrovia BID will be a catalyst to encourage public and private sector partners, working together to support and invest in projects that will enhance Fitzrovia and ensure that the district continues to evolve and thrive.

The power of partnership extends beyond business and government. The BID actively engages with other elements of the Fitzrovia community so that projects are selected and designed with input from, and a clear understanding of residents' interests and those of other nearby institutions and organisations. The Fitzrovia Partnership ensures that the history and heritage of the area is respected in the approach.

The West Fitzrovia BID will be a voice for business interests, but any vision can only be achieved with the support of partners in the local authorities and wider community.

We will:

- Provide essential business-led leadership and influence. Through this advocacy and collective voice, the BID will seek to inform policy and affect change on the issues that matter most to our members and the neighbourhood.
- Represent Fitzrovia business at local and central Government levels, seeking business focused support on policy matters, business rates and taxation, responding to consultations with a collective voice.
- Provide a representative voice for businesses by working alongside the Neighbourhood Forum to comment on proposed development and infrastructure changes, and local planning policy and licencing regulations to ensure they support Fitzrovia, its businesses and wider community.
- Drive a collaborative campaign in response to the climate emergency to:
 - Improve air quality
 - Reduce carbon emissions
 - Reduce surface transport and congestion
- Engage with property owners and their occupiers, small and niche businesses to encourage an eclectic mix of uses and maintain the area's diverse and unique offering. Ensuring that the area remains economically sustainable for all size and sector businesses; social sustainability being at the heart of the area and its bohemian makeup.
- Establish a property owner forum so we can share proposals for public realm improvements and help integrate individual developments into the neighbourhood.
- Establish a positive working relationship with resident and other non-business communities to ensure that the BID's business-led priorities also reflect and respond to their issues and concerns. Provide a platform for businesses to work together with representatives of the local community to achieve agreed goals that benefit all stakeholders.

Theme 2 – ESG – Environmental, Social and Governance

COVID-19 and climate change have made us realise that we are not masters of our planet but rather stewards of nature. Environmental, social and governance (ESG) has taken on a greater significance in recent years. Sustainability will be at the heart of everything we do and deliver for Fitzrovia during the BID term. How we do business in Fitzrovia can make a difference to the Carbon Net Zero and wider sustainability agenda.

ESG criteria is of increasing interest to companies, their investors, and other stakeholders. With growing concern about the ethical status of companies, these standards are the central factors that measure the ethical impact and sustainability of investment in a company. It is an increasing possibility that ESG will become compulsory and to stay ahead of regulations and the competition, companies will look to integrate their business into the ESG framework.

Organisations that find it difficult to embrace environmental or social factors may end up struggling to deal with regulatory, legal, or reputational issues. Evidence is beginning to demonstrate that companies performing on ESG practices have higher growth and lower volatility, higher employee productivity, reduced regulatory and legal interventions and cost reductions.

The Fitzrovia Partnership will seek to assist members achieve these important targets through its collaborative work in the district and will promote the adoption of quality employment practices such as the London Living Wage to businesses and contribute to the Council's Fairer Westminster Strategy. With our members and partners, we will help West Fitzrovia build a more sustainable and resilient future.

We will:

- Develop a sustainability framework to establish a delivery programme to set the area on its path to net zero that will work with businesses and employees to minimise their environmental impact and contribute to their ESG objectives. It will help facilitate sustainable solutions so all stakeholders in Fitzrovia can make a positive impact through cost-effective actions.
- The programme will focus on the following issues:
 - Improving air quality
 - Reducing carbon emissions
 - Increasing recycling
 - Reducing surface transport
 - Reducing business costs
 - Maintaining a vibrant community and enhancing outdoor spaces
 - Security and safety
 - Business Resilience
- Support members in embracing environmental and social matters and identifying and adopting new sustainable opportunities.
- Set environmental targets across the Fitzrovia neighbourhood and measure performance against them to monitor progress towards creating a zero-carbon neighbourhood.
- Explore opportunities towards a circular economy in the area.
- Provide an advisory service on compiling sustainability policies for member businesses including a focus on smaller businesses to support the start-up community and other new businesses based in the many shared office spaces in the area for which we will offer a bespoke membership package to support their growth.

