

London Assembly Regeneration Committee

Submissions to Business Improvement Districts (BIDs) investigation

From Business Improvement Districts:		Page number
BD1	Brixton BID	2
BD2	Bromley BID	6
BD3	Camden Town Unlimited	7
BD4	Hainault Business Park	10
BD5	Inmidtown	13
BD6	InStreatham	18
BD7	South Bank	20
BD8	Stratford Original	24
BD9	Team London Bridge	26
BD10	Vauxhall One	30
BD11	WeAreWaterloo	35
BD12	Westminster BID	39

From wider stakeholders:		Page number
BD13	Transport for London	44
BD14	LB Sutton	49
BD15	Rachel	56
BD16	London Councils	57
BD17	LB Lambeth	60
BD18	LB Havering	62
BD19	City of London Corporation	65
BD20	British Retail Consortium	68
BD21	British BIDs	69
BD22	Association of Town & City Management	74



London Assembly Regeneration Committee Investigation into Business Improvement Districts – Response

20th November 2015

Introduction

Brixton BID is pleased to respond to the London Assembly Regeneration Committee Investigation into London Business Improvement Districts.

Brixton BID has been operating since January 2014. The overall objective is bringing businesses together to increase the overall footfall to the Brixton area. The BID aims to promote Brixton as a 'destination' rather than as somewhere people use the tube to reach other parts of London. The BID intends to share Brixton's unique story to London and the world. Due to the multicultural socio demographic of the local area, the BID aims at making strategic links with all communities in order to capitalise on the creativity and unique experience that Brixton has to offer.

There are approximately 656 businesses within the boundary of the Brixton BID area with the levy set at 1.5% and the minimum rateable value of £5,000. Core annual income is approx. £330,000. Due to the very high number of hereditaments and Brixton's strong identity, the BID aims at ensuring that the majority of the businesses are engaged and can benefit from the projects.

Brixton BID welcomes the investigation from the London Assembly Regeneration Committee and is keen to inform the agenda of London BIDs.

What services does your BID provide to contribute to local regeneration (eg. cleaning/ public realm and place-making/ business development support/ other services)?

Brixton BID engaged with businesses at the pre-BID consultation stage and the outcomes of the consultation informs the BID's current business plan. The BID developed three primary work themes, which are Environmental Improvements, Marketing and Partnerships and the Night Time Economy. A short description of current projects can be found below:

Environment

The BID has piloted a deep clean, jet wash and chewing gum removal of all streets within the BID area. Due to the good feedback received, this will become an annual service. We have also introduced a free cardboard and recycling service, using First Mile. Some businesses have achieved savings of up to 40% on waste collection. The BID is looking to increase the uptake from the 50 businesses engaged in our first year of operations.

Brixton BID members can also access free technical support for small repairs and installations via the technician service and receive two hours of free service per year. The BID is looking to implement greening projects and is part of the Cleaner Air Better Business forum.



Marketing & Training

The BID offers one free advertising opportunity in partnership with the Brixton Bugle. The BID uses local resources such as Lambeth College to provide training for BID members' including marketing, first-aid, health and safety, food hygiene and customer service training. The BID is active on social media for the promotion of local businesses and facilitate the delivery of town centre events including Christmas.

Markets

The BID is involved in the development of the Brixton Market Strategy along with other relevant stakeholders and currently considering the involvement in the long-term management of local markets. Brixton Markets have traditionally served local working class and minority communities.

Conversations with the Brixton Street Market Traders Federation are taking place to look at the future management of the markets similar to the model taken by Kingston BID in the management of the market.

Public facilities

At Popes Road, the Council is considering closing public toilets due to the station refurbishments and budget cuts. The BID is examining the possibility of taking over the management of the facility and other local public toilets.

Pop Brixton

At Pop Brixton, 85 per cent of resident businesses are local and most recruit local staff as agreed by stakeholders LB Lambeth & Pop Brixton. Criteria such as diversity, need, social values and new entrepreneurship are used to let commercial spaces and the BID was central to the delivery of this project. The BID worked closely with partner to inform and shape conversations and decisions through being part of the steering group of this project.

Night Time Economy

With regards to the local NTE, Brixton BID is working closely with Safer Lambeth BCRP, the Police, the Licensing Team and the operators of bars and clubs. This partnership approach helped the creation of the first ever Night Time Economy Briefing being held in Brixton. The BID is actively engaging the Night Time Economy in the development of plans to provide night time wardens to support dispersal and general order during and after night time events in Brixton.



How would you describe your relationship with the local authority?

BIDs give local businesses a vote for the first time on local priorities and the opportunity to shape the local agenda. In return, BIDs are empowered by a business mandate to represent local businesses with the local authority.

Within the Lambeth context, BIDs are seen as essential also due to the budget cuts and the loss of approx. £200 million in government grants, including funding for town centre management. The presence of the BID has created a new dynamic; changing the former model based on the Council as the primary organisation proposing and consulting with local businesses. Brixton BID also supports the council in its drive to develop and maintain affordable and sustainable workspace provision in the Brixton area for office based businesses other than retailers. Both parties have already shown their commitment to support new 'start-ups' and new business development models that reflect and include representation from the diverse communities that is integral and so essential to Brixton.

The BID sees the council as a significant and very important partner and works very closely with the council on all town centre related matters. The council has representation on the Brixton BID Board and consult firstly with the BID on significant matters affecting business development in the Brixton area.

Does your BID intend to tender to run any local services, currently provided by others, under the Right to Challenge?

LB Lambeth explained that the Borough is a major landowner. The local authority is planning major development of its assets in Brixton town centre. It's *Your New Town Hall* project will include the provision of new employment space. At Somerleyton Road, the local authority plans to build houses and create community space. The Brixton Central project aims to create approximately 600 new jobs. There will also be a step change in the retail and workspace environment through these developments. LB Lambeth is also using money from the New Homes Bonus to set up Brixton Works to manage a proportion of the space and deliver affordable and flexible workspace. The BID will form a central part of this project, helping to guide the future mix of businesses in the town centre.

The Council has also secured a £869,000 award from the GLA's High Street Fund (HSF) to invest in its Local Street Market Strategy. The BID helped to put together the proposal to the HSF.

This proves the partnership approach taken by the LB Lambeth and Brixton BID in the delivery of services. With regards to the running of local services, as outline in the previous answers, the BID is in discussions with local stakeholders including Lambeth to explore ways of delivering/managing local services including facilities management and markets.



How do you work with surrounding residential communities?

The Brixton BID works with a wide range of stakeholders, including business amenities, societies, charities, the voluntary sector, the local authority, TfL, the GLA, NWR and Cross River Partnership. Due to the nature of the local area and the strategic approach taken by the Board, the BID is an inclusive organisation willing to co-operate and work together with local communities. We are aware that some elements of the community are concerned about the power businesses have.

What is your experience of support the GLA offers BIDs?

The BID believes that its priorities and overall objectives contribute to the Mayor's priorities. Brixton BID is already working with other Lambeth BIDs and is part of Cross River Partnership. We are also looking at putting in place a more pro-active collaboration with Lambeth BIDs particularly around joint procurement, whilst remaining keenly locally-focused. Brixton BID acknowledges that universally (and in Lambeth) the understanding of what BIDs do is still quite poor.

The Government's BID fund has helped, along with funding from the GLA in establishing BIDs, however once BIDs are established, there is little ongoing support.

What changes (if any) would you like to see to level of support offered by the Mayor and GLA?

Brixton BID would like more ongoing support for all BIDs, particularly for those not located in the 'tradition' Central London area. We would also welcome more funding streams for BIDs only and more opportunities for joint working with other BIDs.

Conclusion

Brixton BID is keen to make sure that this submission will inform and shape the new Mayor's understanding of the contributions that London BIDs make to the Capital. This document puts forward evidence of how a BID is able to bring about local regeneration, partnership working and how the Mayor should be supporting the establishment of new BIDs as well as the ongoing work of established BIDs.

Michael Smith, BID Director

From: [REDACTED]
Cc: [REDACTED]
Subject: London Assembly Regeneration Committee"s investigation into Business Improvement Districts - call for views
Date: 11 November 2015 13:26:07
Attachments: [REDACTED]

Dear Dimitri

I don't think you spoke to me earlier but thank you for your email. It is a little difficult to answer all your questions as our first ballot only closed on 6th Nov. We were successful and will now start our planning but our BID doesn't officially launch until April 2016.

The only comments I can make so far are that our relationship with the Local Authority in Bromley has been very good. Two members of the LA sat on our working group in the run up to ballot and were highly supportive throughout the process.

We found our work with the GLA also extremely encouraging. We were able to secure a GLA grant for a demonstration project on the lead up to ballot which inevitably helped us secure a "Yes" vote and we will continue to keep in close contact with the GLA once we launch. The group we met at the GLA gave us some useful ideas and as a new & inexperienced BID working group this was very helpful.

Happy to update you again once we've developed our plans further in early 2016 if this is any use to you.

Thank you

Kate Miller
General Manager intu Bromley
intu Properties plc
intu Bromley
Management Suite | Bromley | BR1 1DN
T +44 (0) 20 8313 9292
kate.miller@intu.co.uk
www.intu.co.uk/bromley

London Assembly Regeneration Committee's investigation into Business Improvement Districts

Response prepared by Camden Town Unlimited, October 2015

About Camden Town Unlimited

Camden Town Unlimited (CTU) is the Business Improvement District (BID) for the Camden Town area representing more than 300 member companies. The organisation has been appointed by the business community to improve the area as a place to work, live and visit. CTU is entirely accountable to its members and reports to a board of local business leaders. CTU works to deliver innovative approaches to improve the commercial and environmental performance of Camden Town, putting local businesses at centre stage to oversee the delivery of benefits for Camden Town.

What value, if any, do BIDs add to local regeneration and how?

BIDs have become strong voices in advancing macro policy decisions that shape the environment for local regeneration. In Camden, this has been seen in the areas of the infrastructure and planning policy. The Government's original proposal for the HS2 line included an over ground connection to HS1 near King's Cross. The plan would have seen a track constructed through the heart of Camden Town, requiring the demolition of part of the world famous Camden Markets and turning a popular tourist area and thriving creative hub into a construction zone for a lengthy period of time. This would not only have reversed years of regeneration work in Camden, but would also have stymied further regeneration plans for the next decade.

CTU influenced the debate over the HS1-HS2 Link by demonstrating the wider economic contribution of Camden's businesses and the GVA losses of £317 million - £631 million that this policy would have caused. Through media and Parliamentary engagement, CTU also demonstrated the impact that the proposed link would have had beyond Camden in terms of freight traffic and limited scope for regional connectivity, and proposed an alternative solution. Ultimately, the Government scrapped the proposal, citing the reasons highlighted by CTU.

In planning policy, CTU worked with 37 other London BIDs to get the Government to reconsider its policy on making office to residential permitted development rights (PDR) permanent. Office to residential PDR was introduced as a temporary measure in 2013 to create housing stock by allowing office space conversions outside of the normal planning process. In practice, the policy has resulted in property owners turving out small businesses to make room for more lucrative residential property and thousands of jobs have been lost as a result. This policy hinders regeneration efforts as it gives property owners a disproportionate influence on the balance of businesses to houses in a local area.

CTU and the 37 London BIDs sent a joint letter to the Chancellor of the Exchequer and Secretary of State for Communities and Local Government calling for a London-wide office to residential PDR exemption in March 2015. This letter received a response from the Chancellor acknowledging the concerns raised, and encouraging the BIDs to engage further with the Department for Communities and Local Government as the Government develops the policy.

CTU believes that as non-political business representatives, BIDs have more freedom than local authorities to engage dynamically on macro policy issues such as these, and form key partnerships with other organisations working towards the same objectives. As external factors beyond the local area set the stage for which regeneration takes place, BIDs can play an important role in raising the voice of local businesses in national policy debates.

Do you consider that BIDs should have fewer or more responsibilities for supporting local regeneration than they do currently?

CTU does not believe that BIDs need new powers, but rather BIDs need to focus on better demonstrating their value both to local businesses and to local authorities. The quality of BIDs' leadership teams is essential to this, and their task would be helped if more local business leaders had prior experience working for or with a BID. In demonstrating value, it is also important that BIDs recognise that the interests of business occupiers are very different to the needs of business owners. However, the ultimate beneficiary of the regeneration work undertaken by BIDs are the owners themselves.

What are the strengths and weaknesses of BIDs?

BIDs' non-political status, private sector outlook and spendable resource allows them to think bigger and act more quickly when opportunities for regeneration present themselves. This gives them an advantage over local authorities and central government departments in driving regeneration, particularly during the present time of austerity and squeezed public finances.

The main weakness of BIDs stems from the fact that they are new players on the municipal landscape. As such, BIDs can face difficulty in building local understanding of how they work, what they can achieve and the value they bring. Strong leadership is critical to this, and a key challenge BIDs face is creating a magnet to attract the right individuals to feed into their strength.

How do BIDs' responsibilities relate to those of local authorities?

BIDs have advantages over local authorities in taking the lead on regeneration for the reasons already discussed. To ensure that this value is understood and that the work of BIDs and local authorities are complimentary, it is pragmatic to have council and resident representation on BIDs' governing boards.

However, it is important that BIDs are not seen as extensions of local authorities. Top-down influences on BIDs from local authorities and property owners can hinder the unique factors that enable BIDs to act quickly and dynamically on regeneration opportunities.

How can the Mayor and the GLA best support BIDs going forward?

The Mayor and the GLA could better support BIDs if regeneration was considered in the round during Mayoral decision-making. As a first step, CTU believes there should be a Deputy Mayor with a strong background in regeneration and local business. This would help to ensure someone is making the case for regeneration across various policy discussions within the Mayor's top team.

Simon Pitkeathley, Chief Executive of Camden Town Unlimited

simon@camdentownunlimited.com

37 Camden High Street (via Symes Mews), London, NW1 7JE

020 7380 8260



BD4

Working for a safer environment for businesses and their employees

Business Park Manager: Jim Ridley 07944 489733 www.hainaultbusinesspark.org | cwyles@pcds.co.uk
37/39 Roebuck Road, Hainault Business Park, Essex. IG6 3TU

To : London Assembly Regeneration Committee’s Investigation into Business Improvement Districts.

Attn Mr. Gareth Bacon - Chairman

Questions:

1) We have been regenerating the Park since the day we started in Oct 2002 , that was indeed the main reason to move forward to a better, safer working environment. We support all of our members with any issues they have in all aspects of their business, whether it be parking issues, recycling, delivery problems , Broadband problems or general security. We continue to work to bring in new businesses and in recent times landlords have redeveloped some areas as businesses are looking to move here , due to what we have to offer as a BID , which you do not get elsewhere. Members here now want to stay on the park whereas years ago they were leaving as the place was not safe or secure, in fact it was a “Hot Spot” for crime.

Business owners are spending money on improving the property and investing in their businesses as they want to stay her, this also is creating new jobs. Due to our work here the level of intercompany trading on the park is at a very high level which is due to the BID work, having a web site and a mobile APP available to members. Our business Network events held on a regular basis are well supported and members are keen to sponsor’s these now as it is beneficial to promote themselves to the members.

2) When we started our work to improve the area we work in the relationship with the local authority was not really in place, but as we moved forward firstly by becoming a Business Partnership in 2003 , and then being asked to become a BID in late 2004 we have had a really good working relationship with the council, and their support to us has been excellent.

We have worked with 3 different council leaders all of which whatever political party they represent has been very good. Also we would like to add that the officers in the various departments within the borough have all been keen to assist us and our members with a wide range of issues that nearly always get resolved.

Having a point of contact for our members has been vital in us moving forward and now as we head towards a possible third BID Term in the spring of 2016 we are very positive that their support will continue .

Company registration No: 5804216. VAT No: 885 3838 69

Sponsored by



London East CBCUK Corporate Banking
The Royal Bank of Scotland Group, 4th Floor,
Blackburn House, 22-26 Eastern Road
Romford, Essex, RM1 3PJ.
Contact: Adrian Wood, Manager Senior Manager
Tel: 01708 773520 **email:** adrian.p.wood@rbs.co.uk



SECOM Plc, Beech Lodge, Peregrine Road,
Hainault, Essex, IG6 3SZ.
Contact: Keith Sharman, UK South Sales Manager
Tel: 020 8498 1800 **email:** ksharman@secom.plc.uk



1st Floor, York House, Western Road,
Romford, Essex. RM1 3LP.
Tel: 01708 775200



Mobile App



Working for a safer environment for businesses and their employees

Business Park Manager: Jim Ridley 07944 489733 www.hainaultbusinesspark.org | cwyles@pcds.co.uk
37/39 Roebuck Road, Hainault Business Park, Essex. IG6 3TU

Financial funding from the local authority and the LDA has made a major difference to our BID company in supporting various projects over the last 12 years, we are the second largest employer in the borough and now have over 200 businesses currently trading on the park.

3) We do not intend to tender to run any local services it is not part of our remit as an Industrial BID

4) We have always tried to help any local residents with any issues being caused by any businesses on the Park. With our introduction of CCTV in 2004 and at a later date our ANPR system has helped make the whole area far more secure.

We had a report from the local Met Police Insp, saying that some residents feel far more safer now and where possible would like to move nearer the Park,.

We have supported the local children's Nursery in the past with some financial help as well as the local high street businesses with their promotions. We have also worked with the local Gardens of Peace Muslim Cemetery for the last 12 years, who were very keen to become part of the BID development and work with the businesses, and are part of our BID.

