

World Class Destination

(total budget allocation for next term of £2.176m)

In a global market the area will remain the number one destination by continuing to promote the West End to worldwide audiences, with ground breaking campaigns and events, integrating their ideas with those of the West End Partnership. Inspirational destination marketing is pivotal to ensuring the West End continues to be attractive as a place to invest, live and work, remaining a magnet for domestic and international tourists.

Destination Marketing - Strategically positioning the area at the heart of the wider West End. To enhance the reputation of the Heart of London area HOLBA will promote a cohesive identity that expresses clearly to businesses, tourists and Londoners the benefits of being part of the West End. They will create a powerful message that resonates as strongly with international audiences as it does with those from London and the rest of the UK. During the next term they will:

- Create Destination West End: raising awareness of the West End in new overseas markets as well as increasing the number of visitors from existing key markets such as China, the Gulf states and the USA; increase the length of time people stay and the amount of money they spend, through building relationships with key tourism associations, running campaigns, and increasing their social media presence.
- Expand By Appointment: as part of their tourism strategy they will offer exclusive access to their destination, taking international visitors behind the scenes of London Luxury Quarter. They will provide bespoke and unique experiences, including individual meetings with iconic makers from the area, private shopping, curated tours of special exhibitions, classic and contemporary food and wine tastings, and access to special privileges at selected brands.
- Enhance London Luxury Quarter: they will communicate the success story to ensure the area maintains and builds on its position as the most sought after destination for global brands, galleries, hotels and restaurants to do business. They will develop a network for businesses to share valuable insights and explore opportunities to collaborate. Attracting even more luxury brands to the area means attracting more international visitors in a competitive global market.

International Showcasing - Marketing London's West End both internationally and nationally by showcasing HOLBA's iconic areas. During the next term they will deliver a new programme of world-class events that showcase the wider West End. Working with partners overseas to ensure the West End is firmly on the global stage they will:

- Fund a refreshed programme of World-Class, Innovative and Exciting Events – working with the City Council to create extraordinary experiences and signature events that explore the history and culture of the area's streets, generating excitement and enthusiasm, attracting Londoners and visitors of all ages. They will drive forward imaginative projects that celebrate the area as home to some of the world's most prestigious brands,

famous streets and iconic buildings; a space synonymous with luxury, culture and style.

- With over 50 premieres staged every year, the world famous Leicester Square is the epicentre of London's cinema, theatre and entertainment industry. They will work with the City Council to devise new ways to extend the excitement surrounding these events with a programme of world-class promotional activities.
- They will work with the City Council to co-ordinate and create incredible light displays and creative art installations, which attract domestic and international audiences and showcase the area's unique personality to the world. This will include stunning installations of festive lights along Piccadilly and ongoing curated experiences in Leicester Square. Having evaluated the success of Lumiere London 2016 they will partner to deliver Lumiere London 2018 with additional locations throughout the area increasing audience reach and maximising economic benefits.

Inspirational Campaigns - Creating anticipation, conversation and the desire to be in the Heart of London. Delivering inspirational and integrated campaigns using a range of targeted communication channels. This includes building online communities, raising their profile and delivering their message around the world. By maximising social media, national and international broadcast and print media, they will ignite interest in the area's world-renowned streets. Hard-working campaigns maximise the potential of everything that happens in the West End, taking experiences out of the immediate surroundings and bringing them to a global audience. During the next term they will:

- Create a new chapter for the area to engage visitors, professionals and residents alike. They will develop PR and digital strategies and will continue to work with London & Partners and Visit Britain and leverage this partnership to capture global interest. Create annual press campaigns with the key objective of highlighting the iconic area and the businesses located there, as an exciting, thriving and interesting destination for both international and domestic visitors. Through a series of cutting-edge campaigns they will deliver key themes throughout the year which will be supplemented by press coverage, online videos and national and international media partnerships.

Exceptional Public Spaces

(total budget allocation for next term of £2.195m)

The area is a world renowned destination and it is key that its public spaces reflect that reputation. HOLBA will ensure that the streets and squares remain the area's greatest assets, but the popularity of this unique destination creates management challenges. HOLBA are committed to working with partners to deliver solutions through dialogue, advocacy and investment. They see public spaces as a key focus of their strategy and that of the West End Partnership.

Well-managed Places - Enhancing streets for businesses, visitors and residents. City centres around the world struggle with rough sleeping, begging and other issues that impact on business districts and the public realm. No single organisation has the

answer, which means that striving to find creative solutions and working in partnership is key to solving problems, supporting those affected and advocating for legislative and practical solutions. During the next term they will:

- Continue to work with partners to solve problems, support those affected and advocate for legislative and practical solutions.
- Work with businesses to champion the development and implementation of a more rounded approach to street entertainment providing clarity on what is appropriate in certain parts of the city and what is not
- Remain committed to street performing that works and that does not present business issues for members.