- Work in partnership with Westminster City Council to support inclusive business, recruitment, and employment practice and support businesses to access the Council's carbon reduction programmes such as their Business Energy Audit scheme and Climate Essential for businesses and becoming signatories to the Council's Sustainability City Charter.
- We will set up a Corporate Social Responsibility programme, connecting businesses with third sector organisations who are based in Fitzrovia, or who deliver services in the neighbourhood, to provide businesses with volunteering opportunities in a systematic way that best meets the needs of both sectors. As part of this we will promote the City Council's Responsible Business Network and engage with the Council to maximise the local impact of the programme.

Theme 3 – Environment and Place

This theme encompasses day to day public realm management services to improve the appearance and safety of the area, support for businesses in moving towards net zero and longer-term aspirations to help the West Fitzrovia Neighbourhood move towards net zero, working with our sister BID The Fitzrovia Partnership and the Neighbourhood Forum to make the whole of Fitzrovia a sustainable neighbourhood.

Heightened awareness of sustainability is affecting consumers' purchasing choices, increasingly selecting property location based on the environmental performance of a building and rising commodity prices and supply chain uncertainties are affecting business performance and viability. Consequently, there also is a strong business case for migrating to sustainable ways of operating across the whole of Fitzrovia.

We will provide additional street management services in partnership with the local authority and explore innovative approaches to create a cleaner, safer, and more welcoming place. This will include enhanced security to tackle anti-social behaviour and street crime:

- Propose and promote the adoption and delivery of public realm and street management improvements, to include:
 - al fresco dining (streeterly spaces)
 - Green Space
 - Enhanced seating
 - Additional bike parking
- Seek to enhance and encourage owners and developers to deliver more permanent greening, including more trees, to support biodiversity and climate adaptation, while creating a more attractive streetscape for all in Fitzrovia.
- Work with the Neighbourhood Forum to bring forward priority public realm projects including those that provide more cycle parking and electric vehicle charging points.
- Install a seasonal lights installation and support London-wide installation campaigns/programmes.
- Employ a uniformed Street Team service. Their core services will encompass safety and security, customer and visitor services, the provision of information, event management, enhancing the street environment, helping to manage anti-social behaviour, and generally supporting the statutory services in maintaining the quality of the street environment and improve the safety of the area.
- BCRP – Join or create a business crime reduction partnership for the area to provide access for businesses to free training, crime intelligence and roll out initiatives such as Ask for Angela to improve night-time safety, especially for women and vulnerable groups who may live, work or visit the area.

- Promote and provide additional street management services in partnership with the local authority and private organisations. Work with Westminster City Council to improve cleanliness and maintenance across the district judged against a baseline agreement.
- Promote and deliver active travel plans with particular regard to cycling, e-scooter rental schemes and walking.
- Explore options for appropriate digital infrastructure (Smart Cities) to support the growth of businesses in Fitzrovia and retain London and national competitiveness.

Our programme to support businesses in their journey to net zero will initially offer incentives and advice on sustainable travel reducing commercial and polluting vehicles in the area and reducing single-use plastics and food waste. The programme will be expanded in each year to cover more sustainability strands:

- Recommend an expanded panel of preferred suppliers that can offer the widest range of recycling possible, send zero waste to landfill and are migrating to zero emission vehicles.
- Offer free or discounted waste and recycling audits, freight servicing and delivery plans for businesses and agree discounted rates with preferred suppliers to directly reduce costs to businesses choosing to dispose of their waste in a more sustainable way for at least their first year
- Promote and introduce new services, such as Deliver London, which can reduce delivery vehicle trips in Fitzrovia by two thirds.
- Support businesses in reducing their energy costs, via for example advice on retrofitting their buildings by promoting case studies and engaging sustainability consultants to provide subsidised advice to businesses, across all the sectors in the area including hotels.
- Promote Green Leases, so building owners and tenants can work together to maximise the energy efficiency of their buildings. Lobby for investment and incentives to retrofit older buildings with energy saving measures.
- Promote the use of cargo bikes and bike-based delivery services to reduce the use of vehicles in Fitzrovia.
- Work with partners to deliver a West End wide approach to improving local air quality and a common zero carbon pathway.

Today people expect much more from public places than ever before. Rather than wanting purely functional and safe places, the public realm needs to be a place for people to meet, relax, enjoy public art, for trees and planting, informal play, alfresco dining, and a place that mitigates the impacts of climate change. The case for investment in Fitzrovia's public realm is strong and will directly contribute to attracting visitors, workers, and further inward investment, thereby creating a virtuous cycle of new businesses and jobs.