5) We are aware of the GLA and the meetings they hold on a regular basis, unfortunately I am not in a position to attend these meetings as I have my job to do at the company I work for as well as the BID work. I feel sure that these meetings are very beneficial to those that attend and will continue to be, if my position changes in the future then there might be a possibility of attending some meetings, I have already spoken to the GLA about this.

We are always looking for funding to make this BID area more secure so if any monies were available for this or to support our members in other ways we would be keen to know.

6) The promotion of BIDS all over the UK should be a major priority, also more BIDs should be developed in the capital, this is where the local authority should be providing support for this to happen and the government should be assisting with this with financial backing.

Please take note that in New York BIDS changed the area completely making it one of the safest cities in the USA.

Company registration No: 5804216. VAT No: 885 3838 69

Sponsored by



London East CIBC UK Corporate Banking
The Royal Bank of Scotland Group, 4th Floor,
Blackburn House, 22-26 Eastern Road
Romford, Essex, RM1 3PJ.
Contact: Adrian Wood, Manager Senior Manager
Tel: 01708 773520 email: adrian.p.wood@rbs.co.uk



SECOM Plc, Beech Lodge, Peregrine Road,
Hainault, Essex, IG6 3SZ.
Contact: Keith Sharman, UK South Sales Manager
Tel: 020 8498 1800 email: ksharman@secom.plc.uk



1st Floor, York House, Western Road,
Romford, Essex. RM1 3LP.
Tel: 01708 775200



Mobile App



Hainault
Business
Improvement
District

HAINAULT BUSINESS PARK LTD.

Working for a safer environment for businesses and their employees

Business Park Manager: Jim Ridley 07944 489733 www.hainaultbusinesspark.org | cwyles@pcds.co.uk
37/39 Roebuck Road, Hainault Business Park, Essex. IG6 3TU

Finally I would like to add in that during a visit last year by the Deputy Mayor for Policing and Crime Stephen Greenhalgh he was very impressed by our work here and the way we have reduced crime and turned the park into a thriving business park.

United We Stand Divided YOU Fall

Company registration No: 5804216. VAT No: 885 3838 69

Sponsored by



London East CBCUK Corporate Banking
The Royal Bank of Scotland Group, 4th Floor,
Blackburn House, 22-26 Eastern Road
Romford, Essex, RM1 3PJ.
Contact: Adrian Wood, Manager Senior Manager
Tel: 01708 773520 **email:** adrian.p.wood@rbs.co.uk



SECOM Plc, Beech Lodge, Peregrine Road,
Hainault, Essex, IG6 3SZ.
Contact: Keith Sharman, UK South Sales Manager
Tel: 020 8498 1800 **email:** ksharman@secom.plc.uk



1st Floor, York House, Western Road,
Romford, Essex. RM1 3LP.
Tel: 01708 775200



Mobile App



London Assembly Regeneration Committee Investigation into Business Improvement Districts Submission from Inmidtown BID

History

Inmidtown was one of the first BIDs to be established in London (originally named InHolborn), covering the central London areas of Bloomsbury, Holborn and St Giles. Inmidtown is one of the largest BIDs in terms of revenue generated from its member companies. We currently have over 300 member businesses and collect a core revenue of over £2m via the BID Levy.

Since our foundation in 2005 our mandate has been renewed twice, in 2010 and earlier this year, most recently with an 88% vote in support of renewing the BID mandate.

Our role

Like all BIDs, our purpose is to ensure our district becomes and remains an attractive, sustainable, commercially successful district in which to live, work or visit. We do this in three ways:

- Providing additional services to member businesses (either directly or commissioning them) e.g.
 - Provision of two additional police officers

These are funded by Inmidtown through the local authority (Camden) under section 92 of the 1996 Police Act. The officers are named and dedicated to problem solving and liaising with businesses in our District.
 - Ambassador service and street inquiry kiosk

Inmidtown's kiosk outside Holborn tube station provides information for visitors. Ambassadors also patrol the BID area, providing information, spotting problems and conducting environmental audits.
 - Cycle vault to provide secure cycle storage and showers for commuters

A purpose-built facility to allow commuters to store bikes securely and shower after their ride. Monitored by CCTV, paid for by subscription from businesses who wish to help their staff to commute by bike.

- Joint procurement services and consolidated freight
 - A variety of local B2B initiatives aimed at easing congestion, assisting with air quality and creating a local economy and community

- Marketing and branding of the area

We market our district to businesses and business and leisure visitors through:

- PR and media activity
 - Events: Midtown Big Ideas Exchange programme and others
 - Social media
 - Our ambassadors (see above)
 - Supporting local festivals and events
 - Website
 - Street banners
 - Guide-led walks through the district
- Collective voice

One of our most important roles is to engage on behalf of our members with organisations whose decisions can have a far-reaching impact on our District's prosperity, regeneration and public realm improvements. These include the Mayor of London, Transport for London, and the London Borough of Camden.

Key issues

Transport infrastructure

London's economy and population is growing and transport infrastructure needs to keep pace with demand. For example, Holborn underground station is in severe need of an upgrade to cope with demand, which will grow even faster when Crossrail arrives in our District at Tottenham Court Road. We have engaged with TfL to ensure the budget to upgrade Holborn is ring-fenced, and lobbied HM Treasury to ensure that Ministers there are aware of the strategic importance of funding this upgrade.

We also recognise the need to improve the environment for pedestrians and particularly cyclists, and are working with the London Borough of Camden and TfL to improve a dangerous, polluting one-way gyratory system at Holborn.

Business and planning policy

We recognise the need for London BIDs to engage at a city-wide level to ensure policy is optimised to allow London's economy to continue to grow in a sustainable way. We and other

inner London BIDs are currently exploring with the GLA the best way of ensuring our collective voice is heard effectively at a city-wide level, while recognising that every BID is different and has unique concerns, as well as many that will be common to other Districts.

One of the key issues which needs to be addressed at London level is the patchwork of planning policies across different London boroughs. Businesses seeking to grow in the capital find it difficult to plan for the long term when planning policies vary so much across quite small areas of the capital. This is particularly true in central London where several large boroughs (Hackney, Islington, Camden, Westminster) have their central 'tips' in a small, highly commercially-developed area. This means that across this small area, planning policies can be very different, making investment decisions and planned, sustainable growth harder to deliver. While we recognise the need for local accountability and democracy we would be interested in exploring what might be done to address this anomaly.

Relations with local authority

Every BID needs to work closely with its local authority or authorities and we have a good relationship with Camden as a provider of services and a strategic partner in the development of the BID.

Future Plans

The area immediately to the east of our District, Clerkenwell and Farringdon, is developing rapidly as a commercial and business centre, with creative and tech businesses concentrating around Old Street. When Crossrail opens at Farringdon station, it will become one of the busiest stations in London, with three tube lines, Crossrail and Thameslink linking it to all of London's airports. We believe the area would benefit from a BID to help the area develop successfully and sustainably, and we are consulting with local businesses on whether to ballot on establishing a BID there in 2016.

New powers or roles for BIDs

The role of BIDs has been about additionality – adding to the work of statutory provision and enabling the business community to have a collective voice. Inmidtown has delivered quantifiable return on investment for our businesses and we see our role as distinctly different to that of any public sector agency

Questions for Consultation

What value, if any, do BIDs add to local regeneration, and how?

As set out above, we believe it is clear that a well-run BID like Inmidtown delivers clear value to member businesses and provides a useful interlocutor for policymakers and other stakeholders seeking to encourage local regeneration. As demand for commercial space continues to grow in

London, an effective BID can ensure areas like Midtown, with spare capacity, offer an attractive solution to that rising demand. One of the most important roles of a BID is to ensure that local infrastructure, particularly transport, keeps pace with economic growth to ensure increased business activity remains sustainable.

Do you consider that BIDs should have fewer or more responsibilities for supporting local regeneration than they do currently?

We feel BIDs are well-equipped to support local regeneration in many ways. However, timely, predictable and equitable planning decisions are clearly crucial to successful regeneration and we believe there may be a role for BIDs to have a greater role in this process, working in partnership with the local authority. We believe BIDs have the potential to bring a complementary point of view, focused on economic development, to this process. We would welcome the Committee exploring this issue in more detail and would be happy to contribute to this process.

What are the strengths and weaknesses of BIDs?

While all BIDs need to be well-managed they stand or fall by their relationships, both with their member businesses and with external stakeholders such as the local authority and city-wide authorities. Being responsive to the changing needs and concerns of members is key, and to that end effective communication within the BID membership is vital. Where that is lacking, the ability of a BID to deliver for its members is weakened. Likewise, weak or absent relationships with external stakeholders will damage a BID's ability to deliver value for its members.

How do BIDs' responsibilities relate to those of local authorities?

A BID's responsibility is very clearly to its members and its goal is to support economic development. A local authority has much broader responsibilities, both for the provision of services and for the well-being and welfare of its population, as well as for regeneration. Having said that, successful long-term economic development must be in tune with local needs and ambitions, and bring benefits to local residents. It must also have regard to environmental and social considerations, such as pollution or the impact of the late-night economy. In an ideal world a BID and the local authority can work to deliver complementary goals of economic growth, local employment and environmental sustainability.

Do BIDs present any challenges for local accountability? If yes, please explain how.

Local people have a clear voice through their elected representatives on the local council and in Parliament; BID members have a clear voice through the management board of the BID. The only potential accountability gap is for small businesses which do not have a rateable value high enough to be liable to pay the BID, but may feel they are affected by the actions of the BID or are 'spoken for' by the BID to external stakeholders, without having an input. To address this potential risk, Inmidtown has established an Associated Member category which enables businesses which fall beneath the rateable value limit (£150,000) to make a voluntary

contribution to take advantage of the BID's services. We also communicate with everyone in the area whether technically a member or not.

Should the next Mayor have targets for the number/ composition/ role of BIDs? If yes, what should these targets look like?

We believe BIDs should be established where there is a clear business case and local businesses have been identified the merits of doing so. We do not feel London-wide targets for the establishment of additional BIDs are necessary.

How can the Mayor and the GLA best support BIDs going forward?

The Mayor should have a clear champion for economic growth and regeneration, and that individual should be accessible to all BIDs.

As mentioned above, the Mayor should also address the issue of multiple planning authorities covering a small, highly commercial area of central London, making investment decisions much harder. North of the Thames, a small area of central London is covered by the central 'tips' of four local authorities - Westminster, Camden, Islington and Hackney, which all have differing planning policies, and where councillors and officers may have differing views and a greater focus on the less central parts of their boroughs where the bulk of their populations live. This means the capital risks losing the benefits of a common planning approach to commercial development across this relatively small, vitally important area. We would welcome further discussion with the Mayor and Assembly on this issue.

InStreatham BID – Responses to the London Assembly Regeneration Committee’s investigation into Business Improvement Districts

☐ What services does your BID provide to contribute to local regeneration (e.g. cleaning/ public realm and place-making/ business development support/ other services)?

InStreatham’s remit developed with the businesses in Streatham, when balloted in 2013, was to improve the look and feel of the high road for those that live, work and do business here. To that end we have invested in hot jet washing, deep cleaning and chewing gum removal on pavements. Renovated and reopened public toilets, offered free recycling services to businesses, painted shop fronts and created bespoke artworks on empty properties. Employed street wardens and additional police officers to improve safety and security as well as supporting key business schemes such as the Borough Crime Reduction Partnership. We have produced and installed colourful informational lamppost banners to welcome people to Streatham as well as installing hanging baskets and planters to soften the landscape. We have carried out a public realm infrastructure audit and raised money to deliver schemes to improve seating, play and supported festivals such as the Food Festival, Arts Festival, Free Film Festival and annual Peace Event. We purchased Christmas Lights and trees for the festive period and encouraged businesses to take part in winter activities and small business Saturday. To boost footfall on the high road we produce a bi-annual magazine distributed to 70,000 homes locally profiling the businesses have a programme of networking events where businesses can meet, learn and share information locally.

☐ How would you describe your relationship with the local authority?

We have a very good working relationship with Lambeth Council and have lots of support from Councillors and Cabinet members however we have struggled with the huge cuts to public services by Lambeth particularly around cleaning and greening which have ultimately meant that some of the levy income reserved for additionality has had to be invested in core services such as additional street cleansing. We would actively dissuade the local authority from introducing a Night Time Levy into BID areas but are active in the Lambeth BIDs forum sharing information and working with the council to lobby for improvements for our town centre.

☐ Does your BID intend to tender to run any local services, currently provided by others, under the Right to Challenge?

At this present time the income of the BID means that we do not have the resource to be able to tackle such opportunities but would not discount it from being an option in the future.

☐ How do you work with surrounding residential communities?

We are very active within the residential community and have good working relationships with the Friends of Streatham Green and Friends of Streatham Common and invest in projects that benefit residents as well as businesses. We sit on the Streatham Action (the leading resident’s forum) Transport Sub Committee Group and also on the Friends of

Hillside Gardens committee. We have an elected resident's representative on our board and actively support both financially and time wise local community events and endeavours such as work towards the restoration of the Dyce Fountain on Streatham Green and the Play On The Green initiative offering free soft play equipment on the Green to tie in with the Saturday food market.

☒ What is your experience of support the GLA offers BIDs?

We have been fortunate enough to receive financial support from the GLA for projects for our work in Streatham.

☒ What changes (if any) would you like to see to level of support offered by the Mayor and GLA?

It would be good to have regular London BID meetings and partnerships forums where other BIDs who face similar challenges across London could share best practice and effective solutions. It would be good for the GLA to bring key stakeholders together on a regular basis such as Local Authorities and Transport For London so that we can be more strategic in our role of helping to make places better. With a limited budget we can only make small scale changes to the landscape of our BID area but with closer relationships and the opportunity to 'sit at the table' alongside the GLA, Local Authority and Transport for London we could help plan strategic large scale public realm and infrastructure changes that will radically improve the landscape of London - place making fit for the future.

South Bank Employers' Group

Capital Tower
91 Waterloo Road
London SE1 8RT

T 020 7202 6900
F 020 7202 6904
E mail@southbanklondon.com

www.sbeg.co.uk
www.southbanklondon.com



Gareth Bacon AM
Chairman of the Regeneration Committee
London Assembly
City Hall
The Queen's Walk
London
SE1 AA

20 November 2015

London Assembly Regeneration Committee's Investigation into Business Improvement Districts

Thank you for inviting South Bank Employers' Group (SBEG) and South Bank Business Improvement District (South Bank BID) to submit information to the Regeneration's Committee's investigation into BIDs, and for extending the deadline for responses, particularly as I am relatively new in post as Chief Executive of both SBEG and South Bank BID.

This response is being made in the name of SBEG, as the organisation that promoted the idea of a South Bank BID and, following the BID's establishment and its operational start on 1 October 2014, is the delivery agency for all BID services. I understand that this is a unique set up in London, and reflects the fact that SBEG has been working on the South Bank for 25 years. For the Committee's benefit, I have summarised the relationship between SBEG and South Bank BID, and detailed this to Rocket Science, the GLA Economic and Business Team appointed researchers.

My responses are structured around your scoping paper and the specific questions that it asks, SBEG's experience of working with BIDs since their establishment in London, its experience of setting up the South Bank BID, and numerous discussions with various organisations and bodies including GLA, Cross River Partnership, businesses (BID members and non-BID members), and local authority and other statutory organisations. Inevitably, my comments and observations reflect SBEG's experience in and of the South Bank, and as an organisation that has been instrumental in changing, regenerating, promoting and managing aspects and parts of this most extraordinary neighbourhood.

The South Bank continues to develop at pace - a dynamism that has characterised the area for many years and has led to many "place-making" initiatives and projects. The South Bank Partnership, established over 20 years ago and chaired by the two local MPs, has produced Manifestos for the South Bank in 2006, 2010 and 2014. The latter of these: *A Neighbourhood under Pressure*, identified the real and potential impact of rising footfall and visitors, management and maintenance needs - especially of the public realm, new developments coming on stream, and the related rise in construction activity - traffic, noise, congestion, road closures, etc. - and all the associated disruption that this will bring.

The South Bank BID proposal document (April 2014) acknowledged these pressures and stated that *"Informed by wide consultation amongst businesses in the area, we (South Bank Employers' Group - who first proposed the BID) believe a BID will help to secure South Bank's continued success through additional services designed to improve the business environment."*

Copies of *The South Bank Manifesto 2014* and the *South Bank BID* proposal document are included as part of this submission.

The key point here is that the South Bank BID builds on and enhances a range of services that has been developed and delivered for over 20 years, under the auspices of SBEG. The South Bank BID is not a new solution to issues of place management, but rather a vital part of a complex array of services and projects that have been supported by the South Bank's business community - and relevant partners - for nearly 25 years.

What services does your BID provide to contribute to local regeneration (e.g. cleaning / public realm and place-making / business development support / other services?)

These are detailed in the proposal document. In summary:

- ***Delivering a safer, cleaner and greener neighbourhood*** by supporting the South Bank Patrol, the South Bank Clean Team and graffiti removal service, the Lambeth Business Crime Reduction Partnership, and by working in collaboration with the Metropolitan Police Service, Lambeth and Southwark Councils, and members of the South Bank Business Watch.
- ***Promoting the South Bank and its individual businesses*** by supporting aspects of the South Bank's highly successful marketing campaigns, and ensuring that businesses benefit accordingly.
- ***Manage the impact of construction on business*** by supporting mechanism across the South Bank that work to coordinate construction activity, mitigate impacts, and provides residents and businesses on potential disruption and impacts.
- ***Be a representative voice for South Bank business*** by using SBEG's experience and contacts with all levels of government and other bodies, and by ensuring that business needs are met by local services.
- ***Assist in reducing businesses' operational costs*** by identifying and delivering services and initiatives that deliver reductions in business costs, including marketing and communications, recycling and waste management, training and research, and staff travel.