A 24 Hour City - Promoting a vibrant, growing and well-managed night time economy. Well managed evening and late night economies are integral to the success of Central London. London's night time economy has evolved over the past decade, with the reduction in alcohol-centred establishments and growth of food services and cultural activities. HOLBA want the area to have the most varied and beneficial evening and late night offers for visitors, workers and locals alike. During the next term they will:

- Capitalise on the start of the weekend Night Tube service and better connectivity of the West End through the opening of the Elizabeth Line and other transportation investments.
- Work with their businesses to grow the offer of the area's evening and night time economy, ensuring they are responsibly managed and do not impact upon residential amenity.
- Expand Purple Flag accreditation beyond Leicester Square.
- Work with the West End Partnership and the Mayor's Night Time Commission to bring together businesses, residents, and public authorities in developing a vision and strategy for the evening and night time economies.
- Champion a strategy to enhance the management of the night time economy. Implement tactics such as quiet marshals, medics, breathalysers, body cams for door staff and literature that equips visitors with transport options to help get home safely.

Better Air Quality - Rising to the challenge of delivering cleaner air. HOLBA are committed to measures which reduce pollution in the West End. During the next term they will develop a suite of tools that businesses can implement within their operations to improve local air quality including:

- A Preferred Supplier Scheme to improve the co-ordination of recycling and waste vehicles.
- The expansion of The Crown Estate's Urban Consolidation Scheme using electric vehicles.
- The use of alternative off-site locations for employee deliveries near transit hubs.
- Preparing for change and work with partners to ensure that congestion, air quality, and accessibility to the West End are at the top of the agenda.

Iconic Public Spaces - Supporting street improvement projects and management that will transform the public realm. Revitalised public spaces improve accessibility, connectivity and the whole experience of the area. HOLBA will champion continued

investment in street improvements and effective place management to keep pace with demand and promote the area. During the next term they will:

- Champion upcoming public realm schemes including Jermyn Street Enhancement Project, Burlington Gardens, Denman Street, Rupert Street and a host of streets around Leicester Square including Whitcomb, Panton, and Orange Streets.
- Seek the involvement of businesses in the planning of these schemes and likewise connect them with the project teams to minimise disruption that construction might cause.
- Build on the successful governance model developed through the Leicester Square management plan to work with businesses and partners to develop management plans on every street and public space in the area.

Decisive Leadership & Influence

(total budget allocation for next term of £1.525m)

As the representative of over 500 businesses in the West End HOLBA has a strong voice to advocate for change, resolve challenges and seize opportunities. HOLBA will work with our members to deliver the changes they want to see in the West End. From lobbying Government, to working with Westminster City Council, they will advocate for the changes that will support their businesses to grow and the area to flourish.

Government Advocacy - Local leadership and effective national influence on issues that matter to business. The ability of any one business to have an influence at a national level is limited; strength lies in mobilising businesses in collective campaigning. HOLBA identify key issues for their members on which to focus resources to influence Government. During the next term they will:

- Continue to press Government to deliver the changes that are important to their members including seeing through permanent change to Chinese Visas and maintaining the pressure on Government to regulate pedicabs.
- Provide a collective voice and support campaigns to influence government policy as issues emerge that affect business members.
- Keep a finger on the pulse of the issues that affect our businesses as the UK develops a future outside the European Union and provide a vehicle to campaign for changes.

Business Rates - Campaigning for a fair deal for the West End. The overall impact of the Government's business rates revaluation in our area is much less than originally anticipated. Nevertheless, it will cost businesses across London an unprecedented £885 million extra from 1 April 2017. This will present a challenge to many in the West End. HOLBA are part of a London alliance formed to push for business rates reform to protect the capital. Recognition must be given to the importance of London and the West End to the rest of the UK economy and HOLBA support a system that reflects and supports this role. During the next term they will:

- Continue to lobby for retaining a higher proportion of rates locally, working with the West End Partnership and Westminster City Council.
- They are backing the call for an extra 2% per year from Government, which is critical to sustaining success and unlocking future potential. Retaining 6%

rather than 4% from the £1.8bn raised in local business rates will result in a new increase in tax for the Exchequer of £2.9bn annually.

- Support a new approach called TIF - Tax Incremental Financing - that will use the uplift in business rates from growth to fund initiatives that improve the West End experience, as outlined in the West End Partnership's delivery plan.

Your Champion - Supporting businesses to deliver their goals. Businesses make a significant investment in the area: through stunning interior fit outs, exterior signage, al fresco dining and working with property owners to restore and elevate the appearance of buildings. HOLBA supports these projects that transform the area and push for investment into infrastructure that supports the West End. During the next term they will:

- Continue to use their insight, research, and the knowledge to provide informal advice in the early concept planning stages. As schemes are ready to advance, HOLBA will express public support for businesses initiatives that will have a positive impact on the area.
- Work with new businesses from all sectors in being a resource when they set up their operations here. This includes supporting development and planning applications and ongoing advocacy and services when open.
- Support business members who are already well established and who seek to advance applications for their refurbishments, transformational projects, relocations, and launches.