We will work with the statutory Fitzrovia West Neighbourhood Forum to bring about longer term and lasting improved public realm and our activities will include:

- Look to Increase pop-up parks and tree planting throughout the district.
- Create a network of walkable streets with places to dwell and relax.

- Support the provision of more al fresco dining in suitable locations
- Improve safety at junctions to reduce collisions and casualties.
- Improve connections and wayfinding from Oxford Street.
- Widen footways and create better facilities and routes for walking and cycling.
- Introduce more electric vehicle charging points.

Theme 4 – Reducing Costs

Increasing occupancy costs continue to challenge business in Fitzrovia. Through specialist and sustainable procurement and economies of scale, we will provide added value and tangible benefits to help meet members' economic, corporate, and social responsibility, and environmental ambitions. Our Fitzrovia Partnership programme has already realised circa £6m in bottom line cost savings for business members since it started.

The call to action to achieve net-zero carbon emissions for Fitzrovia ahead of the 2030 goal spurred us to ascertain the cost to the area of waste companies in the area. There are currently more than 50 waste and recycling companies operating in the West End. Each provide at least one daily collection. The additional vehicle congestion and resulting pollution led us to take a sustainable approach for the area and undertake a tender process to select preferred suppliers for business waste and recycling for member businesses based their environmental credentials. We will roll this scheme out to West Fitzrovia businesses to reduce the number of waste vehicles in the area and secure discounted rates to save businesses money.

We will:

- Maintain our industry leading joint procurement and consolidation scheme to reduce member operation costs to include West Fitzrovia businesses. Key commodities will include:
 - Energy, including securing energy saving funding and incentives and partnership with preferred suppliers
 - Freight consolidation
 - Office supplies
 - Business rates
 - Professional service providers, i.e. testing, trades, general labour, etc
 - Free certified training for first aid, fire marshal and any other training needs required by businesses.
- Specifically provide a waste management and freight consolidation scheme to directly reduce costs to businesses choosing to dispose of their waste in a more sustainable way for at least their first year of adopting new sustainable practices.
- Encourage a switch to renewable sources of energy through collective procurement.
- A discounted cargo bike scheme for businesses to help them move away from car or van delivery services.
- Actively promote business support provision provided by the City Council to help business grow, including their free Westminster Works employment scheme focused on recruitment in the hospitality sector.
- Provide free training and advice to businesses to improve their resilience and develop contingency plans so they are better prepared for emergency situations and be able to mitigate against risks by joining the West End Security Group.

Theme 5 – Insights

To support the success of Fitzrovia businesses across the neighbourhood we are constantly evolving our approach to data-driven performance – capturing, publishing and utilising information to help inform our members work and business decisions.

We will deliver insights to support members in West Fitzrovia, enhance customers experiences, attract visitors and investment, showcase the impact of our work programmes, evidence our advocacy and measure our overall impact.

Our communications programme will provide regular updates of relevant news and business insight for members together with a programme of networking and business insight events.

We want businesses in West Fitzrovia to be equipped to perform at their optimum every day – and to assist that the BID seeks to provide business members with tools, guidance and support they need to thrive.

The Fitzrovia Partnership will include and make available to businesses in West Fitzrovia its current activities that include:

- Providing business intelligence and market data.
- Circulating weekly and monthly reports that contain insights into the performance of the area and central London.
- Establishing a structure for regular assessment of the priorities and needs of different business sectors, and especially the office sector, to ensure that activities are focused on sustainable working, increasing revenue, and reducing business costs.
- Collect data publish regular insight reports to inform commercial decision-making, covering areas such as public transport user numbers, office vacancy rates and other office market indicators, environmental factors such as air quality, consumer trends and spend data.
- Providing access to existing business support available through the local, London and National partners, as well as work in partnerships that can create additional local business support.
- Developing 'Smart Cities' thinking and developing which benefits apply to Fitzrovia, for example by linking into available data sets to monitor our progress towards our sustainability targets and equally sharing our data with partners such as the City Council.

Theme 6 – Promotion and Communication

The Fitzrovia Partnership has a broad communications and events programme that is free to use for member businesses. We promote and communicate to targeted audiences, from local business owners to employees to the local community to visitors to Fitzrovia.