Crucially, there is a strong focus on leveraging in additional funds for the neighbourhood from all possible sources. Delivery of services and the financial management and administrative support to the South Bank BID is provided by SBEG through a service level agreement. The South Bank BID does not employ staff. This arrangement ensures maximum alignment with existing services and also reduces risk and overheads.

How would you describe your relationship with your local authority?

Positive. South Bank BID is an active member of the Lambeth BID Forum, which provides a useful discussion group for areas of common interest. Regular and constructive meetings are held with Lambeth and Southwark Councils, and the South Bank BID Board has representatives from both Councils.

Does your BID intend to run any local services, currently provided by others, under the Right to Challenge?

As detailed above, a range of services have been developed and provided by SBEG (and its partners) in the South Bank area for a number of years. In 2014, SBEG was successful in securing a grant from the Community Right to Challenge Fund to build SBEG's skills in securing contracts for local services that relate to SBEG's focus on ensuring that the South Bank is clean, safe and well managed. The outcome of this project continues to inform SBEG's discussions with Lambeth Council and others concerning the opportunities and challenges that are presented by the devolution agenda.

Similarly, on behalf of the South Bank and Waterloo Neighbourhood Forum (SoWN) SBEG secured funding from the Community Rights Programme to undertake work on a Neighbourhood Plan for the area. The key point here is that the BID does not have any current plans to deliver such services but, through SBEG, will be aware of the opportunities to add genuine value to any strategic re-framing of how services could be delivered in the South Bank Neighbourhood.

How do your work with surrounding residential communities?

South Bank BID doesn't do much work with residential communities, although it fully recognises the need for residents to be aware of the BID and its work. As such, part of the BID's communications plan includes residents as a key audience. Residents are well served by other mechanisms in the South Bank and Waterloo area. The South Bank Forum - jointly chaired by Kate Hoey MP and Neil Coyle MP - regularly brings together the local councillors, numerous local organisations and various resident groups to discuss matters and issues of interest. The next meeting of the South Bank Forum is Thursday 10 December.

As noted above, SBEG has been instrumental in establishing SoWN and in progressing a Neighbourhood Plan. Whilst the South Bank BID isn't directly involved in the Neighbourhood Plan or the work of SoWN, many BID members have participated in this process, and it's a sign of healthy collaboration that WeAreWaterloo is taking the lead on the next stages of the Neighbourhood Plan's production (see WeAreWaterloo's submission to the GLA Regeneration Committee, dated October 2015).

What is your experience of support the GLA offers?

SBEG has a long-standing and deep relationship with the GLA, and the process for establishing the South Bank BID was constructive, given the financial support provided by the GLA. Of particular significance is the GLA's recognition of the strategic challenges and opportunities presented by the South Bank and Waterloo area, and how they supported the establishment of the South Bank BID in this context, and ensured that BID services are supportive of and enhance existing services and projects, whilst remaining genuinely additional.

What changes (if any) would you like to see to levels of support offered by the Mayor and GLA?

It's broadly accepted that the London BIDs need to do more to highlight and champion the work that they are doing, especially those that are taking innovative and bold steps to tackle some of the challenges that parts of London face in the future as a result of continued success and growth, international competition, and cuts to local organisations, including boroughs and the Metropolitan Police.

SBEG has certainly benefited from a range of strategic relationships the GLA and the Mayor's Office and we would wish to see this level of commitment and support being given to those BIDs and business alliances / partnerships that are responsible for strategically important parts of London.

Of particular relevance is where these alliances are able to take forward key pieces of work (research, projects, etc.) undertake pilots and tests, and generally innovate in key areas of business, economic development, regeneration, place-making and sustaining success. The South Bank BID's interest in looking at the potential for the neighbourhood to be London's first Living Wage Zone is a good example of how BIDs can lead an agenda, and it's encouraging that the GLA is looking to support this work in a strategically beneficial and helpful way.

The GLA could do more to encourage BIDs to realise the benefits of them influencing the GLA, and the Mayor and his teams and, similarly, BIDs need to be ready to deliver to that challenge - whether through more involvement and engagement with the LEP, providing strategic advice on key issues, or brokering high level discussions with business leaders from across all sectors, whether tech, creative, cultural, hospitality, learning and education, etc.

I do hope that this submission is helpful, particularly in terms of how it relates to the detailed research work currently being undertaken on behalf of the GLA.

Please do contact me if you need any further information or clarity on any aspect.

With all best wishes

Nic Durston
Chief Executive

London Assembly Regeneration Committee Investigation into Business Improvement Districts - Response

29th October 2015

Introduction

Stratford Original is pleased to respond to the London Assembly Regeneration Committee with regards to the investigation into Business Improvement Districts.

Over the last years, Stratford relevance in the Capital has dramatically improved due to its proximity to the Olympic Park, the amazing transport infrastructure and the investment being delivered in and around the town centre. All main local stakeholders felt that a Business Improvement District for the town centre would be the right vehicle to manage the changes that are happening and will be happening over the next years.

Stratford Original welcomes this opportunity to inform and shape the agenda of London BIDs within the GLA, to encourage their role and to provide evidence of local business communities wanting to help shape the present and future of London.

As one of the latest London BIDs to be set up, Stratford Original started its operations in April 2015 and aims to deliver a cleaner, safer and better physical environment as well as to make it easier and cheaper to run a business in Stratford.

What services does your BID provide to contribute to local regeneration

As Stratford Original is only 7 months into the start of its operations, the BID is currently focusing on the delivery of schemes which aim to achieve savings for its members. These include a discounted waste & recycling scheme, a joint procurement scheme, free membership for car & can club sharing scheme. These schemes are already currently available to members.

The flagship project for the BID is the introduction of a Street Wardens scheme which is somehow unique as this includes 3 key elements such as business engagement, meet & greet function and soft enforcement. The idea behind the scheme is to ensure that the Stratford area is perceived as safe and as a friendly shopping environment whilst currently crime and its perception are very high due to the proximity to Westfield Stratford.

One of the other key projects is the introduction of better signage which will enable users to navigate through the BID area and discover local hidden gems and the strong cultural and family offers within the area.

How would you describe your relationship with the local authority?

Stratford Original is the very first BID located in Newham and so far the local authority has been really supportive of the BID. We have a councillor and an officer sitting on our Board and we are in the process of establishing relationships with officers in the key delivery departments.

We are hoping that Newham would enable us to bring private sector innovation in the management and delivery of regeneration activities in Stratford. We very much see ourselves working in partnership with Newham and adding value and resources to the Stratford area. Overall we are keen to deliver value for Stratford so that the reputation of the BID will influence key decision-makers to prove the vital role BIDs play in neighbourhoods and establish other BIDs in other areas in the Borough.

Does your BID intend to tender to run any local services, currently provided by others, under the Right to Challenge?

At the moment, we do not have any plans to challenge any local service under the Right to Challenge. Stratford Original works to deliver additional services and projects for the town centre in line with the proposal members have voted upon.

How do you work with surrounding residential communities?

Currently, we do not have relationships with surrounding residential communities due to the fact the BID is less than a year old. We do value working in partnership with all local stakeholders – where appropriate - and we are keen to build sound relationship in the near future.

What is your experience of support the GLA offers BIDs? What changes (if any) would you like to see to level of support offered by the Mayor and GLA?

Really great support offered by the GLA. Stratford Original has benefitted from granting which enabled the establishment of the BID.

So far the relationship with the GLA has been very positive. With regards to ongoing and future support, due to the high number of London BIDs and their diverse locations and remits, we suggest that some sub-groups might be formed based on a number of criteria such as annual income, business composition (commercial, industrial, town centre/high street) as well as by potential themes (greening, cleaning, marketing, joint procurement etc) as this would enable BIDs to come together to share expertise and potentially reduce costs of commissioning.

We welcome any kind of formal or less formal steering from the GLA and encourage to have regular meetings, events and opportunities for BIDs to come together.

Conclusion

Stratford Original is keen to ensure that through this submission the GLA and the new Mayor understand the full extent of the intervention of BIDs and how vital BIDs are to enable and bring about positive managed change via direct and indirect activities.

Over the past 10 years have proven to be the right vehicle to deliver regeneration across the UK and hope that the new Mayor will recognise the value of bringing businesses together. We look forward to working with our businesses, other BIDs and the new Mayor to ensure that Stratford and London are seen as leading places in the world.

6 Hay's Lane
 London
 SE1 2HB
 T. 020 7407 4701
 teamlondonbridge.co.uk
 atlondonbridge.com

Mr. Gareth Bacon AM
 Chairman of the Regeneration Committee
 London Assembly
 City Hall
 The Queens Walk
 London
 SE1 2AA

The London Bridge Business Improvement District (BID) response to the London Assembly Regeneration Committee's investigation into Business Improvement Districts

Team London Bridge (TLB) BID represents over 400 businesses with close to 50,000 employees in the London Bridge area. These businesses range from large blue chip companies such as E&Y, PWC and Norton Rose Fulbright to a diverse community of small and medium sized enterprises.

Jobs clustered in and around our area are 70% more productive than the national average and reflect the city's international competitiveness in a wide range of both traditional and new sectors. The total business rates income from the London Bridge area is in excess of £60,000,000 P/A. It benefits from access to the river, close proximity to some of the country's greatest icons, a diverse culture offer and an increasing and varied retail and leisure mix.

Questions 1. What services does your BID provide to contribute to local regeneration (e.g. cleaning/public realm and place-making/ business development support/ other services)?

Regenerate and improve the London Bridge area

Achieved through Team London Bridge's:

- Award winning urban design and greening projects designed, developed and managed by the BID
- Partnership contract with Southwark Council to deliver a spotless London Bridge public realm
- Improved surface drainage; sustainable urban drainage (SUDs) included in all TLB schemes, with the delivery of a 10m living wall
- Develop and deliver the London Bridge Plan to be adopted directly in the New Southwark Plan
- Influential planning response to all major planning applications
- Lobby local and central government for improved service provision
- Work with local residents to manage and maintain resident community spaces

Improved Transport Infrastructure ensuring better connectivity and a better environment for pedestrians and cyclists

Achieved through Team London Bridges:

- Delivery and installation of Legible London signage in the London Bridge area
- Published London Bridge Future Streets to identify strategic projects and the improvements needed to the local road network

Team London Bridge - Registered as the London Bridge Business Improvement District Company in England No. 5664987

- Green Streets - Over 120 hanging baskets and planters throughout the BID area
- Ensured business interests are at the fore in the plans for the London Bridge station redevelopment
- Through a TfL modelled transport study TLB are able to see and lobby for improved pedestrian, vehicle and bike use of the streets and pavements
- Delivery of cycle parking
- Keeping employees informed throughout periods of transport disruption
- Weekly environment audits
- Monitoring: three formal environmental audits a year, reporting to the Council and ‘Keep Britain Tidy’
- Deep clean: ‘deep cleans’ and gum removal service.

Reduce crime and antisocial behaviour with 100% of employees in London Bridge now feeling safe walking around London Bridge in business hours.

Achieved through Team London Bridges:

- Dedicated London Bridge Police Officer funded by Team London Bridge
- Warning and informing system - a localised system that alerts security managers to travel disruption and security threats
- Resilience: secretariat and founding member of the Southwark Community Security Zone and Forum
- Joint BID Pubwatch SE1 with bi-monthly meetings with the Police and the area’s pubs & bars to discuss issues of concern

London Bridge a Responsible Business District - An ambitious approach to Corporate Social Responsibility (CSR) and local partnerships. First of its kind Responsible Business Vision and Forward Strategy, building in significant consultation with members and setting a manifesto for the next five years.

Achieved through Team London Bridges:

- Grant Funding - total of £330,000 over 5 years supporting over 160 educational projects with over 7,000 people reached
- 2,300 young participants, 36 corporate partners engaged and 34 young people progressed from NEET to EET
- Working with all local partners and funders with a regularly engaged and proactive Building Bridges Task Group.
- Responsible Business quarterly events series, a platform for creating connections, idea sharing and best practice
- Responsible Business Forum – dramatically improved links between local businesses and schools
- Employ SE1 – A partnership employment initiative creating job opportunities locally it involves 4 BIDs with 2487 jobs identified and 197 people supported into work
- Support SME through the TLB subsidised central recycling service
- Community Christmas has generated over 4,000 gifts collected from 70 businesses and wrapped by 200 volunteers since start of campaign

The “London Bridge” Identity management or guardianship of the place brand by TLB forms the basis of initiatives through the physical and spatial space. Stakeholder partners work together to ensure that the values of the London Bridge Place Brand are translated into experience and is the foundation on which to build projects that develop the area’s identity

Achieved through Team London Bridges

- Improved local area use and knowledge through the design and use of information stations, Apps, newsletters, event guides and listings, footfall counts, user panel surveys
- Work with private landlords, Network Rail, Southwark Council and TfL to improve signage and wayfinding
- Work with private landlords, Network Rail and Southwark council to improve retail

Questions 2. How would you describe your relationship with the local authority?

Excellent at the political, policy, senior executive and officer levels. This is as a result of targeted partnership and project works across all tiers of the council. Such an engagement then becomes mutually reinforcing.

Question 3. Does your BID intend to tender to run any local services, currently provided by others, under the Right to Challenge?

No

Question 4. How do you work with surrounding residential communities?

Very well – consultative, partnership and project relationship with all residential groups.

- Shad Thames Area Management Partnership (STAMP) - deliver projects in partnership
- Bermondsey Street Area Partnership - deliver projects in partnership
- Old Bermondsey Village Neighbourhood Plan – sit on the steering group
- Fair Street Community Housing attend deliver partnership projects
- Leather Market Housing - deliver projects in partnership
- Shad Thames Resident Association, We Are Bankside – links to
- We have good engagement with our local councillors and all amenity groups

Question 4. What is your experience of support the GLA offers BIDs?

We have a good relationship with the GLA – who are situated in the TLB area.

TLB Executive Director is represented on the BIDs steering group, BIDs research group, helps with the scoring of BID applications and attends all BID group meetings. I work closely with Maria Diaz-Palomares from the Economic Business Policy Unit and BID co-ordinator who manages the different BIDs groups very well and has good representation from BIDs.

TLB has been given good support through the GLA Environment Team led by Peter Massini.

We would be interested in improving our links into the Planning, Culture, and Skills and Employment Teams which TLB aims to do in our upcoming BID term.

Question 5. What changes (if any) would you like to see to level of support offered by the Mayor and GLA?

- Help to improve communication, understanding and links to Network Rail
- Work with Inner London BIDs on Central Activity Zone priorities – air quality, planning and development, employment, travel and tourism and culture
- Help bring together a GLA, Southwark, Network Rail, TFL and BIDs bi-annual meeting - Opportunity Area status.
- Better working relationship with the Regeneration team – particularly given Opportunity Area status.
- Better working relationship with the Planning team – particularly given Opportunity Area status.
- Better working relationship with Skills and Employment team - particularly given Opportunity Area status.

Yours sincerely,



Nadia Broccardo
Executive Director
Team London Bridge

Gareth Bacon AM
Chairman of the Regeneration Committee
London Assembly
City Hall
The Queen's Walk
London, SE1 2AA

20th November 2015

Dear Sirs,

Vauxhall One's response to the London Assembly Regeneration Committee's investigation into Business Improvement Districts

Please find below our response to your questions from the Vauxhall One BID. Vauxhall One was established in 2012 after a gestation process dating back to 2008.

Vauxhall One covers a large geographical area, bounded in the west by the river, and extending from Lambeth Road in the north, to the Sainsbury's site on Wandsworth Road in the south, and the Kia Oval in the east.

The BID has approx 200 members. The levy is just over 1.5%, generating annual income of c. £650,000 per annum. The minimum threshold is £20,000 RV and there is no 'cap'. The levy regime reflects NNDR in allowing discounts to empty properties and charities. The Vauxhall One BID area is bounded by the South Bank BID in the north. Vauxhall One's business mix is an unusual one, including major public agencies such as MI6 and National Crime Agency, as well as internationally-known LGBT businesses such as Royal Vauxhall Tavern.

Vauxhall is part of the Vauxhall Nine Elms Battersea regeneration 'corridor' that extends from Lambeth Bridge to Battersea Power Station. This has been described as Europe's largest regeneration project, delivering 20,000 new homes, 25,000 new jobs post-construction and 30,000 new residents.

Up to 3km of the Thames riverside is being opened up to the public, creating a brand new stretch of London's South Bank. A whole new town centre will be built around a redeveloped Battersea Power Station, New Covent Garden Market will be revitalised and new US Embassy will open in 2017. More than £1billion is being spent on new infrastructure including two new Tube stations and the creation of a new linear park sweeping right through the district from east to west.



A key element of the regeneration of Vauxhall will be the removal of the existing traffic gyratory, and the introduction of a more pedestrian and cycle friendly transport interchange. Cycle Superhighway 5 – the first fully-segregated route – has just been opened.

On a less positive note, Vauxhall has seen a significant shift from commercial to residential accommodation in the last few years, as existing planning permissions have been implemented. This has seen a decline in BID levy from a figure of c. £800,000 at the commencement of the BID.

