

Summary of HOLBA Property Owner BIDs Renewal Proposal Priorities

HOLBA have identified the following five areas of focus as part of their renewal proposals for Leicester Square & Piccadilly Circus and Piccadilly & St James's Property Owner BIDs:

TO MANAGE

Under this area of focus HOLBA are seeking to continue to maintain a well-managed, clean and safe area in order for these BIDs to lay the foundation for a world-class destination. This particular area of focus is split into the following themes:

Cleaner Streets

HOLBA have a dedicated environmental cleansing team who operate 7 days a week in order to maintain the cleanliness of the streets. The team's operation involves litter picking, removal of chewing gum, janitorial response service and hot-washing of pavements.

Safe Streets

HOLBA have a dedicated security team who operate 7 days a week and offer a rapid response to deal with a number of matters including on-street disturbances, threats or general disruptions that will affect members. They work closely with the MPS to tackle anti-social behaviour and other relevant matters. HOLBA support their members through preparedness training, the Best Bar None scheme, which promotes responsible management of licensed premises, and the Pub Watch scheme, which drives best practice in the area's venues. HOLBA also play an active role in voicing members' concerns to public bodies through coordinated neighbourhood meetings, as well as providing access to the online crime reporting system.

Healthier Streets

HOLBA have a range of initiatives in place in order to promote clean air and inclusion. HOLBA offer preferential rates to their members on services such as waste and recycling collection as well as freight consolidation on office supplies and personal deliveries. HOLBA are working closely with Westminster City Council on their greening agenda as part of their Public Realm Strategy including delivering initiatives such as seasonal planting across the public spaces within their footprints. HOLBA also actively promote their accessibility programme AccessAble to ensure that it is an area that is accessible for all.

Achievements:

- 360,000 sq.m. of paving deep-cleaned each year
- 1,917 rough sleepers engaged with a year
- 4,680 fewer vehicle trips a year through HOLBA's preferred waste supplier scheme

TO PROMOTE

This area of focus seeks to ensure that HOLBA continues to be an attractive place to live work and visit. This particular area of focus is split into the following themes:

Arts & Culture Strategy

The HOLBA area is home to world-famous galleries, theatres, world premieres and attractions that are incomparable to other destinations around the world. HOLBA's Arts & Culture Strategy builds on existing key cultural attractions, as well placing the evening and night-time economy at its centre. HOLBA will continue to seek out opportunities to support a 24hour economy that promotes the arts. In order to retain this position of being a world-class destination, particularly when it comes to the Arts and Creativity sectors, the intention is to capitalise on every aspect of HOLBA's cultural offer.

Events & Experiences

HOLBA's Place Strategy places the arts and culture at its heart. Following in the footsteps of Lumiere in 2018, which drove 1.4 million visitors to the West End, HOLBA will continue to seek out internationally renowned partners to create memorable experiences and signature events unique to the area. Many of the world's most renowned arts and culture destinations are within the Heart of London area. HOLBA will continue to work with members to maximise existing cultural capital.

Collaborations

Truly successful experiences and campaigns are born from collaboration across sectors and communities. HOLBA seeks to continue to bring members together to create globally recognised and profile-elevating campaigns, as well as continuing to support third-party initiatives that align with our objectives, including Pride in London and West End Live. The West End's events programme is the product of multiple organisations that all add value to the area, and contribute to its status as a global destination. HOLBA will continue to work with Westminster City Council to ensure alignment with its events strategy.

Partnerships

Carefully considered partnerships extend brand reach and amplify key messages. HOLBA will continue to pursue partnerships with organisations that complement their brands and strategy – such as the British Film Institute, Raindance Film Festival and New London Architecture – to bring events such as the London Festival of Architecture and the London Film Festival to the area. Domestic tourism is important to the West End, and as a founding partner of the Domestic Tourism Consortium Heart of London will use this platform to reach audiences closer to home. Working closely with the Greater London Authority, they will deliver a tourism strategy with tangible benefits for the area. This activity will be underpinned by a steady flow of promotional campaigns taking advantage of seasonal moments and major events to drive visitors to the Heart of London area. They will also continue to provide global exposure for our destinations by leveraging our partnership with London & Partners to reach international and emerging markets.

WOW Scheme

HOLBA's ambition is for workers, residents and visitors alike to spend as much time as possible in the Heart of London area. HOLBA's WOW employee engagement scheme gives offers and discounts to the employees of member businesses, incentivising spending within the area.