Our events, business collaborations and promotional programmes will grow into West Fitzrovia with bespoke offers for member organisations, making the area a fun and vibrant place to be.

We will:

- Provide access to local marketing promotional platform.
- Work with Westminster City Council and partners on targeted, district-wide events to attract visitors and a strategy to promote the district, including participation in London-wide events such as the London Design Festival as well as the annual local Fitzrovia Arts Festival to help in us raising the profile of Fitzrovia as a destination.
- Deliver promotional activity via social media, website, and newsletters.
- Deliver exclusive member to member offers and consumer loyalty scheme and facilitate member collaborations, connecting the office community with retail and hospitality venues.
- Deliver a seasonal lights campaign to attract more visitors to the area.
- Provide weekly business and operational newsletters to ensure our members are kept up-to-date with what is happening in the area.
- Ad hoc e-alerts with time critical information e.g., security updates.
- Deliver workshops, seminars, and face-to-face training with experts on key issues and topics, providing information, learning and development opportunities.
- Provide monthly email communications to the local community, visitors, website subscribers with local news, new openings, offers.
- Identify opportunities to encourage and foster new enterprises.
- Work in collaboration with Westminster City Council and business to improve local employment and skills with a particular focus on the hospitality sector and work with their Investment Service and wider Business and Enterprise services
- Facilitate collaboration amongst the business and wider community.

Finance

The levy that provides the BID's funding is governed by a set of BID rules. When the BID is approved at ballot all eligible businesses will pay 1% of their rateable value to fund the action plan set out in this Business Plan. The BID will be in place for five years and all businesses premises at or above the £160,000 threshold of rateable value level will be liable for contributing to the BID.

The BID Rules

- The BID term will be a period of five years from 1 August 2023 until 31 July 2028;
- The BID levy will be applied to rated properties in the BID district with a rateable value of £160,000 or more;
- The levy will be a fixed rate of 1% rateable value as of 31 March, 2023 using the 2017 list for all eligible ratepayers;
- Properties that come into the rating list during the BID term will be subject to the levy from the effective date that the property is brought into the rating list and the rateable value effective at that time;
- Where the rateable value for an individual hereditament changes and results in a lower levy, then this comes into effect only from the start of the financial year in which the change is made and no refunds will be made for previous years. This is known as the closed year rule;
- The levy will assume an annual growth rate for inflation of 3% to be applied on April 1 each year;
- There will be no VAT charged on the BID levy;
- There is no distinction to be made between occupied or unoccupied hereditaments;
- The liability for the daily BID levy will fall on the eligible ratepayer;
- The eligible ratepayer will be liable for the BID levy for empty properties with no void period. Listed properties will be exempt;
- Charitable organisations in receipt of mandatory charitable relief from rates will receive an 80% allowance;
- The BID levy will not be increased other than as specified in the levy rules;
- The BID levy rules and BID area cannot be altered without an alteration ballot.

Budget

	year 1	year 2	year 3	Year 4	Year 5	Total
Income						
BID Levy	745,000	767,350	790,371	814,082	838,504	3,955,306
Property Voluntary Contributions	50,000	50,000	50,000	50,000	50,000	250,000
Total Income	795,000	817,350	840,371	864,082	888,504	4,205,306
Expenditure						
Voice and Representation	60,000	61,800	63,654	65,564	67,531	318,548
ESG	100,000	103,000	106,090	109,273	112,551	530,914
Environment & Place	200,000	206,000	212,180	218,545	225,102	1,061,827
Reducing Costs	80,000	82,400	84,872	87,418	90,041	424,731
Insights	40,000	41,200	42,436	43,709	45,020	212,365
Promotion and Communication	100,000	103,000	106,090	109,273	112,551	530,914
Administration and Management	135,000	139,050	143,222	147,518	151,944	716,733
Contingency - 8%	63,600	65,508	67,473	69,497	71,582	337,661
Total Expenditure	778,600	801,958	826,017	850,797	876,321	4,133,693
Annual Surplus	16,400	15,392	14,354	13,284	12,183	71,613
Commulative reserves		31,792	46,146	59,430	71,613	

Notes to Budget

- Budget figures are indicative based on the anticipated levy income using 2017 rateable values. Assumed 3% annual inflationary increase and 100% levy collection rate. Levy income may fluctuate in relation to occupancy and is subject to the market at the time of the ratings assessment.
- Allocations reflect current priorities; these may change causing variances and re-allocations across the five-year term. Any material variations of the budget will be approved by the Board. Contingency based upon 10% of BID levy.
- Our management and overheads will be maintained beneath the industry benchmark of 20%, currently reflecting 19% of expenditure. We seek to leverage voluntary income, which will help enable more of our members' contributions to be allocated to work programmes, which directly benefit business and the local area in general.