1. What services does your BID provide to contribute to local regeneration (eg. cleaning/ public realm and place-making/ business development support/ other services)?

The BID provides additional services under four themes:

'Safe'

- i) Additional policing, using two dedicated Section 92 officers
- ii) Street wardens, complemented by trainee wardens delivered under the Work Programme
- iii) Rail Arch Regeneration, to reduce the fear of crime
- iv) Additional CCTV
- v) Licensing Partnership for all local licensed premises
- vi) Monthly Vauxhall Safe forum meetings with Businesses and Employees
- vii) Police and Counter Terrorism Training Sessions

'Change'

- viii) Urban Greening Projects: Planting, hanging baskets and green infrastructure, notably our major 'Greening Vauxhall Walk' project that connects the proposed linear park through the VNEB regeneration area, with London's South Bank.
- ix) Green walls and roofs, notably The Green Heart of Vauxhall on the RVT.
- x) Pop-up greening projects on future development sites, including Vauxhall Island of Trees and Vauxhall Sculpture Garden.
- xi) Vauxhall Gallery District: building the new and emerging galleries in Vauxhall along with Damien Hirst's Newport Street Gallery and Charles Asprey's new Cabinet Gallery.

'Day & Night'

- xii) Major events, such as free indoor and outdoor cinema events, Ice Rink, employee activities
- xiii) Weekly 'Perk' offers on individual local businesses
- xiv) Active social media programme

'Together'

- xv) Vauxhall One is part of EmploySE1 (www.employ-se1.co.uk) – identifying local jobs for local residents
- xvi) Annual Events Academy in partnership with Better Bankside
- xvii) Mentoring and advice for local school students
- xviii) Christmas and other appeals
- xix) Building relationships of mutual support with local residents' groups

2. How would you describe your relationship with the local authority?

We have a close and trusting relationship with the local authority, not least because Lambeth Council (LBL) has a large building (Phoenix House) in our area. The lead member for Jobs & Growth (who is also a local councillor) sits on our board, as does a senior officer. We work very closely with LB Lambeth Regeneration and deliver many sustainable projects for them.

Some of the areas of active co-operation have been as follows:

- i) Active support by LBL for our public realm programme, particularly 'Greening Vauxhall Walk'. With TfL, the Council offered significant support, both financial and logistical.
- ii) Co-procurement of additional CCTV for Vauxhall Pleasure Gardens.
- iii) Co-procurement of bins for Vauxhall Pleasure Gardens.
- iv) Joint consultation of businesses around the removal of the Vauxhall Gyrotory.
- v) Chair Safer Lambeth Business Crime Reduction Partnership

We are supportive of the Lambeth BIDs Forum – a Council initiative. This group meets every two months, and allows direct interaction between the BIDs and the authority. We hope there will be an opportunity to work more closely with Lambeth Council as the funding cuts 'bite'. A particular area of concern would be the Council's environmental services. It is likely that our baseline agreement with the Council will have to be reviewed as services are reduced or withdrawn. The BID is not able or willing to cover the likely deficit in services, which means that there is a communications challenge in letting businesses know why standards are deteriorating.

3. Does your BID intend to tender to run any local services, currently provided by others, under the Right to Challenge?

We have indicating our interest in managing – with Vauxhall City Farm – five of the Council's parks under the 'Co-operative Parks' programme. These are Vauxhall Park, Vauxhall Pleasure Gardens, Old Paradise Street Gardens, Albert Embankment Gardens and Pedlars Park. We are now developing our business plan ahead of an early-2016 submission.

We are not currently planning to tender to run any other local services.

4. How do you work with surrounding residential communities?

Vauxhall One is intensively involved with local residents:

- i) Two community groups – Vauxhall City Farm and Vauxhall Society – are represented on the board, albeit in a non-voting capacity
- ii) In 2013/14 Vauxhall One undertook a major consultation exercise, the ‘Vauxhall Conversation’. This endeavoured to identify residents’ priorities for the BID’s ‘Together’ programme. The priorities were 1) more local employment, 2) more green routes through the area, 3) better communication between all stakeholders and 4) growing and eating projects.
- iii) Vauxhall One is a regular attendee at key community meetings such as the Kennington Oval Vauxhall Forum and the Vauxhall Gardens Estate Tenants & Residents’ Association committee.
- iv) Vauxhall One consults extensively on its proposals, particularly with respect to the public realm.
- v) Many of Vauxhall One’s greening projects – particularly ‘Greening Vauxhall Walk’ – deliver benefits to residents as well as businesses.

5. What is your experience of support the GLA offers BIDs?

We are grateful that the GLA has given heed to the role that BIDs play in the capital and has supported new and existing BIDs in their aspirations. The specific contributions to Vauxhall One have been as follows:

- i) MOPAC and Vauxhall One co-fund two Additional S92 Police Officers for Vauxhall
- ii) Support for our public realm initiatives through the Pocket Parks programme
- iii) Support for green infrastructure through the ‘Greening the BIDs’ programme.
- iv) GLA BIDs Round Table meetings for the dissemination of information.
- v) Support from the lead officer at the GLA, and also regular communications.
- vi) Briefing sessions with respect to new funding streams, such as Mayor’s High Street Fund and London Regeneration Fund.

6. What changes (if any) would you like to see to level of support offered by the Mayor and GLA?

We are grateful for the support that the GLA offers to BIDs. However we would welcome:

- More funding streams that are either exclusive to BIDs or open to competition that includes BIDs.
- More opportunities to interface with organisations such as London First and London & Partners.
- More information on the LEP programme, and the opportunities for BIDs to be involved.

- Sub-groups to the BIDs Forum and the Round Table either by 'type of BID' or by themes such as greening, cleaning, marketing and joint procurement. This would enable BIDs to come together to share expertise and potentially reduce costs of commissioning.



Giles Semper
Executive Director
Giles.semper@vauxhallone.co.uk
07950 152833



Response to the London Assembly Regeneration Committee's investigation into Business Improvement Districts

Thank you for the opportunity to contribute to the GLA Regeneration Committee's investigation into Business Improvement Districts. The WeAreWaterloo BID is now approaching its third term, having been established as one of the original five BIDs in the 'Circle Initiative', piloting a range of models for London.

Some facts and figures

The Waterloo BID has nearly 350 levy payers and will have a proposed 440 if the proposed extension area is agreed. The levy is 1.3%, rising to 1.5% in the third term. A lower threshold of £6,000, upper cap of £40,000 and charitable discount of 50% is applied. The Waterloo BID area is bounded by the Vauxhall One, Better Bankside and South Bank BIDs.

The Waterloo area is undergoing rapid change, with large scale development within and around our boundary adding hotels, new retail and thousands of new residents to the neighbourhood. Footfall is increasing with the 100m commuters passing through Waterloo Station predicted to rise by 40% in the next five years. The Station will itself be subject of significant redevelopment in the coming years, bringing greater opportunity for the local economy but likely also some degree of business interruption.

Rents are rising, office space is becoming scarcer and local investment in the management and maintenance of the public realm is declining due to a reduced government settlement. However, although some businesses are struggling, the area has never been more prosperous.

1. What services does your BID provide to contribute to local regeneration (eg. cleaning/ public realm and place-making/ business development support/ other services)?

WeAreWaterloo

Suite 2
45-46 Lower Marsh
London
SE1 7RG

T : 020 7620 1201
E : info@wearewaterloo.co.uk
W : www.waterlooquarter.org
W : www.wearewaterloo.co.uk



The BID provides additional services in the form of:

Public realm

- i) Graffiti removal
- ii) Street cleansing
- iii) Recycling and general waste collection
- iv) Tree lights and Christmas lights
- v) Planting and green infrastructure
- vi) Signage

Connecting businesses

- i) Networking
- ii) Corporate social responsibility – eg through linking businesses with charities
- iii) Events for employees such as free gym classes
- iv) Employ SE1 local recruitment

Marketing and promotion

- i) Food festival and other events
- ii) Consumer facing website
- iii) Management of Lower Marsh Market

Representing businesses

- i) Licensing forum for licensees
- ii) Hotels forum
- iii) Planning and development advice and response
- iv) Management of public realm consultations

2. How would you describe your relationship with the local authority?

WeAreWaterloo operates across two boroughs, Lambeth and Southwark. Due in part to the balance in geographical areas in favour of Lambeth, many of the officer level relationships are more fully formed with Lambeth. However, subject to a successful renewal in 2016, the balance will be more evenly split and deeper relationships will need to be formed across several Southwark departments.

Councillors sit on the WeAreWaterloo Board from both Southwark and Lambeth - the Lambeth representative is the cabinet member with the relevant portfolio, and the Southwark member is a Ward councillor.

WeAreWaterloo

Suite 2
45-46 Lower Marsh
London
SE1 7RG

T : 020 7620 1201
E : info@wearewaterloo.co.uk
W : www.waterlooquarter.org
W : www.wearewaterloo.co.uk



Relationships are generally positive and there is a recognition among Lambeth colleagues that as budgets are cut, closer working with BIDs will be necessary to deliver the Council's placemaking and service delivery objectives. At times with both councils a lack of consultation can lead to misunderstandings or overlapping service delivery.

The baseline agreements have not been an effective tool to ensure the Councils hold to a particular level of service and as a result, BIDs are often forced to increase their own services to compensate.

3. Does your BID intend to tender to run any local services, currently provided by others, under the Right to Challenge?

We have submitted an expression of interest to run one of Lambeth's green spaces, Emma Cons Gardens as part of the cooperative council agenda, which seeks to transfer assets into the community for local management. We have also taken on the management of the formerly Lambeth-run Lower Marsh Market. Neither of these have been Community Right to Challenge projects. In partnership with the South bank Employers' Group, efforts are being made to seek the devolution of a range of council services into local management, including street cleansing and enforcement.

4. How do you work with surrounding residential communities?

WeAreWaterloo's current business planning exercise has highlighted a greater interest in working with the residential community in several ways:

- i) There is a belief that the local economy is interconnected and that local people should be encouraged to shop locally and even work locally
- ii) There is an understanding that in mixed communities, BIDs should be working with residents to develop a sense of place, rather than doing so unilaterally and consulting local people later. This reflects the belief that businesses and residents are equal stakeholders in the community
- iii) The WeAreWaterloo BID has now taken on responsibility for delivering the South Bank & Waterloo Neighbourhood Plan. The neighbourhood forum (SoWN) has over 500 members, most of which are local residents, and the approach is a collaborative one

WeAreWaterloo

Suite 2
45-46 Lower Marsh
London
SE1 7RG

T : 020 7620 1201
E : info@wearewaterloo.co.uk
W: www.waterlooquarter.org
W: www.wearewaterloo.co.uk



5. What is your experience of support the GLA offers BIDs?

The GLA has been helpful in both direct and indirect ways. The regeneration team has been attending the Waterloo Steering Group, on which the BID also sits and is helpful in disseminating information of use to us, from notification of grant funding to information about GLA initiatives, planning decisions and other relevant matters. We also attend the BIDs round table sessions which are an excellent way of linking up with other BIDs.

More directly, the GLA has funded WeAreWaterloo projects, including Greening the BIDs, the Mayor's High Street Fund and others.

6. What changes (if any) would you like to see to level of support offered by the Mayor and GLA?

The GLA offers an appropriate level of support.

Ben Stephenson, C.O.O.
October 2015

WeAreWaterloo

Suite 2
45-46 Lower Marsh
London
SE1 7RG

T : 020 7620 1201
E : info@wearewaterloo.co.uk
W : www.waterlooquarter.org
W : www.wearewaterloo.co.uk

WeAreWaterloo is the Business Improvement District (BID) for Waterloo. Our aim is to make Waterloo a better place to do business!

Registered Company: Waterloo Quarter Business Improvement District, 45-46 Lower Marsh, London, SE1 7RG | Registered Number: 04381162 VAT number: 805631643

London Assembly Regeneration Committee Investigation into Business Improvement Districts - Response

30 October 2015

Introduction

On behalf of the Business Improvement Districts (BIDs) operating within Westminster, we are pleased to respond to the London Assembly Regeneration Committee's Investigations into Business Improvement Districts.

Collectively we represent the interests of over 2,000 businesses in Westminster and have a strong record of actively contributing to the current Mayor's priorities, a position which we hope to continue under a new Mayor from 2016.

We therefore very much welcome the investigation and the opportunity to help shape the future position of the Greater London Assembly on BIDs, to encourage further support, and to evidence our ongoing commitment to facilitating and unlocking local regeneration in the centre of our global city.

To Westminster's BIDs, regeneration means adopting holistic solutions to local issues, working positively to create the right street environment in all aspects, including clean streets, safe streets or reduced vehicle movements. This may sound a limited role, but development and business growth does not happen without having a safe and attractive environment in place. It is a crucial foundation. We therefore very much see our role as being strategic partners with the public sector to create the conditions for regeneration in well-established parts of our capital.

What services does your BID provide to contribute to local regeneration?

When discussing the services our BIDs currently provide, and their role in facilitating regeneration, we would firstly wish to emphasise that our services are purposely tailored to the needs of our areas. By serving a very specific geographic boundary, we are uniquely placed to identify and understand the needs of our area, bring together a range of voices and business interests, and respond accordingly.

The services we provide therefore depend very much upon the local context and can both directly and indirectly facilitate regeneration. For example, in the Victoria area we have made significant headway in signposting rough sleepers into employment opportunities to help address that particular local problem. At the same time, in the Heart of London we have actively worked with the Metropolitan Police Service to establish a Policing Impact Zone to address particular types of anti-social behaviour and create the right conditions for business and regeneration.



Other services we provide which are targeted to local needs include supporting local businesses to grow and develop, street cleansing beyond the standard provided by the local authority, engaging in place-making and destination marketing. Programmes to support young disadvantaged people into jobs are also supported by a number of the Westminster BIDs and other policy measures, such as flexibility on Sunday Trading hours, will result in a further jobs dividend for young Londoners.

It is also important to emphasise that the role of BIDs in facilitating services which support regeneration very much depends upon the nature of the services. The services are nonetheless founded upon the basic principle that our business members as BID levy payers receive full value for money. As a result, BIDs can be a direct service provider, facilitator and an enabler of services.

Turning to the wider public realm, we are increasingly working with the public sector to drive forward and part-fund major projects to rejuvenate a range of high profile locations across Westminster. Current examples include the Baker Street Two-Way project, Oxford Street East and West and the refurbishment of Leicester Square. These projects are very much led by our public sector partners, particularly during public consultation, but also demonstrate how we can help create a step-change in the renewal of areas at a time of reduced public funding.

We can also adopt and foster a holistic approach to addressing issues which are pertinent to our areas. For example, when tackling issues such as dominant traffic, vehicle noise or pedestrian safety we can facilitate both physical improvements, but also work with our businesses to consolidate services, thereby reducing delivery and waste collection traffic as is happening in the Baker Street area.

In all of these respects it is vital to emphasise our commitment to providing additionality in our services. We do not see it as our role to directly replace or challenge existing service providers, but to enhance the quality of services or deliver new services which are needed by our local areas and contribute to local regeneration.

Moving forward, we would wish to emphasise our desire to have a more significant voice and role working with local authorities and the GLA to define local regeneration needs and opportunities. By involving BIDs at the initial planning stage, we are able to help shape strategic priorities, communicate these to our businesses and property owners and secure their support accordingly.

A good example of where this has been successful has been in the creation of the West End Partnership where Westminster City Council successfully brought together a range of interests to help shape the future strategic direction of the West End through a Vision document and agreed Delivery Plan. We believe that our ability to add value to long term thinking and the setting of a strategic direction is being enhanced by the establishment of the first Property Owner BIDs in the Heart of London and upcoming proposals in the New West End Company BID, with property owners more inclined and able to think of the long term picture, the needs of the area and the opportunities for regeneration and how they can unlock these.

Property Owner BIDs should be encouraged in other parts of London as they will make a significant contribution to funding and delivering regeneration projects. An example is the proposals for the regeneration of Bond Street's public realm, where some 50% of the funding is likely to come from private sector contributions with support also likely from the LEP / GLA.

How would you describe your relationship with the local authority?

Westminster is unique as an area and the challenges it faces given the visitor population, diversity of property ownership and range of businesses operating within its borders. In responding to the unique challenges, we are pleased to have established a strong working relationship and sense of partnership with Westminster City Council.

Whilst the new operational model is in its early stages, we have recognised the rationale and potential benefits to Westminster in establishing a quarterly meeting with all of its BIDs to review strategic issues as a group and how this has helped encourage BIDs as organisations to work together on issues of mutual interest. The success of this approach also depends on having an accessible point of contact for us at the City Council at a senior officer level with whom we can have an ongoing dialogue between meetings, and who can advise, sign-post and help resolve area-specific issues on an ongoing basis.

We very much see our role in the partnership as bringing private sector innovation to the strategic direction, planning and delivery of services as well as helping to add to the quality of services provided – adding value, expertise and resources.

Concerning our relationship with the planning system, we have actively been invited – and accepted – the call from the City Council to help shape the future direction of planning policy both in Westminster through the emerging policy booklets and at the regional level through the London Plan. Whilst we are not currently recognised as a statutory consultee – and would welcome this formal recognition in the future – the City Council nonetheless seeks to proactively explain the rationale behind the emerging policies, what they mean for our business members and seeks our views in response.

Equally we seek to add value to the work of the City Council by proactively establishing visions for the future management and development of public realm in our area. In the Heart of London area, the Streets Study is a catalyst for property owners coming together to fund capital investment projects, such as Whitcomb Street and Panton Street.