Achievements

- RA 250th Anniversary flags campaign reached 60 million people globally
- 1.4 million visits to London Lumiere 2018
- Official London Festival of Architecture hub in 2019

TO SUPPORT

Under this area of focus HOLBA is addressing ways in which they can best support, provide advice and assistance to their members. HOLBA want to equip their members in order to perform to their optimum daily. HOLBA pride themselves with the resources they offer to their members and is backed up by the results that have been achieved to date creating value for money.

Knowledge

Weekly communications are sent to members in order to ensure that they are kept abreast of relevant and useful information. This includes matters on change in policy, political movements, developments in the area and other key bits of information that are key for businesses in the area to know. HOLBA circulate performance reports every month that contain data and insights from the Heart of London and the rest of the West End and will continue to share intelligence to ensure businesses can make informed decisions.

Engagement

For key issues HOLBA provide workshops, seminars and face-to-face training with experts on topics from homelessness and rough sleeping to resilience. These learning and development opportunities provide valuable, practical information to support businesses to achieve their goals. Additionally, HOLBA will continue to engage with the relevant authorities on policy matters, responding to relevant consultations on behalf of our members. HOLBA also offer volunteering opportunities for their members and their employees.

Relationship Brokering

HOLBA have expertise in building, meaningful, mutually beneficial relationships with businesses in and outside of the HOLBA area. HOLBA have their own networking events programme through which they bring members together, to share ideas and challenges. Their understanding of their businesses also best places them in order to identify relevant opportunities and relationship brokering.

Recruitment

Recruitment costs can be a significant outlay. HOLBA's free in-house recruitment service has saved our businesses £570,000 since launching in 2016 and we will continue to offer this scheme free to Heart of London members.

Achievements

- Free in-house recruitment service has filled over 200 vacancies and saved our businesses a total of £570,000 since it began in August 2016
- Employee engagement programme has over 3,000 employee members, with an average of 150 new employees signing up every month
- Over 50 events each year

TO ADVOCATE

This area focuses on the interests of HOLBA's community. HOLBA protect, defend and promote their members' interests by campaigning on the issues that are most important to them and the area. HOLBA recognises that strength lies in collective complaining and having a collective voice is more powerful in voicing businesses interests than one individual's'.

Antisocial behaviour and begging

A dedicated security team alone is not sufficient to tackle this problem. Lobbying national government to achieve a greater police presence on the streets of the West End is crucial in order to totally address antisocial behaviour.

Rough Sleeping

HOLBA recognises that the long-term solution to homelessness does not lie at the local level. Homelessness and rough sleeping are nationwide issues, requiring a government-level response. To help facilitate this, HOLBA will spearhead the exploration of a nationwide alliance comprising BIDs, charities, local authorities and organisations whose purpose is to raise the issue at the highest level and put forward policy recommendations.

Street Activities

All activities that take place on HOLBA's streets impact members. HOLBA have worked closely with Westminster City Council to review the street performing policy and have been able to provide useful updates to members regarding activity which affects their business. However, HOLBA require greater control over the area in order to ensure that it can be managed effectively. HOLBA are requesting for the area to be recognised as a distinct management zone which will enable bespoke rules and regulations to be implemented in order to achieve effective management of the area.

Skills and Employment

Attracting and retaining a skilled workforce in the City of Westminster is proving to be increasingly difficult even aside from the compounding impacts of Brexit. Being able to secure affordable housing, the cost of transport in London are pushing skilled workers out of the area. Restrictions on student visas have placed limitations on skilled workers in the labour market. HOLBA are advocates for keeping the UK open to all workers in spite of any pipeline changes to immigration. There is also a skills shortage in the labour market between industry and education restricting businesses from gaining access to appropriate talent that they require. Through the work with the Employment and Skills Commission, HOLBA are bringing the voice of businesses into the skills and education debate. It is also important that this shapes

the longer-term political agenda in order to target and address barriers to employment in the West End.

Business Rates

HOLBA seek to campaign for a reform of business taxation in Westminster, of which business rates is a part. The idea is that HOLBA would work more closely with Westminster City Council to form a coalition of BIDs to push for a review of the current business tax collection system and to build for a case of Westminster City Council being able to retain a higher percentage of funds collected.

Pedicabs

Pedicabs are not regulated within London, meaning that fares are not fixed or monitored as well as driver and vehicle assessment. Consequently the pedicab community has posed significant issues to customer and businesses due to harassment, blocking highways and causing risks to members of the public. HOLBA and its members want to see powers awarded to TfL in order to bring forth regulation and action against this prominent issue. Due to the prioritisation of Brexit however, any progress which was made to secure ministerial support in 2018 was put to a side. HOLBA will push on this agenda as a matter of importance following Brexit.