Levy Monitoring

Through an Operating Agreement with the Council, a process will be put in place to monitor the collection of the BID levy over the duration of the tenure of the BID.

Within one month of the ballot result, the West Fitzrovia BID and Westminster City Council will set up a Monitoring Group. There will be at least two meetings of the group each financial year throughout the BID term. At each meeting the monitoring group will:

- Review the effectiveness of collection and enforcement of the BID levy
- Assess the information provided by The Fitzrovia Partnership BID and the Council to each party and make recommendations and/or adjustments

Leveraging Additional Non-BID Levy Funding

The West Fitzrovia BID will seek to grow its number of voluntary members and in particular leverage its activity towards the delivery of additional funding to support ongoing work programmes. This is with particular regard to public funding opportunities, property owners and commercial/corporate partners.

Governance

Business Improvement Districts provide effective organisational models which bring together the business community, both occupiers and owners, and public authorities, to work together for the benefit of defined locations.

The West Fitzrovia BID will have two categories of membership:

- **BID levy payers** – commercial occupiers liable to pay The Fitzrovia Partnership BID levy
- **Voluntary members** – companies and organisations that are not BID levy-payers, but approved by the BID Company Board

The nomination of voluntary members will be supported by either a financial contribution of a fixed annual sum (cash or in-kind) or their strategic importance to the delivery of the BID's business objectives. Key groups might include smaller businesses that choose to join The Fitzrovia Partnership on a voluntary basis and property owners.

The BID is established as a not-for-profit, limited by guaranteed company, overseen by a BID Management Team and governed by a Board of Directors, to achieve the things that businesses have asked for and have been identified within the business plan.

Organisation Structure

The West Fitzrovia BID and The Fitzrovia Partnership BID will form a single Board, comprising equal numbers of businesses from both areas. The Board of Directors, which is chosen from the businesses that form the constituency of both organisations, will lead, and guide the work of both the West Fitzrovia BID and The Fitzrovia Partnership BID. The Board will have the appropriate balance of skills, experience, independence, and knowledge to enable them to discharge their respective duties and responsibilities effectively. It will also seek diversity and ensure a representative mix of its membership. Reporting to this Board will be separate operational sub-boards, one for West Fitzrovia and one for The Fitzrovia Partnership Camden BID that will oversee the delivery of projects in their respective areas and recommend the setting of the annual budget to the over-arching Board.

The Board drives our stated aims and objectives and maintains good governance, overseeing the budget and monitoring performance and will set up a Governance and Finance sub-Group to scrutinise financial arrangements and ensure clear decision-making processes are in place. The BID Board and operational sub-boards will meet quarterly and drive the set aims and objectives of the Company, as well as maintaining good governance, overseeing the budget, and monitoring performance. The Board will consist of between c. 20 non-Executive Directors including the Chair. Directors will be appointed by the Board subject to ratification by the BID members at annual meetings of the company. Observers can be appointed by the Board subject to ratification by BID members at annual meetings of the company.

The BID seeks to embrace the business and wider community with a programme of work that meets its stated aims and objectives. To help guide the BID in this pursuit, Board sub-groups will be set up to encourage participation and add value to the decision-making of the BID. These will include a separate hotels group and a small/shared office group to support start-ups and small businesses to encourage growth in this sector for the benefit of the neighbourhood. We will also establish a community group, with representatives on the main board, to ensure the BID supports the priorities of the local residential and third sector community.

Management Team

The delivery of both the West Fitzrovia BID and The Fitzrovia Partnership BID will be led by the Management team, accountable to the Chairman and Board and operational sub-boards. The team will

work with the Board and sub-group members, partners and specialist service providers to ensure the effective implementation of the agreed annual action plan.

The Council

A key relationship will exist between the BID and the Council. The Council is the main determining authority in respect of the streets and properties in the area of the BID. Two important legal agreements will exist between the BID and the Council:

- An **Operating Agreement** which outlines how the BID levy monies are collected, administered and passed over to the BID.
- A **Baseline Agreement** which specifies the level of Council-led service provision in the area, ensuring that any services the BID provides are additional.