Moving forward, we anticipate we will have a role in helping our business members to understand the implications for local authorities being permitted to retain a greater proportion of business rates. We anticipate that this could potentially change the nature of the relationship between businesses and democratically elected local authorities and would wish to ensure that this strengthens, rather than weakens, the partnership.

We also believe that there is a further discussion to be had in due course regarding who will be best placed to enable services and events to help the local authority deliver additional income. With council budgets increasingly under pressure, we believe that we are strongly placed to help generate income for local area services by making the most of key assets such as Leicester Square and Marble Arch, whilst still respecting the needs of residents and other users. The principle being that funding is redistributed back into the local area and public spaces.

Does your BID intend to run any local services, currently provided by others, under the Right to Challenge?

At present we do not have any plans or intention to challenge to run local services under the Right to Challenge. We very much see our role as continuing to enhance service provision and delivering additionality for our local areas, in line with the business plans adopted by our business members.

How do you work with surrounding residential communities?

We are fortunate in Westminster to benefit from a long-standing, established and supportive group of amenity societies and emerging Neighbourhood Forums.

By working closely with these recognised bodies we have established a range of mutually agreed agendas and interests on the key services which matter to businesses and residents – i.e. ensuring good street management, enabling a high quality public realm and tackling anti-social behaviour.

By actively participating in the new Neighbourhood Forums and by engaging regularly with our residential communities, they are able to see the benefits of BIDs and are prepared to acknowledge our role in improving areas, such as by improving the management and reducing anti-social behaviour around Cathedral Piazza in Victoria.

A further example of this strong relationship is in the Marylebone area, where the amenity societies, BIDs, Great Estates and Neighbourhood Forum have successfully worked with Westminster City Council to progress a Low Emissions Neighbourhood in direct response to the poor air quality of the area, which is a shared concern.

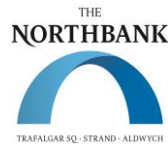
What is your experience of the support the GLA offers BIDs?

We very much welcome the support which the GLA has provided to our BIDs in recent years. From the granting of targeted funding to help establish the first two Property Owners BIDs in Piccadilly & St James' and Piccadilly Circus & Leicester Square to the ongoing funding being made available through the LEP to facilitate further inward investments and jobs, the GLA is a strong supporter of BIDs.

The relationship with the GLA has also been enhanced by the regular meetings for all BIDs to attend with senior GLA officers. However, we are increasingly concerned that these meetings have lost some of their focus in recent times due to the breadth of interests in the room with some 45 BIDs from diverse locations across the capital in attendance.

We would therefore suggest that these are reviewed under a new Mayor, with a strategic focus engendered by the meetings taking place either with BIDs in a geographic area, or held on a thematic basis to review issues where there is commonality amongst the attendees. These could be supplemented by bi-annual networking sessions which would still bring all BIDs across the capital together.

Our other suggestion would be for the new Mayor to make LIP funding available for BIDs to apply for directly. Given our increasing role in facilitating regeneration, we believe this additional funding



stream should be made available for us to bid from by way of recognition of our unique position and ability to deliver local growth.

Conclusion

We hope as a result of our joint submission we can help the new Mayor to understand the benefits of Business Improvement Districts and how we are actively facilitating and enabling local regeneration through a range of direct and indirect activities.

We believe that BIDs have made a real difference across the Capital over the past ten years in adding value, bringing together a range of businesses voices and driving economic growth. We very much hope that this is recognised by the new Mayor and look forward to supporting the ongoing regeneration of London.

Transport for London



Gareth Bacon AM
 Chair of the Regeneration Committee
 London Assembly
 City Hall
 The Queen's Walk
 London SE1 2AA

Transport for London

Windsor House
 42-50 Victoria Street
 London SW1H 0TL

Phone 020 7222 5600
www.tfl.gov.uk

23 November 2015

Gareth Bacon

Re: Regeneration Committee: Business Improvements District investigation

We welcome the London Assembly's investigation into the role of BIDs (Business Improvement Districts) in high street regeneration. We have built a strong relationship with London BIDs as part of our business engagement to keep London working, growing and making life in London better.

Businesses in London fuel the UK economy: London's GDP growth in 2014 was 3.9 per cent. The UK overall was 2.8 per cent. In high street terms, the Capital is leading the way, with retail sales growth in London in 2014 at 6.8 per cent, almost double the UK 2014 average of 3.9 per cent.

The following submission provides our views on BIDs' importance to the regeneration of London's local high streets and business environments.

1. BIDs support local regeneration

BIDs bring focus and resources to local economies across London. They invest in projects to improve the public realm for the benefit of businesses and the wider community. The additional investment they secure through their levy helps to maintain thriving high streets, increasing footfall and ensuring the sustainability of the local business environment.

As representatives elected by their local business communities, BIDs provide valuable input on business' priorities for transport infrastructure investment to drive economic growth - at both the strategic and more localised levels. They engage key stakeholders and build understanding of transport improvements from the earliest stages of a project.

2. London BIDs play an increasingly important role in the delivery of both large scale and smaller, local regeneration projects

As part of our engagement with London's business community, we work with BIDs and London Boroughs on regeneration schemes. These range from large scale projects and local area master-plans, to more day-to-day public realm improvements such as green walls, Tube station improvements and local wayfinding.

Large scale projects

London's BIDs are increasingly sophisticated in how they identify regeneration projects and secure funding from members and other private sector partners. Many Central London BIDs, now well-established and into their third terms, are able to bring together significant funding contributions towards large-scale projects. A few examples include:

- **Bond Street project:**
We have worked closely with the New West End Company (NVEC) BID and Westminster City Council to improve Bond Street, with proposals for widened and improved footways and links to cycle routes. NVEC has been instrumental in seeking more than fifty percent funding for the project. In parallel, we are also working with NVEC, Westminster City Council, landowners and retailers on options to transform Oxford Street between Marble Arch and Oxford Circus, as part of the West End Partnership work.
- **Camden Town public realm schemes:**
We have worked with Camden Town Unlimited BID and the London Borough of Camden on Camden High Street and Cobden Junction public realm schemes, improving conditions for pedestrians and cyclists.

Local projects

We have worked in partnership with London BIDs on a range of local regeneration projects. These promote sustainable transport, safety and security, and environmental and greening schemes to improve air quality and create better spaces for visitors and the wider community:

- We co-funded Vauxhall One BID's 'Green Trail' Project, which has helped to regenerate the local area through sustainable planting schemes which also harvest rain water. The project provides a high quality pedestrian link between local parks and galleries, as well, as a cycle route. The BID has funded the first section, while we and the London Borough of Lambeth are providing further funding to complete the route in 2016.
- Green roof and walls proposed for Embankment Station, an air quality hotspot. We are jointly funding this greening project with the NorthBank BID.

- Sustainable transport projects to encourage walking and cycling:
 - We match-funded a state-of-the-art cycle parking vault with InMidtown BID, in an area popular for cycling to work. The vault provides secure cycle parking for up to 100 local employees' cycles, freeing up on-street cycle parking for use by visitors to the area.
 - We have jointly funded the 'Wonderpass' with Baker Street Quarter BID, a project to make the footway tunnel under Marylebone Road safer and more attractive. The project also displays exhibits from local attractions, helping to promote tourism around Baker Street.
 - We have worked with London Borough of Lambeth, the Metropolitan Police and the Southbank Employers Group BID to improve cycle parking in the area, and to provide local cyclists with information on preventing cycle theft at the South Bank.

- Improved signage and wayfinding also encourages more walking, allowing visitors to travel through and explore a wider range of areas. We work with many London BIDs to improve wayfinding in their areas, producing maps and other tailored materials.
 - Recently, we have worked with The Fitzrovia Partnership and Croydon BID to produce maps, allowing local employees to find greener ways to navigate the local area.

3. BIDs and regeneration: in it for the long term?

While London BIDs are increasingly effective in helping to deliver shorter-term schemes, a question remains around their mandate to take a longer-term perspective. As BIDs are occupier-funded, and voted in for a five year term, there is understandably more of a focus on shorter term projects and 'quick wins'. This leaves the potential for a gap in business input to the strategic projects needed to secure an area's business environment in the longer term.

However, with two Property Owner BIDs now in existence in Central London (Piccadilly & St James's, and Leicester Square & Piccadilly Circus), and one in the West End about to go to ballot (November), this suggests a positive change in the role of BIDs at the strategic level. Since landlords typically have longer planning horizons than their tenants, Property Owner BIDs will complement the work of the existing ratepayer BIDs, particularly around public realm improvements.

Equally, the Chancellor's recent announcement on devolution of business rates to cities will increase the level of accountability and interaction between business, Local Authorities and Mayoral agencies such as Transport for London (TfL). While the detail is yet to be worked through, it is clear that we will need to have an even greater level of engagement with recognised business representative bodies on strategic transport investment plans for the Capital. It is likely BIDs will play an important role in this process.

4. BIDs' responsibilities and Local Authorities: Collaboration and partnerships are increasingly necessary

As outlined above, it is becoming increasingly common for London BIDs to work closely with local authorities and TfL to help deliver regeneration schemes. We are keen for this trend to continue, particularly given increasing pressure on the availability of public funds.

A strong and collaborative relationship with us and the London Boroughs will be important to ensure that local high streets and BID areas can remain vibrant and safe environments.

5. BIDs can contribute to local accountability

In terms of transport scheme development and consultations, BIDs contribute to local accountability, adding the voice of local business owners and employees to the wider mix of stakeholder responses.

6. Supporting BIDs and local business environments remains a priority for TfL

We share the Mayor's ambition to support BIDs and local economies across the Capital.

The 45 existing London BIDs have enhanced their areas. There is scope for even more BIDs and formalised business groups to represent business communities in other parts of the Capital.

We have a dedicated programme to support BIDs, recognising their role in economic growth and the continued health of local town centres. We hope to see more partnerships and collaboration between neighbouring BIDs to address transport, public realm and environmental challenges that go beyond their individual boundaries.

Conclusion

BIDs represent a clear, formalised mechanism for engaging with London's business communities on a range of regeneration projects. They help augment local accountability by adding their voice to those already represented in the consultation process.

In delivery terms, London BIDs have been successful in securing private sector funding contributions to our and Local Authorities' schemes, helping to drive regeneration. As public sector funding becomes increasingly scarce, London BIDs will, in our view, play a significant role in London's development and success.

Yours sincerely,



Vernon Everitt
Managing Director, Customer Experience, Marketing and Communications



FINAL – 30th October 2015

Submission by the London Borough of Sutton to the London Assembly Regeneration Committee

The London Borough of Sutton welcomes the opportunity to submit a response to the London Assembly Regeneration Committee's investigation into London's Business Improvement Districts (BIDs). At its meeting on the 2nd July 2015 the Regeneration Committee endorsed an examination into the role of London's BIDs in delivering local regeneration. This document addresses the specific questions posed by the Committee.

Our BIDs

There are two BIDs in the London Borough of Sutton – Kimpton Industrial Park Proprietors Association (KIPPA) and Successful Sutton – and a third, Beddington for Business, is currently out to ballot for its establishment. Collectively, Sutton's BIDs leverage in approximately £470,000 per annum and, if following a successful ballot, £1 million could be available for expenditure on local regeneration initiatives in Beddington over the course of its first term.

KIPPA

Formed in April 2009, KIPPA was the first BID to be established in the London Borough of Sutton and achieved a second term following a successful renewal ballot in 2014. As an industrial BID, its activities and interventions are focused on the Kimpton Industrial Estate situated in the northwest of the borough. KIPPA is also one of the smallest BIDs in London, raising £50,000 per year from its 80 BID levy payers. The BID's priorities for Kimpton Industrial Estate are improving security; enhancing accessibility and transport; business support; and environmental improvements. Since its establishment, the BID has delivered a range of interventions including:

- Installation of 5 CCTV cameras and 3 Automatic Number Plate Recognition (ANPR) cameras;
- Over 3,000 yearly patrol hours by security guards;
- Negotiated the implementation of a redesigned entrance to Kimpton Road;
- Provided training courses for Kimpton Industrial Estate employees; and
- Secured the introduction of the S3 bus route through the industrial park.

In its second term, KIPPA seeks to ensure the continuation of the services it has delivered and install further CCTV cameras; introduce a Business Watch scheme; improve internet connectivity and explore traffic and congestion reduction options for lorries operating in the area.

Successful Sutton

Successful Sutton was established in October 2012 to deliver improvements to Sutton Town Centre. The BID raises £420,000 annually from its 490 BID levy payers, of which £320,000 derives from BID levy payments and £100,000 generated from the services the BID provides. This retail BID's efforts are focused on driving footfall, increasing dwell time and consumer expenditure as well as the marketing and promotion of

Sutton Town Centre as both a retail and leisure destination. Over its first term so far, Successful Sutton has:

- Established 'Enjoy Sutton', a new brand for Sutton Town Centre promoting it as a retail, leisure and entertainment destination;
- Increased footfall by 3% in its first year and attracted thousands of visitors at events in Sutton Town Centre. For example, 7,000 people attended the Christmas Lights Switch On event in 2014 and there were an additional 25,000 visitors in Sutton Town Centre on the day of the event.
- Launched Shop Watch, Pub Watch and Radio schemes to reduce crime in Sutton Town Centre;
- Established an additional street cleaning service and commercial waste collection programme in Sutton Town Centre;
- Run over 20 business training and support workshops per year since the beginning of 2014; and
- Recently established 'Swipii', a loyalty rewards card for Sutton Town Centre's independent traders.

Beddington for Business

Currently out to ballot, Beddington for Business would be the second industrial BID to operate in the borough. Approximately £200,000 would be generated annually from its 200 member businesses for expenditure on improvements to the Beddington Industrial Area. These include security enhancements, environmental improvements and boosting connectivity as set out in its Business Plan:

- Installation of CCTV and ANPR cameras and signage;
- Introduction of Smart Water technology, Business Watch alerts and crime intelligence sharing;
- Street cleaning and landscaping improvements;
- Installation of superfast broadband; and
- Establishment of a brand for the Beddington Industrial Area.

We anticipate a high number of votes in favour when the results are announced on 30 October 2015. If successful, Beddington for Business would commence operating in February 2016.

What value, if any, do BIDs add to local regeneration, and how?

The London Borough of Sutton recognises BIDs as an effective mechanism for promoting local regeneration and economic development. BIDs have enabled local business communities to greater determine the improvements to their trading environments, whose benefits also extend to local residents and visitors. They can deliver:

- Cleaner business environments – such as in both Sutton Town Centre and Kimpton Industrial Estate through waste collection and recycling initiatives;
- A reduction in crime levels – this has been evidenced in Sutton Town Centre but particularly in Kimpton Industrial Estate which has been free of major crime

since 2009 (there were approximately 7 recorded major crimes committed every year prior to KIPPA's establishment); and

- Increased footfall and longevity in business districts – footfall in Sutton Town Centre increased by 3% in Successful Sutton's first year and sustained significant spikes during events hosted in Sutton High Street.

All of these interventions have attracted additional businesses to locate within BID areas and have further spurred local economic growth.

A pool of funds, generated primarily through the compulsory levy on business rates, has become increasingly important for expenditure on regeneration, particularly in the current political context of significantly reduced public funds. BIDs are able to offer 'additionality' through services and activities that supplement services that local authorities have traditionally been able to provide, such as additional street cleaning, planting and waste disposal – as in Sutton Town Centre by Successful Sutton. BIDs will become an increasingly important source of additional funding which can play an important role in attracting investment and promoting local economic development.

Nevertheless, the value of BIDs could be further enhanced through the introduction of universal performance metrics to assess a BID's impact on local regeneration and economic development. Such indicators should include property vacancy rates, footfall counts and stakeholder satisfaction surveys. These would help BIDs to become more objective in benchmarking their performance, demonstrating their effectiveness and setting priorities for the future. The London Borough of Sutton would welcome the introduction of such measures to report and evaluate a BID's outputs and outcomes.

It is appreciated that the amount of funding a BID receives limits the scope of interventions it can undertake. The London Borough of Sutton, however, considers value for money to be an effective indicator of a BID's impact. For instance, KIPPA has eradicated major crime from Kimpton Industrial Estate since its establishment, despite its annual income being significantly less than that of Successful Sutton. A reduction in crime has not only assisted with business retention but has also encouraged more businesses to locate within the industrial estate, therefore reducing vacancy rates, creating new jobs and promoting both the economic and physical growth of the area. Improvements to safety and security has stimulated significant demand for property in Kimpton Industrial Estate which has subsequently led to the area's physical expansion by approximately a third.

Do you consider that BIDs should have fewer or more responsibilities for supporting local regeneration than they do currently?

It is important that BIDs are encouraged to focus on delivering local regeneration and promoting local economic growth and development. The London Borough of Sutton considers that BIDs' current powers and responsibilities are appropriate and should not be extended to any of those of the local authority, such as planning and environmental enforcement. This is to ensure full transparency and that significant decisions are made only by a fully accountable body, particularly as the actions and activities of BIDs also impact upon residents. Statutory powers should remain with the local authority and not be transferred or extended to BIDs.

BIDs could assume greater responsibility for business support at the micro-level. Whilst Sutton's BIDs do currently engage in this through training workshops and business advisory sessions, BIDs could provide a local employment brokerage service to assist unemployed residents into local employment. The London Borough of Sutton would welcome a similar service to that of Victoria BID's Victoria Employment Service.