Increasing Spend

Incentivising people to stay, visit and spend in the West End is key for the future success of the area. Workers, residents and visitors from all over, are important in ensuring the West End continues to thrive. HOLBA is already home to 45,000 employees and with the arrival of the new Elizabeth line this is set to bring in an estimated 200million passengers a year. Through HOLBA's employee engagement scheme and Arts & Culture Strategy, the idea is to encourage and incentivise workers to stay in the area beyond working hours. HOLBA seek to advocate to increase the amount of commercial floor space in order to accommodate the expected growth in employment as well as to maximise the opportunities that the new Elizabeth line will bring. HOLBA are keen to increase numbers of domestic tourists by building strategies and implementing a number of different tactics as 12.2million visitors in 2017 were accounted for as domestic visitors. In light of this, HOLBA will seek to advocate for as little disruption to visa permissions as possible in the midst of Brexit. HOLBA will also advocate to increase visitors from less-established yet growing markets. Since 2016 they have represented their business community as members of the UK China Visa Alliance (UKCVA), which has played a pivotal role in the number of UK visitor visas from Chinese nationals. They will press for continued improvements as part of their Heart of London area-wide China Ready programme, which will launch in 2020/21, further maximising spend and visits. They will also seek further opportunities to increase the number of visas issued from growing markets. In addition to increasing the number of visitors, HOLBA will promote policies and initiatives to maximise international spend. As a founding member of a new, UK-wide trade body – the Association of International Retail (AIR) – HOLBA will identify and promote policies to help retailers grow their international sales in the UK, which is crucially important in today's challenging retail environment. They will also advocate for European Union visitors to be able to shop tax free in the event of leaving the European Union to remain competitive with other European cities.

Achievements:

- Successfully lobbied the government to review the licensing of street performing, which is now currently under review
- As part of the UK China Visa Alliance (UKCVA), HOLBA have increased the number of UK visitor visas from Chinese nationals by 179%
- Working with Westminster Council and key Heart of London businesses, HOLBA have placed the issue of pedicabs on the government agenda with the ultimate objective of a legislative change

TO SHAPE

This area of focus explains the importance of securing investment in order to ensure that the area continues to remain a key commercial centre in the heart of London, particular as it faces increasing London-wide and global competition.

Place Strategy

Destinations gain their publicity through their sense of place, it is the interaction between people and the environment that creates that place and enables it to thrive. HOLBA are in the process of developing a new Place Strategy, which has people at the core. The strategy seeks to build on the distinctive features of the area by making improvements to existing public realm, whilst pedestrianizing the tourist area and creating new space for cultural activation. One of the selling points of the HOLBA area is that it encompasses a large commercial sector whilst being home to a number of leisure facilities and attractions. Enabling this diversity to thrive whilst encouraging visitors and workers in the area to utilise more sustainable modes of transport will be the challenge. From tourists visiting the Soho area in the evenings, to the rush of morning commuters, the area must work for everybody. HOLBA's public realm work is complemented by their Arts & Culture Strategy, As well as being activation spaces, they will prioritise greening and multi-functional lighting to support the evening and night-time economy, delivering a diverse 24-hour destination. Their Place Strategy aims to realise the potential of the area as a whole, reinforcing London, and specifically London's West End, as a truly dynamic destination.

Place Identity

Following HOLBA's work with Arup to better understand the area's economic base and the success of the LSQ brand for Leicester Square, HOLBA seek to undertake more work to better understand its location and market offer.

Place Partners

HOLBA will continue to work with the West End Partnership, WEST, Wild West End and London First to be a voice for positive change and to curate a well-managed, prosperous and sustainable London. They will seek out opportunities to raise the area's destination profile, while promoting the area to investors in the built environment through their work with MIPIM and New London Architecture.

Place change-makers

HOLBA will continue to engage public bodies to ensure that the strategic principles and recommendations included as part of their public realm developments for London and Westminster respectively are aligned with their intentions for the Heart

of London area. HOLBA will further engage with public bodies on infrastructure, traffic and air quality, and public realm matters to establish a holistic approach to supporting healthy and sustainable transport in the area.

Achievements

- Facilitated the Piccadilly Two Way public realm development scheme, equating to a £12.5 million investment in the Heart Of London area
- Facilitated the Leicester Square public realm development scheme, equating to £15.3 million investment in the Heart Of London area