To view the draft Operating Agreement and Baseline Agreement go to westfitzrovia.com.

Voluntary members

Businesses of all sizes will be important to the West Fitzrovia BID. The BID will maintain a voluntary membership scheme for businesses falling beneath the BID levy threshold or outside of the BID's geographical area. This will give smaller businesses the opportunity to engage with, and benefit from, the BID, while not being compelled to contribute a mandatory levy. By enabling businesses with a rateable value of less than £160,000 to provide a voluntary levy, we will be able to enhance the level of the annual budget. Membership fees will be based on the same methodology as BID levy members.

Property Owners

Property owners in the area will be encouraged to join the BID on a voluntary basis that will help inform the more long-term objectives of the organisation. Moving forward a more formal arrangement for property owners will be explored and a property forum established to represent owners in Fitzrovia. As set out in the membership criteria, membership will be on the basis of a financial contribution towards the overall management of the BID or towards specific projects the BID seeks to advance.

Wider Stakeholders

The Business Improvement District is a voice for business interests in the district. But any ambition can only be achieved with the support of partners in the local community. The BID will communicate and work with the local community and provide an opportunity for wider views to be embraced within BID's decision making.

There is a significant and eclectic residential community within Fitzrovia; a community proud of the area's heritage and status and keen to protect its future wellbeing. A key part of the community is the designated Fitzrovia West Neighbourhood Forum whose prime purpose is to produce a neighbourhood plan for the area that is used by the Council to determine planning applications. We share the Forum's vision for the area and will work closely with them.

Engaging with the wider community, those that work, live, visit, and stay in the area will continue to be an important part of the organisation's work plan to help deliver an improved sense of place for all to enjoy and benefit from.

Throughout, the BID will work closely with local residents to ensure that they input into the both the strategic direction and specific projects to ensure that they play a part in the future development for Fitzrovia.

The Ballot – Using your vote

A successful BID must have 'buy-in' from the majority of those businesses who will finance it – both for a successful vote and also to ensure the organisation evolves in a positive environment.

Governed by government legislation and regulations, BIDs are statutorily established once voted for by the majority of businesses in an area and have a maximum term of five years before returning to their electorate for renewal. Once a majority vote has been achieved, a BID levy becomes mandatory on all defined ratepayers.

For a BID to be introduced, the ballot of business must meet two conditions: a majority in number of those voting and a majority in proportion of rateable value of those voting. The BID levy is then applicable to all eligible businesses.

When the majority of eligible businesses vote to establish a Business Improvement District, they create a legal vehicle and give it legitimacy as the voice of local businesses.

Throughout the UK, this combination has proved a powerful force for delivery of change.

Voting Procedures

From June 2023, you will be given the opportunity to vote on this business proposal for the creation of the West Fitzrovia BID.

To ensure neutrality, the BID ballot will be administered by the Council's Returning Officer and Electoral Services staff. It will be arranged in line with the rules set out in the BID regulations (2004) as approved by Parliament.

- Your ballot paper will be distributed on Tuesday 13 June 2023
- You will need to cast and return your postal vote by 5pm on Tuesday 11 July 2023
- The results of the vote will be announced on Wednesday 12 July 2023

All eligible businesses will be entitled to one vote per hereditament. Some businesses occupying more than one hereditament within the area will therefore be entitled to more than one vote.

To discuss this document in more detail please call 020 3146 4260 to speak to either Lee Lyons (or email him at lee.lyons@fitzroviapartnership.com) or Mike Fairmaner (mike.fairmaner@fitzroviapartnership.com)

Full ballot arrangements are available at westfitzrovia.com.

The BID is your opportunity to have an influential voice and implement changes that will positively affect your business and help us all to promote a thriving Fitzrovia.

Working together with our partners and our local communities, we can ensure that Fitzrovia remains a vibrant, viable and sustainable area which works for businesses and residents and of which everyone can be proud.

Why Support the West Fitzrovia BID

1. £4m investment into West Fitzrovia
2. Return on Investment
3. A more effectively managed and sustainable district
4. Destination of choice for businesses, workers, visitors and residents alike
5. Collective business voice on issues that matter
6. Enhanced service provision in Fitzrovia and better cross-boundary service provision

It's your vote. Use it.

DRAFT