To counteract a lack of funding, BIDs could also potentially source additional income via a levy on landowners who are currently exempt. This would not only widen the scope of interventions a BID could undertake but would also help to create a sense that BIDs are more representative of the interests of the wider community. The London Borough of Sutton would also welcome the introduction of an 'Empty Shops Premium' as recommended by London Councils in their October 2015 report, 'Building on Success: London's Town Centres'. This surcharge would enable BIDs to obtain 150% of business rates from landowners for vacant properties and foster a 'use it or pay for it' culture. This would empower both London boroughs and BIDs to activate vacant units and to create a more pleasurable visitor experience.

Furthermore, whilst Sutton's BIDs exhibit some engagement with the planning system, the London Borough of Sutton believes that businesses would interact with the planning system more if BIDs were designated as a statutory consultee. This would also widen the range of stakeholders consulted upon for developments that affect their trading environments.

What are the strengths and weaknesses of BIDs?

A BID represents a unified business voice with significant lobbying power. A collective pool of funds has enabled member businesses to exert influence over the improvements that should be made to the local trading environment, where the BID simultaneously acts as an effective body for delivering this change. As a body comprising of businesses, shared understanding over issues and solutions has proven valuable in promoting economic development. This has also successfully attracted other businesses to locate nearby.

Furthermore, as a BID is not subject to the same bureaucratic restrictions as the council, this allowed them to be more responsive to addressing issues as they arise. This has particularly helped to maintain an expected environmental standard and aesthetical appeal of the area.

BIDs have also proven valuable in establishing, strengthening and maintaining strong relationships with its members and external stakeholders. BIDs have established good rapport beyond the business community, such as local residents. Successful Sutton, for example, works with the police on one of its initiatives to reduce crime within Sutton Town Centre.

A significant weakness of BIDs, however, is their high overhead costs, the impact of which is demonstrated by the limitations of a BID's annual income. For KIPPA, the smallest BID in the borough, a lack of funding has meant that positions within the BID are taken up on a voluntary basis (including the Chief Executive), compared to Successful Sutton which can afford six paid positions (5 full-time and 1 part-time). Moreover, Sutton's BIDs must pay the Crossrail levy, despite the future railway line

not being in close proximity to any of Sutton's BID areas. Sutton's BIDs would benefit from sharing resources, such as staffing, and the removal of the compulsory Crossrail levy so that more funds could be released for expenditure on local regeneration and economic development initiatives. A lack of funding has been acknowledged by Sutton's BIDs as an area for potential future support from the Mayor of London and the Greater London Assembly.

A further weakness of BIDs is their short term outlook and approach to local regeneration and economic development. This is predominantly as a result of their five year terms which hinders their transition from operational to strategic decision-making. Sutton's BIDs' business plans should be phased, according to each of their terms: the first term should focus on short-term interventions, with the second phase progressing to the development of a strategic plan and focus on marketing and branding as well as the streetscape and quality of life. The third term should add emphasis on advocacy, research and information. This would enable BIDs to become a more strategic partner in local regeneration and economic development rather than a delivery partner.

How do BIDs' responsibilities relate to those of local authorities?

The London Borough of Sutton collects the BID levy on business rates on behalf of both of its BIDs and is frequently relied upon by BIDs to use council resources or to entrust statutory services – of which are a burden on council resources.

As a proactive and pro-business council, the London Borough of Sutton maintains strong working relationships with both of its BIDs and is a member on both of their Board of Directors. Nevertheless, there have been occasions where elements of tension have been exhibited, particularly surrounding decision making and its repercussions on partners' reputations. For example, the London Borough of Sutton has been discontented with the lack of consultation on an initiative one of its BIDs decided to implement, despite it being in the best interests of the local business community. The Council has also expressed concern over one BID not giving due credit to the Council.

Regarding service delivery, there is some overlap between the activities of both BIDs and the London Borough of Sutton which is managed through agreements on which services are provided by each partner. This has helped to avoid duplication of services and helped to maximise financial efficiency of both the Council and the BIDs. There is also the potential, however, for some services to be completely delivered by BIDs in the future much more cheaply and efficiently than the Council would, such as town centre management.

Do BIDs present any challenges for local accountability? If yes, please explain how.

Although BIDs are solely accountable to their levy payers, Sutton's BIDs maximise both transparency and accountability as much as possible. However, some initiatives have received mixed receptions, such as Successful Sutton's buggy to help overcome a physical barrier presented by Sutton High Street. Financially, this is achieved through dissemination of financial accounts to member businesses, and Successful

Sutton also publishes these on its website for anyone to view. For Beddington for Business, financial transparency and accountability has been used as a major promotional tool to encourage its establishment. This provides potential member businesses with the confidence that funds and its expenditure would be determined locally, giving a greater sense of local direction over the future of the area.

Successful Sutton also welcomes the involvement of any of its member businesses to be in the working group or apply to sit on the Board of Directors. For KIPPA, however, the direction of the BID is rarely driven by its members and there is reluctance amongst its members to participate.

KIPPA has also demonstrated its ability to effectively work with, and for, local residents. The BID informs local residents of its activities regularly and is contactable to resolve local issues on behalf of the Council. One initiative – the installation of super-fast broadband at a cost of £25,000 (50% of its annual income) – has also benefitted local residents. This has helped to strengthen the business-resident relationship.

Moreover, transparency and accountability can also be maintained if a BID is commissioned by the London Borough of Sutton to deliver a service. The BID would become subject to the Freedom of Information Act and would therefore be forced to release information when requested by statute.

Should the next Mayor have targets for the number/composition/role of BIDs? If yes, what should these targets look like?

The London Borough of Sutton is highly supportive of its BIDs and their activities, and would welcome the establishment of further BIDs within the borough, regardless of type and size. Nevertheless, it is essential that there is both local desire and need for a BID, if it is to be successful. If the future Mayor of London decides to set a target for the number of BIDs to be established over the course of their term, this should be considered in respect of the amount of support available. Furthermore, all London boroughs should have a duty to identify whether there is the potential for a BID to emerge in all town and district centres and investigate this further with local businesses.

How can the Mayor and the GLA best support BIDs going forward?

The London Borough of Sutton recognises the complex and expensive process of establishing a BID. Sutton's BIDs have both expressed great desire for financial support to be made available in the form of a grant payment relative to the total levy payment – a 10% match fund or a minimum contribution, whichever is greater. This would help to overcome high development and administration costs, as well as relieve both pressures upon personnel employed by the BID and finances to widen the scale of interventions BIDs could undertake. KIPPA has also argued for funds to be made available for BIDs wishing to be established as high development costs can be a barrier to their establishment. This financial barrier is also applicable to their renewal and, as Sutton's BIDs, the London Borough of Sutton would support the extension of their term time.

Further specialist support has also been suggested to address the lack of good and low cost guidance. Establishing a BID is a resource-intensive process which is both complex and costly. Many BIDs, like Sutton's, lack in-house expertise and have to seek external consultants to assist them with their establishment or renewal. For KIPPA, high consultancy costs, as a proportion of total annual income, erodes the money available for expenditure on local regeneration initiatives, demonstrating the limitations faced particularly by small BIDs.

From: Rachel [REDACTED]
Sent: 21 October 2015 10:47
To: Jo Sloman
Subject: Re: Bid concerns

Hi Jo

Sorry I have not had time to address this properly . My main concerns however are that BIDs are taking us back to an age where only those with money have a say in the running of an area. It is the least democratic way of operating that I have experienced in my lifetime and frankly it is unbearable living in a BID area. As a non business owner your views now count for nothing - but a valid functioning society is not solely one that enables business. In fact business should serve the community not community serve business which is the effect of BID management. I have had several problems with my local BID but of course any complaints can only be addressed to them as they are answerable to no one but themselves. My feeling is that BID should definitely have NO say in management of public spaces or finance Police or private security - but that is exactly what is happening meaning that we are now living effectively on a private estate where they make the rules. The Mayor should be aiming to abolish all BIDs as soon as possible

Thanks
Rachel

On 21 Oct 2015, at 11:07, Jo Sloman <Jo.Sloman@london.gov.uk> wrote:

Hi Rachel

Many thanks for taking the time to write to us; I'll add your submission to our written evidence. Could you let me know which BID area your submission refers to?

Kind regards

Jo

Vauxhall, but I feel the principle of bids is faulty wherever applied

Sent from my iPhone

Draft London Councils response to London Assembly Regeneration Committee's investigation into Business Improvement Districts

- **What value, if any, do BIDs add to local regeneration, and how?**

The impact of BIDs in relation to local regeneration is likely to be proportional to the scale of the BID in terms of income / levy as well as the priorities and ambition of each individual BID.

A small BID focussed on providing CCTV and security services will have an economic regeneration impact but not on the same scale or depth as a BID with thousands of pounds in levy revenue and a board with ambitions for place shaping.

Some BIDs in London are at the forefront of economic regeneration in their areas and are involved in supporting and working in partnership with local authorities to develop local areas, for example some BIDs run markets on behalf of local authorities, engage with job brokerage services, support work experience opportunities etc.

BIDs can play an important role in creating and enhancing relationships between the businesses in a BID, and between the business community and other key stakeholders. BIDs can create the conditions for a more coherent conversation about how a location can more effectively serve the needs not just of businesses but other occupiers including residents and community organisations.

- **Do you consider that BIDs should have fewer or more responsibilities for supporting local regeneration than they do currently?**

This would depend on the nature of the responsibilities in scope for discussion. As mentioned above some BIDs already have a number of responsibilities for regeneration in their local areas. These are negotiated and agreed locally, in line with different contexts and local economic area's needs.

However in response to the government's recent consultation London Councils did not agree with the idea that BIDs should be eligible to apply to the local planning authority to be designated as a neighbourhood forum, without meeting the current membership requirements. London Councils is concerned about the intent of this proposal. If it is to put BIDs on the same level for consultation and engagement, that is unlikely to cause an issue as many local authorities already consult BIDs on planning, policy, CIL and budget consultations. However, if it is to give BIDs the same status as community councils in terms of being able to have the 'neighbourhood portion' of the CIL charge paid directly to them, there would be considerable concern from both local government sector and community groups.

This is because BIDs represent a certain constituency and in most cases in London there are significant residential populations within BID areas that may not be appropriately represented by the BID neighbourhood forum. We are concerned that were BIDs to apply to become neighbourhood forums they should do so with due consideration to the wider needs of the local area. Given that BIDs represent their levy payers it is hard to see how they could represent the wider community and engage in their way that the neighbourhood forum intended.

A further issue is the extent to which BIDs appear to currently lack any formal 'duty to engage' with community groups, residents and other business organisation in their areas. Many BIDs will engage well, but this is variable and not subject to any

guidance. This is particularly an issue during ballot processes as there is no requirement on BIDs to seek any support from non-business community to plans which are likely to affect residents.

We do not believe that BIDs should be able to extend their role into neighbourhood planning as their role and accountability is not currently suited to the wider legal and consultative aspects of the planning system. Whilst BIDs should engage with the planning system, they should not be given a role in the professional or democratic process required to administer the planning system itself. The role given to Neighbourhood Forums is provided under a carefully considered legislative framework for the planning system arising from wide public consultation on the role of neighbourhood forums and any extension to BIDs would be a blurring of lines which will confuse the public and businesses.

- **What are the strengths and weaknesses of BIDs?**

The best examples of BIDs encourage engagement and provide a gateway to enable community groups /residents groups to communicate their needs and aspirations for the BID area.

The independence of BIDs from the Local Authority and its decision making processes is one of the strengths of the model which provides much more flexibility and freedom to respond quickly to changing circumstances.

However BIDs represent a certain constituency and in most cases in London there are significant residential populations within BID areas that may not be appropriately represented by the BID – this must be kept in mind

- **How do BIDs' responsibilities relate to those of local authorities?**

Due to increasing pressures of local government budgets, some of the responsibilities previously taken on by local authorities are now falling to BIDs. In some cases this can happen at short notice.

This has led to some in the sector calling for a legally required set of agreements relating to the relationship between BIDs and local authorities.

London Councils does not agree that there should be a legally required set of agreements relating to procedural issues between local authorities and BIDs. The existing operating and baseline agreements are already set out in the terms of engagement satisfactorily. There is also the risk that by introducing legal requirements on the agreements between local authorities and BIDs that these agreements become inflexible. Given the expected continued, significant pressure on local government spending, it is difficult for local authorities to know what services they are going to be able to offer BIDs. This is already an issue for the relationship between local authorities and BIDs as baseline agreements that were set from the beginning of the BID (and which last for 5 years) are likely to change. In the past BIDs have been bodies which provide additionality (i.e. services above and beyond those that local authorities already provide). With ongoing reductions to council budgets BIDs and local authorities may need to revisit this relationship.

Consequently, it is important that agreements between local authorities and BIDs remain flexible; introducing legal requirements will prevent this. Central government cannot legislate to ensure good relationships between local authorities and BIDs – this has to happen locally.

- Do BIDs present any challenges for local accountability? If yes, please explain how.

BIDs are democratic in the sense that they are set up through a stringent ballot process.

The challenges exist in relation to the way that residents within a BID are engaged and involved in decisions that are made and affect their local area. The priorities of the wider community in the use and management of town centre spaces could potentially be subsumed by commercial interests, given that the key constituents for a BID are businesses, not residents or civic bodies. However, further widening of democratic mechanisms (e.g. giving residents within a proposed BID zone a vote in BID ballots) would considerably complicate the BID set up process and potentially make it too expensive for many BIDs to get off the ground.

In relation to greater transparency and accountability to their members, London Councils is supportive of greater transparency for BID bodies. However there needs to be flexibility in this approach to ensure the demands placed on a BID are commensurate with its size. In London there is wide variation in size of BIDs (for example some are very small with an annual income of only £20,000). Placing an obligation to provide auditable accounts on smaller BIDs would be overly burdensome both in terms of cost and time. Our recommendation is that accounts of all BIDs with an income of under £500,000 should provide published certified accounts. Certification is a less expensive to achieve but would provide for some form of independent examination by a qualified accountant. From £500,000 and above the accounts should be audited.

- Should the next Mayor have targets for the number/ composition/ role of BIDs? If yes, what should these targets look like?
- How can the Mayor and the GLA best support BIDs going forward?

There is broad consensus among local authorities that the Mayor's support for BIDs has been helpful both in terms of highlighting the potential of the sector as well as generating new BIDs.

We would like to see continued support for BIDs by the next Mayor both in terms of providing them with a platform to collaborate, lobby and communicate with London government but also in terms of the continued grant funding – which has been critical in supporting a number of new BIDs off the ground. A short survey of local authorities in London demonstrated that there are pipeline plans for an additional 18 BIDs. These are at various stages of development – with some still undertaking feasibility studies. However funding is still needed to pump prime their development.

**London Assembly Regeneration Committee's investigation into
Business Improvement Districts - call for views**

Response to GLA from Lambeth Council

Introduction

Lambeth supports the BID concept and has actively supported the development of 6 BIDs within the borough – Southbank, Waterloo, Vauxhall, Brixton, Streatham and Clapham. It is supporting the development of a seventh at West Norwood and Tulse Hill. We have provided some points in relation to the questions you have posed below.

What value, if any, do BIDs add to local regeneration, and how?

BIDs add value in two main ways.

1. They represent and speak up for the local area. They are embedded in the local area and know what happens on a daily basis and what things will or will not work in a way that a Local Authority cannot as it covers a much broader area and tends not to have experience of day to day life in the area.
2. They represent and are made up of businesses. Businesses know who their customers are and why they do or do not come to the area. The local authority generally has resident based links, either through its ward members or amenity societies but generally does not have such links with the business community.

Do you consider that BIDs should have fewer or more responsibilities for supporting local regeneration than they do currently?

BIDs' responsibilities are limited to what is contained in their BID proposal and by the fact that they have no statutory responsibilities or regulatory powers. The rationale for their existence is that they provide services that are additional to those provided by the local authority. There would need to be a clear case that the local authority is choosing not to do something that the local community would want for BIDs to be given such responsibilities.

Regeneration often takes place over a longer time scale than a single BID term and can mean replacing existing BIDs businesses with new businesses. This could cause difficulties for individual BIDs. The case for involvement in regeneration is much clearer for property owner BIDs rather than occupier BIDs.

What are the strengths and weaknesses of BIDs?

The key strength of BIDs is their democratic mandate and that the BID levy is a mandatory requirement.

One of their weaknesses is that they are often unwilling to see action taken against their individual levy payers for non compliance with planning or other regulations.

How do BIDs' responsibilities relate to those of local authorities?

BIDs provide services in addition to those provided by the local authority. It should be a partnership between the local authority and the BID to work together to manage and improve the local economic area. BIDs should not be seen, like some authorities do, as an indicator that the local authority is failing, instead they are a sign of strength and willing of the local authority to partner with businesses to improve the local area.

Do BIDs present any challenges for local accountability? If yes, please explain how.

Provided BID proposers actively engage with their businesses and publicise their intentions, and work with the local authority, then there are no challenges for local accountability. Difficulties arise where there is a low turnout at the BID vote and/or the BID and the local authority take different approaches on issues. Tensions can arise where both claim that they look after their area.

Should the next Mayor have targets for the number/ composition/ role of BIDs? If yes, what should these targets look like?

The number of locations suitable for BIDs in London is finite and that number is probably not much above the current 50 set by the current Mayor.