Powerful Partnerships - Securing investment and success through our relationships and networks. The West End is one of the world's most celebrated and exciting destinations with a huge capacity to generate investment, growth and job opportunities. But as London grows, the demands on the management of the West End intensify - meeting people's expectations for quality of life, responding to growth and competition, and working with the changing patterns of retail, business, culture and lifestyle. HOLBA have established effective relationships with a wide range of partners and stakeholders enabling their members to have a greater voice and develop a deeper understanding of the challenges and opportunities ahead. Over the next term they will:

- Help to deliver the West End's Partnership 2030 vision to achieve growth, whilst at the same time strengthen its unique cultural character, amenity and openness.
- Continue to partner with Recruit London on the initiative to help long-term unemployed people back into work and to provide jobs for young people in Westminster. Build and expand upon initial successes to date to help businesses recruit from the local community.
- Work with Hub Westminster and support Westminster Enterprise week to inspire the future generation of entrepreneurs, connect them to businesses and promote our area as a destination for the best and brightest talent.

Robust Resilience & Infrastructure

(total budget allocation for next term of £275k)

Robust resilience protecting business interests. It is vital that the area's businesses have the infrastructure to provide the highest levels of productivity and service they

need to be able to respond to external factors and ensure that this area of London is always open for business.

Being Prepared - Many external factors are threats to businesses. HOLBA helps its members prepare for these - whether it's disruptions to utilities, threats from terrorism, road closures, construction work or protests and demonstrations. During the next term they will:

- Create five Business Community Resilience Networks in localised areas, each with a recognised leader and deputy. This is an approach supported by London First and is being developed as a pilot project with potential roll out to other parts of London. Activities include mapping buildings' evacuation points and running test exercises based on different scenarios.
- Undertake a comprehensive audit of CCTV cameras in the area to guide their advocacy work in ensuring that there is CCTV coverage and resources to monitor the area's streets.

Reliable Infrastructure - A co-ordinated approach to secure utilities that are fit for purpose now and in the future. Despite all the planning and investment that businesses make to prepare for worst case scenarios, disruption of utility services remains a threat. A co-ordinated approach is needed to ensure that the infrastructure serving businesses is fit for purpose and that impact on businesses is mitigated. During the next term they will:

- Go from being a conduit of information about utility and street works, to being proactive in identifying and championing the utility infrastructure needs of our members.
- Work with businesses to conduct area-wide audits of the electricity, gas, water, and broadband utilities – to articulate current issues, service deficiencies and upcoming service needs. They will feed this intelligence into the infrastructure planning initiatives of the utility companies, in the interest of informing their forward programme and moving beyond a site-by-site reactionary approach to emergency works. This forward thinking approach is also in the interest of minimising the reconstruction of footways that have undergone transformation through public realm enhancements.
- Introduce a new service that evaluates each business's broadband to provide a baseline for advocating for improved services. Through HOLBA's work with the West End Partnership, BT Openreach has agreed to increase fibre availability and is now installing new connection cabinets in parts of the West End in a stepping-up of their broadband roll out. HOLBA will make sure that the broadband needs of their business members are articulated and that investment is made in the area

Powerful Insight & Networks

(total budget allocation for next term of £1.071m)

HOLBA's members need timely and reliable information to make crucial decisions as well as a forum to share their knowledge. HOLBA provide their members with crucial market information to help their businesses excel.

Market Intelligence – Keeping businesses informed. Ever-changing economic and political dynamics have a significant impact on business operations and business

priorities. Reliable and relevant information is key to understanding trends and essential to business forecasting. HOLBA commission original research to get their members the market insight they need. During the next term they will:

- Provide more information at an industry specific level.
- Continue to bring their members together, to share market insights and best practice, to develop the networks and knowledge to succeed.
- Introduce new indices for additional sectors, such as hotel room occupancy, giving highly valuable local performance indicators.
- Track locally available office space as a useful resource for businesses affected by redevelopment and for those looking for a new presence in the area.
- Compile the various indices, along with demographic and trade area research into practical reports.

Business Events – Insight events that add value to business. The area is home to international office-based as well as world leading restaurants, theatres, cinemas, casinos and hotels. HOLBA bring them together through events to create a powerful network and provide access to insights and unique opportunities. During the next term they will:

- Build on the momentum of their Business Insights events by forming a network of chief executives, thought leaders and speakers, as well as company owners and directors from their alliance.
- Create an informal council for insight and advocacy on behalf of businesses in the West End and a network of office managers to engage with office employees.
- Expand on the popular WOW Privilege Cards, to offer exclusive experiences that take advantage of the rich history and cultural offering of the area.