The Mayor might usefully play a role in promoting property owner BIDs by providing free and easy access to BID promoters to Land Registry to identify owners in current occupier BID areas and maintaining a list of contacts in major companies that hold assets across London (eg Canary Wharf Group).

How can the Mayor and the GLA best support BIDs going forward?

The start up costs for BIDs is still prohibitively high for smaller locations and without voluntary contributions from major landlords or occupiers BIDs remain difficult to get off the ground. The current grant finding regime is helpful, but this might be extended to local authorities as well.

The Mayor might make it easier for TfL to support BIDs. For example it has recently replaced lamp columns along some of its highway network that does not have a power supply that could be used to support festive lights.

London Assembly Regeneration Committee's Investigation into Business Improvement Districts

From: David Sklair, Romford Growth Manager

Tel: 01708 431 029

Email: David.Sklair@haverling.gov.uk

Background

The Regeneration Committee is carrying out an investigation into the work of Business Improvement Districts (BIDs) in London and the GLA would like to hear from stakeholders to inform the evidence base for their work.

The GLA is looking to answer a series of questions about including the activities BIDs are involved in, their relationship with local authorities and communities, and their accountability. The terms of reference for this investigation are:

- To assess the contribution of BIDs to local regeneration in London;
- To examine whether BIDs should have an expanded and more strategic role in regenerating local areas;
- To assess the implications of any expansion of BIDs' activities for local accountability arrangements;
- To examine the effectiveness of the financial and leadership support that local authorities, the Mayor and the LEP provide to BIDs; and
- To make recommendations to the next Mayor about whether to encourage growth in the number of BIDs and if so what further support is required to set up and sustain them.

Below are Economic Development responses to specific questions being asked by the Regeneration Committee.

- **What value, if any, do BIDs add to local regeneration, and how?**

From a local authority viewpoint, BIDs help to identify, develop and implement projects and programmes that deliver regeneration in an area. Through the BID ballot process and Business Plan, the BID has the evidence of support of businesses in the area and an identified budget to deliver these projects and programmes.

Specifically, the Riverside Industrial BID has helped improve cleanliness and safety and security in the industrial area and promote the area as a location for businesses.

- **Do you consider that BIDs should have fewer or more responsibilities for supporting local regeneration than they do currently?**

BIDs level of responsibility is right for now. There is potential for BIDs to be more involved in the longer term regeneration/development of an area through the Planning process e.g. by leading the development of a Neighbourhood Plan.

There is strong evidence to support that BIDs that work in close partnership with councils are stronger and more impactful. In essence they are only one part of the regeneration and economic development portfolio.

- **What are the strengths and weaknesses of BIDs?**

From a local authority viewpoint, BIDs strengths are that they provide a single point of contact for the local authority in terms of representation of the businesses in the BID area.

One weakness is that there is potential for BIDs to become too business focussed and ignore residents requirements. By establishing a wider Partnership which has residents (and other non-business) representation to which a BID Board reports, this issue can be addressed.

Also, BIDs are restricted by their business plan and the levy payers. This can lead to a proportion of town centre businesses being excluded from projects and the spreading of information. It can also mean that councils get a skewed view of business need. The business plan can lead to a narrow focus and, if the priorities of the town shift dramatically within the term of the BID, it can lead to a significant gap in need and supply.

- **How do BIDs' responsibilities relate to those of local authorities?**

The main area where a BIDs responsibilities relate to those of a local authority is around cleanliness and safety.

In theory, BIDs provide services that are additional to those of the local authority. However, the provision of "additional services" by a BID can lead to confusion both with the businesses within an area especially in the run up to a ballot and the local authority.

Given on-going financial pressures within local authorities, the Baseline Agreement that is signed between the Council and the BID Company may come under pressure over the lifetime of a BID as Councils are forced to look at ways of saving money.

BIDs are also beginning to fund and direct public realm and capital projects, an area which is traditionally the remit of the local authority.

Finally, the London Riverside BID has helped to hold the council to account in providing key services to the BID area.

- **Do BIDs present any challenges for local accountability? If yes, please explain how.**

As already mentioned under “weakness”, there is potential for BIDs to become too business focussed and ignore residents requirements.

- **Should the next Mayor have targets for the number/ composition/ role of BIDs? If yes, what should these targets look like?**

As BIDs are business led, it would not seem appropriate for the Mayor to have targets for the number of new BIDS in London. There could be an argument to have a target for say the percent of successful new BID ballots and renewal ballots.

- **How can the Mayor and the GLA best support BIDs going forward?**

From a local authority perspective, current arrangements for BID support through the officer meetings and grant support are good and should continue.

LONDON ASSEMBLY REGENERATION COMMITTEE INQUIRY INTO BUSINESS IMPROVEMENT DISTRICTS

Evidence from the City of London Corporation *Submitted by the Office of the City Remembrancer*

1. The City of London Corporation has been a longstanding supporter of Business Improvement Districts (BIDs). In 1996, the City Corporation commissioned research—co-authored by Professor Tony Travers—on the operation of business improvement districts in New York, and considered their applicability to London. The report found that BIDs operated with “considerable success” in New York, and concluded that “the time has come to test BIDs in Britain”.¹ The report prompted the Government to commission further research into the issue.
2. Following the publication of the research, the City Corporation drafted legislation which was introduced into the Lords via a private member’s bill by Lord Jenkin of Roding in the 1997/8 session of Parliament. The Bill passed its Lords’ stages after full debate, but did not progress in the Commons. Legislation to provide for BIDs was ultimately introduced by the Blair Government in 2003 along similar lines to the Jenkin Bill, and became part of the Local Government Act 2003.
3. The City has continued to be a strong supporter of BIDs. In 2013, the Corporation successfully lobbied the Government to amend the Business Improvement District (England) Regulations 2004 to make clear that billing authorities were able propose BIDs. In 2015, the Corporation, in collaboration with the local business community, established a BID, centred on the Cheapside area. This model—where the body that delivers local authority services acts as the BID proposer and as the body responsible for implementing the BID’s business plan—has worked well in the City. However, the City remains the only place where this model operates.

What value, if any, do BIDs add to local regeneration, and how?

4. Each BID is tailored to the needs of the area it covers. The Cheapside BID grew out of the Cheapside Initiative. A voluntary business partnership established in 2007 focused on improving the Cheapside area’s retail offer. A key aspiration of the Cheapside Initiative was to promote the delivery of a quality pedestrian environment to support the function of Cheapside as the City’s principal high street. The Initiative directly influenced the development of the City Corporation’s strategy and policies for the area. In order to make the partnership more financially sustainable, businesses proposed that a more robust model be developed.
5. The Cheapside BID will undertake work on five key projects themes over its lifetime, which emerged from consultation with business community during the BID process:
 - Marketing and promotion – the Cheapside BID will promote the Cheapside area as a seven-day a week shopping destination. This work includes administrating the Cheapside Privilege Card discount scheme, developing a website and social media platform for member businesses to promote the area and devising a programme of events to attract visitors;

¹ Travers, Tony (1996) *Business improvement districts: New York and London*. London School of Economics and Political Science, Greater London Group, London, UK. p.29

- Employment, enterprise and training – the BID provides free support to businesses that want to start or develop a Corporate Social Responsibility programme, and runs a dedicated employment service responsible for sourcing, selecting and training local people to fill vacancies in the City;
 - Environment, signage and wayfinding – the BID is working with the City Corporation to improve street signage and wayfinding systems, develop environmental projects in the BID area and ensure that the City Corporation’s strategies and initiatives in the area are aligned with the needs of the local business community;
 - Tourism and culture – the BID supports the City of London’s tourism and cultural offer with a view to increasing footfall and the length of time that visitors remain in the City. This includes, for example, the provision of an on-street ambassadorial programme to provide information to tourists and business visitors;
 - Business awareness and networking opportunities – the BID will develop a series of corporate networking events throughout the year; develop a number of key performance indicators to measure the BID’s impact, including the monitoring of footfall and sales data; and work with the City Corporation and the City of London Police to develop a series of seminars on economic crime and cyber-crime.
6. The delivery of the five themes will involve continued support from the City Corporation and will help inform the development of new initiatives and strategies to support the needs of the business community.

Do you consider that BIDs should have fewer or more responsibilities for supporting local regeneration than they currently do?

7. As indicated above, each BID is tailored to the needs and ambitions of its area. Some BIDs, including the Cheapside BID, undertake a wide-range of responsibilities across areas such as corporate social responsibility, the local socio-economic agenda, community engagement, matching skills and training to jobs, and joint procurement. Others are more limited in scope. The main obstacle to BIDs taking on more responsibility is a lack of resources.

How do BIDs’ responsibilities relate to those of local authorities?

8. The City Corporation acted as the proposer for the Cheapside BID and is the body responsible for delivering the BID’s business plan. As a result of this close relationship, the BID’s key project areas align closely with the City Corporation’s own strategies and policies, and conflicts have not arisen. Businesses in the BID area continue to receive all normal local authority services in addition to the measures identified in the BID’s business plan.
9. Unlike local authorities, BIDs do not have the resources to act as the deliverer of large scale public services to an area. Rather, by enabling stronger partnership working between local authorities and the business community, they act as facilitators for a

wide range of regeneration projects, public realm enhancements and business engagement exercises.

What are the main strengths and weaknesses of BIDs?

10. The main strength of BIDs is their ability to engage the business community with local decision making. In the City, the Cheapside BID and its precursor (the Cheapside initiative) have played a significant role in communicating local businesses' priorities for improving the BID area's retail offer and supporting the implementation of policies designed to meet this end.
11. As indicated above, the main weakness of BIDs is a lack of resources. The BID levy raises comparatively modest sums.

Do BIDs present any challenges for local accountability?

12. On the whole, BIDs improve local accountability by giving the business community a stronger voice in local decision-making. Some BIDs do, however, face issues in relation to accountability to their members and levy payers. For example, there is currently no turnout threshold required for a BID ballot to succeed. In areas where only a small proportion of the businesses in an area are engaged in the BID process, this can result in the establishment of a BID and the imposition of a levy without broad-based support. Similarly, if a large number of businesses are not engaged with the BID, the revenues generated by the levy could be used to benefit only a small section of the local business community rather than the business community at large. The City Corporation believes a minimum turnout threshold for BID ballots of between 35% and 40% would help to address these issues.
13. There are also potential issues in relation to transparency. For example, even larger BIDs are not required to publish audited accounts.

The role of the Mayor

14. The current Mayor's strong support for BIDs has been welcome. This support should be continued under the next administration.

October 2015



Friday 30 October 2015

Ms Jo Sloman, Scrutiny Manager
London Assembly
City Hall, The Queen's Walk
London SE1 2AA

Dear Ms Sloman,

The British Retail Consortium (BRC) is proud to be an advocate for community regeneration as a member of the Future High Street Forum and other initiatives, and thanks the London Assembly's Regeneration Committee for considering the role of Business Improvement Districts (BIDs).

It is important to acknowledge how BIDs are principally funded, and that is through levy payers and to a large extent the retail industry. Retailers are facing overly burdensome business rates in addition to other costs associated with announced government policies, meaning any levy in addition to business rates to fund BIDs makes a considerable difference to retailers' ability to invest.

The BRC and its members are supportive of the work BIDs perform across London. However, not all BIDs are created equal. A strong indicator of their success is the amount of transparency and accountability BIDs have with their levy payers. Levy payers need to be assured that BID levies are being used effectively. We have been championing the importance of BIDs to communicate freely with its levy payers demonstrating their vision to ensure value is added. The topic of communication and other subjects are expanded upon in this year's Industry Criteria and Guidance Notes for BIDs advanced by us and other business organisations (latest version to be issued 2 November).

Some BIDs need to better engage levy payers before, during and after the balloting process. One way of achieving better engagement is by increasing the minimum turnout required during the business ballot to 30-35 per cent, which could be more easily achieved with electronic voting. Companies operating across multiple locations tend to make their decision whether to support a BID centrally given the budget ramifications caused by more than 220 BIDs across the United Kingdom. Therefore, it is important to engage businesses locally with store managers where day-to-day interactions take place and centrally with head offices where budget decisions are decided.

BIDs and local authorities should have a clear understanding of their working relationship from the onset. There needs to be further clarity of what statutory services local authorities are required to provide and when they are prepared to go above and beyond the minimum requirements. BIDs should add value, but they should not be a substitute for local authority responsibilities. Funds raised by a BID should be primarily spent on project delivery. In addition, further steps are needed to ensure BIDs are the recipients of income from Community Infrastructure Levy (CIL), Section 106 and local authority investment, which should be detailed in BIDs' business plans.

We encourage the BIDs Steering Group to involve the business community in its work. Our understanding is that businesses have not been engaged which we believe is an oversight. By tackling accountability and transparency of BIDs we will be in a stronger position to achieve more effective regeneration in London. The BRC would be pleased to engage with the Greater London Authority and BIDs Steering Group as it examines the role of BIDs in high street regeneration.

Yours sincerely,

A handwritten signature in blue ink that reads 'Jim Hubbard'.

Jim Hubbard
Policy Adviser, Local Government and High Streets
020 7854 8957
jim.hubbard@brc.org.uk



British BIDs

Submission to London Assembly Regeneration Committee

30 October 2015

British BIDs was established in 2006 by the team that ran the first UK BID pilot in central London, 'The Circle Initiative' and the London regional programme, 'London BIDs' and continues to be led by a highly experienced team of BID professionals who have operated at the coal face of the industry from the very first pre-legislation pilot through to the current day.

It is the 'go to' organisation for BIDs and their levy payers and is focused on inspiring quality and innovation across the industry.

The organisation is steered by an industry Advisory Board encompassing key nominated places from wider representative groups and industry experts together with a series of elected places for BID representatives.

British BIDs is grounded in comprehensive information and facts underpinned by a register of all BIDs and forthcoming ballots plus the annual Nationwide BID Survey, which will be into its ninth year in 2015. This research also showcases best practice from the industry in the form of the annual Proud Project Awards presented at the Industry Annual Conference and Dinner.

British BIDs submitted a detailed response to the Government's Review of BIDs back in June 2015 covering a wide range of issues pertaining to the industry but of particular focus for this response, a number of aspects are being highlighted.

1. The Role of BIDs across the Partnership Landscape

BIDs have now been in existence for over a decade and a total of 220 BIDs are in place around the country with 46 in London. Whilst BIDs were first established on the strong premise of 'additionality', delivering services beyond the public purse, this position is gradually getting eroded due to reducing public funds. Nevertheless the principle of BIDs, being business-led and for the benefit of those that pay must remain the cornerstone of their establishment and ongoing management.

Whilst there are a small number of examples of transferred services from the local authority to a BID (with requisite budgets included) these are not widespread. BIDs do undoubtedly provide an opportunity to places to consider improvements to management and delivery but the BID business plan must be based on the needs and aspirations of the business community that pay for them first and foremost and should not be seen as an extension of public sector delivery.



2. The Importance of Transparency and Accountability

With the number of BIDs across the country rapidly increasing, we are seeing more concerns coming from businesses challenging the lack of accountability and transparency of BIDs. For this reason, British BIDs published 'Guiding Principles of a Well-managed BID' earlier this year covering many issues within three sections – Transparency & Accountability; Governance & Management; Communicating & Reporting.

3. The Role of Local Authorities in BIDs – An Imperative for a Publicly Accessible Online Checklist

Many details contained within our submission to the Government Review of BIDs focused on sharpening the role of the local authority in relation to the BID Regulations thereby ultimately enabling better quality checks for the establishment and running of BIDs.

A noticeable loophole currently exists in relation to the awareness and visibility of BIDs in the eyes of local businesses. On too many occasions, the first a business has known about a BID is when they are receiving their first levy bill. Whilst there is an obligation for a BID Proposer to submit a Notification to the Secretary of State (minimum 126 days out from the ballot day), this can often prove meaningless as it is a paper exercise that only requires a letter from BID Proposer to DCLG. This notification is not made 'public' in the way that was conceived in the original drafting of the regulations.

In addition, despite there being an obligation on the relevant local authority to scrutinise the level of consultation prior to giving the go ahead to ballot, this is too regularly ignored.

Therefore, we believe that Local Authorities should be required to create a web page on their own site for each BID in their area, which carries a checklist of adherence to the BID legislation starting at the point of the Notification to the Secretary of State.

4. Optimising Levy Collection Costs – Enabling the BID to Procure their own Collection Agency

British BIDs proposed this principle as part of our response to the Government Review and feel strongly that this is a necessary measure to enable the client role of levy collection to sit with the BID body rather than with the Local Authority, and to then through market forces in turn see the charges decrease and efficiencies improve.

It should be noted that in the event of a third party collection agency, the credibility and robustness of collection should be maintained by direct reference to the BID legislation underpinning the process. We are not advocating that BIDs carry out their own levy collection through this proposal, however there may be instances where very small BIDs, for example in a small industrial area, could opt to undertake this with the support of an outsourced debt collection service for the final stage if required.



It is important to consider the background to this issue, which relates not only to the excessive levy collection charges being passed on to BIDs but also the inability in some cases for the BID to define its own levy rules as these are being dictated by a local authority levy collection representative.

Within the BID legislation there is no obligation for a BID to mirror the business rate charging and collection principles. There is no requirement to follow the principles on charitable discounts, empty properties etc, and a BID could decide to just charge a flat rate of £200 to every business within a geographical area that has no link to the rating system at all, other than for the purpose of identifying the actual hereditaments and eligible ratepayers concerned. In addition there is no requirement to mirror the uplift on to the new rating list when it comes into force or indeed to reflect the successful appeals achieved. The rateable values in its crudest sense are merely being used as a fair formula to share out the cost.

Additionally, a BID should be entitled to create a ‘closed financial year’ principle that enables them to manage their cashflow assuming only value changes within that year are reflected in levy bill changes. There are instances currently where BIDs are not able to adopt this rule and have therefore seen clawback of funds as a result of rating appeals from previous years of the BID term and indeed in some cases, previous BID terms. This is not considered reasonable.

Therefore we are proposing that the control should be within the BID to act as ‘client’ to decide the appropriate levy rules to suit its area and to appoint the appropriate charging agency to collect their levy. BIDs may choose to continue to use their local authority via its in-house or outsourced service depending on what exists or may choose to open it up to tender and consider other options as well.

5. Extension of the BID Model – Property Owner BID Legislation

British BIDs support the principle of Property Owner BIDs and following the successful first ballots at Heart of London in the West End, we are keen to see the introduction of new legislation enabling the extension of this model beyond the current arrangements – namely where both a BRS and occupier BID exists.

It should be noted that property owner BIDs will only be relevant in some locations, mainly large metropolitan centres where the majority of property ownership is with investors rather through owner occupiers.

Although the regulations for property owner BIDs have left some flexibility, it is British BIDs view that where an existing occupier BID exists, a property owner BID should be created within the same operating company rather than separate from it.



We are keen to see primary legislation brought forward nationally to enable the extension of the BID model beyond the current restrictions of just BRS and occupier BID locations.

6. Electronic Voting

A fundamental problem with respect to the visibility of ballots relates back to an original Government commitment to publish the notifications of intentions to vote on a public facing website and thereby act as an early warning system of forthcoming ballots for businesses. Although the register is kept and made available on request, it has never been made fully public in the way that was intended. This means that it can be very difficult, particularly if a poor consultation has been carried out, for a business to know a ballot is coming and therefore exercise their right to vote.

In addition, British BIDs believe that the local authority could be required to post hard copy notices in the streets of the proposed BID area akin to planning notices thereby providing another mechanism to create visibility about the BID.

The actual ballot process and the way in which the local authority interprets the BID Regulations can have a significant impact on the ability for businesses to cast their vote. It is common to hear of situations where well known national voters were not aware of a forthcoming ballot, have not been sent a ballot paper and then have a protracted process to track one down within a short time frame.

British BIDs advocates a system of electronic voter notification utilising the unique property reference numbers (UPRNs) within a rating list. By creating a simple online portal as part of the balloting process, a voter could log on to the site using their UPRN from their business rates bill and confirm their voter contact details for that hereditament. This would greatly increase the opportunity for businesses to vote and goes further than the current pre-ballot paper canvas that is voluntarily carried out by some local authorities. This needs to go hand in hand with the early warning publication of locations intending to ballot so that sufficient time is given for businesses to notify ahead of the ballot.

Going further on the electronic theme, British BIDs advocates evolution to a complete electronic voting system for BIDs to increase the opportunity for businesses to cast their votes and therefore increase overall turnouts at ballot.

7. Turnout Thresholds

There is increasing concern across the industry regarding turnout levels particularly due to two very low turnouts recently of 17% and 19%. Many would now support a minimum turnout threshold for first ballots at a level of



30%, whilst proposing a threshold at renewal ballot of 55% that would enable an extension of two further years on the BID term (ie. 5 years plus an extension of 2 years). To ensure that the support is genuinely in place for an extension, it would probably be necessary to also put a minimum limit on the majority percentages of those voting yes at perhaps 70% minimum. Having said this, it should be acceptable for a BID to win a renewal ballot but fail to achieve the targets for the additional two year extension and therefore just revert to a five year term.

8. The Role of Mayor and GLA in relation to BIDs

The Mayor, within the current term, has had a quantitative target of 50 BIDs. Within the development cycle and maturity of the concept, this was appropriate at that time. However, British BIDs now feel that going into the next Mayoral term, the focus should be more on quality and quantity.

We would advocate the following key points:

- a. The GLA would benefit from a senior portfolio holder representing BIDs to ensure the appropriate level of knowledge and liaison at the highest levels within the Mayoral and GLA teams.
- b. The relationship between the BIDs and the LEP should be strengthened to ensure a greater understanding of the scope of BIDs across the capital.
- c. The voice for BIDs across London should be inclusive ensuring all BIDs are kept informed and included in discussions and debates. For the past two years a steering group has been in place that is not representative of all BIDs.
- d. It should be recognised that whilst there are 46 BIDs across London, these should be categorised to reflect the differing nature and needs of BIDs.
- e. The voice of business (within BIDs) should be recognised and welcomed within any BID structure in London – this is currently absent within the current steering group structure.

Submitted on 30 October 2015



Gareth Bacon AM
Chairman of the Regeneration Committee
London Assembly
City Hall
The Queen's Walk
London SE1 2AA

7th October 2015

Dear Mr Bacon,

Re: London Assembly Regeneration Committee's investigation into Business Improvement Districts

Many thanks for the opportunity to contribute early to the investigation into BIDs to ensure Assembly Members have the chance to consider our contribution prior to the oral evidence session on the 13th October.

We welcome this investigation. London is one of the greatest cities in the World and it is our view that strong BIDs must play a role if the city is to maintain this reputation. Therefore, the role of the Committee to support the next Mayor in learning about the importance of BIDs at the earliest possible opportunity is a positive decision.

The Success of BIDs

ATCM is the UK's representative body for town and city centre partnerships of all forms, regardless of whether those partnerships emerge from the private, public or voluntary sectors. We worked with the UK Government over 10 years ago to develop, pilot, and introduce BIDs legislation in England. Since then, BIDs have

proved themselves to be robust, successful models for regeneration, pooling the assets and resources of businesses to maximise local opportunities.

While many BIDs began as operational vehicles focused almost exclusively on reducing 'grime and crime', as the frontrunners enter their third terms, it is clear there has been a step change in their approach. They are organically evolving into strategic bodies translating abstract national objectives into tangible local outcomes.

There are so many examples of positive work we could point to happening across the city. Here are just a couple.

Better Bankside: The Urban Forest

In recognition of the intensification and development pressures across London, Better Bankside is coordinating a fascinating public realm strategy and partnership called Bankside Urban Forest which strives to maintain and improve the character and attractiveness of local roads, routes and throughways, extending from the river's edge down to Elephant and Castle, bordered by Blackfriars Road and Borough High Street. In partnership with the London Borough of Southwark, Tate Modern, the Architecture Foundation, Transport for London, Land Securities, Cross River Partnership and Native Land, the project aims to make central London more pleasant for its growing residential, business and visitor populations by undertaking an ecological approach to urban regeneration. This includes the creation of a distinctive new urban habitat with a multiplicity of small-scale spaces and place for residents, workers and visitors to enjoy. It is hoped that it will increase activities like walking and cycling, reducing road traffic and air pollution as people decide to change the way they travel.

This is just one of the BID's excellent projects, but in the context of pressures on land-use and transport infrastructure, it is clearly an important one that many other growing UK cities can learn from.

New West End Company: UK China Visa Alliance

London is a globally recognised destination that must compete with the likes of New York City, Tokyo, Hong Kong and Dubai for everything from inward investment to tourism. Just one way in which BIDs are contributing is through the efforts of the New West End Company who are working with the wider tourism and retail industry to harness opportunities to boost growth, leveraging the potential of growing international markets.

One example is the identification of opportunities offered by an increasingly affluent Chinese market. The New West End Company was a founding member of the UK China Visa Alliance, helping to bring together research to support Home Office policy-making in this area. The Alliance has stimulated significant policy change over the last two years helping to double the number of visas issued and making it much easier for Chinese people to visit. Their research now shows that by streamlining the visa process for the Chinese, making an affordable ten year tourist visa the default offering, we can grow annual visitor numbers by almost 265,000 a year, bringing an additional £337 million in revenue to UK businesses and reducing Home Office administration costs by £19.5 million every year.

The New West End Company is making an important contribution to how we adapt to ensure London competes at a global level.

Relationship with Communities, Local Authorities and Statutory Agencies

The partnerships forged by BIDs extend beyond the private sector. In general, the relationship with both local communities and local authorities tends to be a positive and productive one. As evidence, we can point to how Better Bankside is

working side by side with residents to deliver a Neighbourhood Plan. We can point to the Heart of London Business Alliance's partnership work in counter-terrorism, including hosting regular training sessions with member businesses and the Radio Link scheme as a means to connect businesses with authorities. Or, how the Cross River Partnership, a coming together of 15 BIDs, 7 local authorities and various statutory agencies is contributing to a broad range of regeneration activities across the city.

We believe that the key difference in the BID dynamic that prevents these relationships being one of conflict between the private sector and others, is that a BID represents an entire business community rather an individual business, developer or landlord. BIDs have to do what is in the best interest of the whole and therefore, its objectives are likely to be very closely aligned to that of a local community or local authority. This does not mean all BIDs will have a positive relationship with their council all the time, especially during an era of declining budgets for local government which places intense pressure on all stakeholders. However, there is a strong foundation for cooperative partnership between them. Town centre management can only reach its full potential with buy-in from both the public and private sector.

Future Support from the Mayor of London

There is no doubt for ATCM that the existing and future Mayor of London must continue to support BIDs in a number of ways to ensure they can play a positive role in urban regeneration, keeping London competitive and enabling the city to meet its significant challenges as it grapples with pressures on land-use and infrastructure capacity. We think that these can be divided into actions that can be directly delivered by the GLA, and those where the GLA might need to leverage its lobbying influence to push for changes in national policy.

Recommendations Directly Delivered by the Mayor of London

Champion BIDs and Ensure They are Recognised as Key Partners in Regeneration

As engaged partnerships of businesses, landlords and others, BIDs have become powerful sounding boards that can often provide good advice on development and regeneration in London, but sometimes even lead on such schemes. However, evidence suggests that they are not consulted early enough in significant projects of regional and national importance that may impact their area. Consequently, such schemes can bring with them unintended and negative impacts that could have been avoided.

One recent example was the proposal for a link between HS1 and HS2 which would have utilised an existing single track used by freight services running overground in Camden. This was a relative low cost option, initially proposed by the Government and HS2 Ltd for the immediate short-term, but one that would have caused considerable disruption to Camden's creative economy if development and construction went ahead (scenario analysis suggests it could have cost between £317 million and £631 million in GVA to 2031). This was also viewed as unsustainable in the longer-term because of projections in the predicted growth of the use of the line by freight services. It is expected that a further underground twin track would have been needed to be developed in the near future to accommodate this existing capacity. Camden Town Unlimited – which is located at the centre of the cross-cutting overground line – actively engaged in the debate to explore if the proposals can be improved and voiced the view of its members that it would be far more feasible for HS2 Ltd to develop the underground twin track instead of upgrading the overground freight line. This helped to preserve Camden's creative industries, overcome future capacity issues by providing spare capacity now, and save on capital investment in the long-term as it is inevitable that the tunnel option will be required in the future anyway.

Despite this, there is a great deal of uncertainty of the outcome of these discussions. If Camden Town Unlimited had been consulted from the outset these common sense alternative proposals could have been adopted much earlier.

This is not the only concern we have heard about where important infrastructure projects are potentially missing opportunities to deliver for London by bypassing ATCM's members with similar issues regarding Crossrail 2 emerging.

The Mayor of London must champion BIDs so they are recognised by all as key contributors in the planning and delivery of regeneration and infrastructure schemes for the benefit of London.

Facilitating a Positive Partnership Between BIDs and Councils During an Era of Fiscal Consolidation

Fiscal consolidation has led to 47% cuts in the five years from 2010/11 (according to the National Audit Office) in the economic development service areas. This has meant the withdrawal of councils from some town centre services and from town centre management more broadly and endangers the principle on which BIDs have become successful – additionality. BIDs should not be assumed to be a substitute funding model to councils. As democratic business partnerships, the loss of additionality could simply mean levypayers will not vote to retain the BID, leading to the loss of these key private sector partnerships.

This does not mean that BIDs cannot, or will not, support councils during this difficult time. In fact, quite the opposite. BIDs are willing to engage with councils to understand funding concerns and to help deliver services on behalf of the council to a similar or higher standard, whilst delivering savings. The potential for BIDs to act as commissioning agents is real, but necessitates a productive dialogue and fair financing arrangement between councils and BIDs. This is something that the new Mayor of London can facilitate, especially in the context of the

Comprehensive Spending Review that is likely to compound the pressure on local authorities.

The Mayor of London can help facilitate a positive relationship between BIDs and councils ensuring the continuation of service delivery to town centres and economic development to help local government reduce costs. Local government cannot merely pass on the costs of service delivery to BIDs but should explore how BIDs can act as commissioning agents to achieve positive outcomes.

There are a number of things the Mayor must consider here. Firstly, is the direct involvement of the GLA in providing grants and funding for BIDs to support the successful delivery of objectives which BIDs are well placed to achieve at a lower cost and higher standard than local government. This has become commonplace in New York, a city that is home to around 70 BIDs. Through the NYC's Department for Small Business Services and the Economic Development Corporation, the Mayor promotes grants which BIDs are eligible for in fields such as innovation, entrepreneurialism and neighbourhood improvement. BIDs have an ability to achieve more in some of these fields than local government because of their intimate knowledge of the resident business network. This is a framework that other cities, including London, could aspire to.

Secondly, the Mayor could support BIDs in gaining more freedom to retain revenues from innovative and commercial use of public space in order to reinvest back in to public realm enhancements. The BID levy is usually the only sustainable income for BIDs. However, BIDs across the country have identified that they can generate revenue from the creative use of the public realm, such as through events, pop up shops or sponsorship opportunities, but can be prevented from doing so by local government, despite the revenue being important for maintaining and enhancing the public realm. The Mayor can play a key role in

unlocking this activity where the surpluses can be reinvested for the benefit of the locality.

Growth of Active London BIDs

We would welcome any measures to support the introduction of new BIDs in locations where they would clearly have a role to play, pooling the assets and energy of an already engaged private sector for the benefit of good regeneration. However, it is important that we mention that BIDs are not suitable for every location.

We are concerned that across the UK, BIDs are being pushed in areas where they may not actually be suitable in an attempt to reduce local authority spending on economic development. There are areas where there is not the critical mass of businesses to create something that is financially viable. There are other areas where businesses are engaged and contributing voluntarily and do not see the need for formalising the process. Finally, there are areas where there is little or no appetite from local businesses to engage in partnership schemes meaning months, possibly years, of hardwork and face-to-face conversations with business owners is a necessary prerequisite to build up trust and provide the foundation for a BID to flourish in the future. ATCM's belief is that good partnership, management and leadership is essential for all town centres, but this can take many different forms. It would be counter-productive to universally impose any specific funding/partnership model everywhere, especially as problems with BID development that arise from pushing the model in unsuitable locations may have negative perception implications for the rest of the industry. Each town centre must have a management model that suits its unique dynamics.

The next Mayor of London must not view BIDs as a substitute for local authority support for town centres and should only support the introduction of new BIDs in locations that are appropriate.

Recommendations Supported by the Mayor of London but Delivered by the UK Government

Closing the Gaps in Our Knowledge of Land and Property Ownership

The UK's first ever property owner BID has been created in central London. This is another significant step forward. Land and property owners are key stakeholders in urban regeneration. However, in other parts of the city, similar to many areas across England and Wales, there are gaps in our knowledge of land and property ownership limiting the capacity for real change. BIDs, like other town centre management schemes, could benefit hugely by bringing this important stakeholder into the process of regeneration.

The Mayor of London must push the UK Government to task the Land and Property Registry to provide comprehensive knowledge on land and property ownership for the purposes of regeneration.

Ten-Year Terms

There is a strong case for successful and mature BIDs to extend their lifetime allowing them to be more ambitious in the projects they undertake. Whether its public realm enhancements, infrastructure development or significant renovations to dilapidated property, capital investment projects are critical across the city to ensure we can accommodate population growth and intensification. BIDs are keenly aware of this, and it is in their interest to support these efforts. However, it is extremely difficult for them to work with investors, developers, statutory bodies and communities in bringing these projects forward if they do not have certainty over their existence. A maximum five-year life cycle is no longer sufficient. BID levypayers should be allowed the option of voting for longer terms where appropriate.

The next Mayor of London should call on the UK Government to explore the possibility of allowing BIDs to operate for terms of up to 10 years to support a more ambitious agenda for regeneration.

Modern Voting Arrangements

There is a clear case for the modernisation of the way BID ballots are operated. This would support their efficient running.

Currently, there are great cost implications for BIDs that have to use postal balloting, especially when voters may be geographically located elsewhere in the UK or even abroad (which can be the case where property owners or multi-national companies are the potential levypayer). This could harm the potential of a BID to invest in economic development by substantially increasing operating costs.

The timeframe for voting is also a challenge. The physical transportation of ballot papers from local authority to potential levypayer, and back again, can take weeks.

This all has a negative impact on voter turnout and therefore the strength of the mandate a BID may have to collect a levy and act on behalf of its business community. Electronic voting is a necessity to improve the BID process and enhance BID productivity.

The next Mayor of London must push for modern BID voting arrangements by lobbying the UK Government to permit the use of electronic voting to strengthen the democratic BID process.

We hope you find this submission helpful. If you require any additional information then please contact our Public Policy Manager, Ojay McDonald (Ojay.McDonald@atcm.org).

Yours sincerely,

Shanaaz Carroll

Interim Chief Executive

Association of Town & City Centre Management