

# **Holborn BID Proposal and Business Plan**

## Foreword

We see the future of Holborn as a well-managed and cared for area that offers business, residents and visitors a quality environment for business and leisure. To secure this future a dedicated not for profit company called Holborn Business Partnership needs your support and approval. We have been providing benefits and representation since April 2001 and we are proud of our track record.

This document tells you about Holborn Business Partnership, its achievements and its plans to form a Business Improvement District (BID) for Holborn. HBP is dedicated to making *Holborn* a better place to work, live and visit and this document is asking for your approval and support for a five year programme of services and brokerage that will make *Holborn* a quality destination.

The services sit under the four promises of the BID: Cleaner, Safer, Coordinated and Connected. You can also read a much shorter document setting out the BID promises and services in the Executive Summary document available from the HBP office and on our website.

The BID Proposal for the Holborn BID has been widely discussed and consulted on by the business community and Holborn occupiers, statutory providers and residents alike. The proposal reviews what HBP has achieved to date and how it aims to continue this work though the next five years. The Plan tells you how we shall finance our projects and how the BID company will be governed and operate. We clearly set out our targets to benefit businesses, the area and the broader community together with how we will measure and monitor our success at achieving them.

We want to make quite clear that the area benefiting from our proposal demonstrates a different set of values to other areas and will not tolerate litter, crime and anti-social behaviour. As an independent management structure for the area, our success and influence is growing together with the reputation of Holborn. However, nothing will happen without your formal approval and support.

BIDs are unique because no other opportunity exists for business to have a say in how their rates are spent and to know the money from their rates will be spent specifically in their area of operation and for their benefit. The current Uniform Business Rate system requires local authorities to collect business rate for the Treasury, who decide where it should be spent. There is no input from business or the local authority on the redistribution by the Treasury and certainly no democratic vote on how and on what that payment is spent on. BIDs provide this!! If you vote 'yes' then the money raised by a statutory payment (BID Levy) is dedicated to what you have agreed and goes nowhere else. The BID Proposal sets out everything you need to know about the mechanics of the BID system, including what you are being asked to contribute, which is 1% of each business property's Rateable Value.

The draft area of benefit was identified as the main commercial district of Holborn, self evident through the number and diversity of key businesses that are located within it. The draft area was then consulted on with both HBP members and public sector stake holders and the final 'BID' area was defined as one in which a BID could make a real difference. Your involvement in the BID will not only improve the environment in which you operate for your business and your staff, it will also open the doors to a wide set of alliances with other businesses and strategic providers. The fact that everyone in the area will benefit is a bonus for your reputation and in sustaining your success.

Please take the time to read through this document that will answer the key questions raised over the last three years: Why have a BID? Why do we need one now? What's in it for my business?

We believe the BID proposal will provide you with the confidence to support the Holborn BID for the good of the area and your business.

**The HBP Executive Committee, October 2004**

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## **Appendix Information**

- a) Holborn BID Map
- b) List of affected hereditaments in proposed BID area (as at 20<sup>th</sup> October 2004)
- c) Holborn Baseline and Streetscape Strategy - May 2001
- d) Holborn Gateway Feasibility Study – December 2001
- e) Holborn Baseline and Streetscape Strategy Update - March 2004
- f) Baseline Report: London Borough of Camden: Highways
- g) Baseline Report: London Borough of Camden: Parks and Open Spaces
- h) Baseline Report: London Borough of Camden: Street Environment
- i) Baseline Report: HBP Street Rangers Litter Monitoring
- j) Baseline Report: Metropolitan Police
- k) HBP Business Crime and Anti Social Behaviour Survey – January 2003
- l) Update to HBP Business Crime and Anti Social Behaviour Survey meeting note – May 2004

Also available on request:

Baseline agreements and Service Level Agreements

- 1) Operating Agreement
- 2) Memorandum and Articles of Association
- 3) London Borough of Camden: Street Environment
- 4) London Borough of Camden: BID Levy Collection and Administration
- 5) London Borough of Camden: Highways
- 6) London Borough of Camden: Parks and Open Spaces
- 7) London Borough of Camden: Business Rates
- 8) Metropolitan Police

# Part 1: Introduction:

## Introduction

In recent years Holborn has undergone significant regeneration, providing an exciting platform for growth within the business community. The working population of the Holborn area has witnessed exponential growth over the last four years, increasing by 20,000 since 2000<sup>1</sup>. To address the needs of this new and dynamic business era in Holborn, an innovative business-led not-for-profit company has been established – The Holborn Business Partnership (HBP).

## HOLBORN BUSINESS PARTNERSHIP (HBP)

HBP comprises a small, energetic and experienced team of professionals, working seamlessly with representatives from the Holborn business community, the London Borough of Camden, Metropolitan Police and other statutory providers. A not-for-profit company, HBP was set up by local businesses in March 2001. Funded by voluntary subscriptions from Holborn businesses and a government grant (from the London Development Agency as part of the Circle Initiative), HBP is one of the country's leading Business Improvement District pilots, implementing successful additional services such as deep cleansing and the widely acclaimed HBP Street Ranger programme. HBP has also coordinated training on security and safety issues and is a catalyst for local business enterprise and networking events.

## HOLBORN BUSINESS IMPROVEMENT DISTRICT (BID)

As one of the most forward thinking business partnerships in the country HBP is planning to represent and work with local businesses over the next five years by establishing a Business Improvement District (BID); a new form of business-led area management that can directly influence the future business landscape through additional services and world class business-led initiatives.

Simply put, a BID is a unique opportunity for businesses to generate additional funding which is specifically ring-fenced for the BID area. Furthermore, businesses then have a direct say on how these additional funds are re-invested in the area. Additional funding is created by establishing a very small annual levy on existing business rates.

This BID proposal sets out Holborn Business Partnership's plans to ensure the continuation of the services and representation it has provided to local businesses since it was set up.

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<sup>1</sup> Source: Farebrother Chartered Surveyors

# Part 2: Holborn BID Mission & Objectives

## Holborn Business Improvement District Strategic Objectives

### Mission

To establish Holborn as a well-managed and cared for area that offers business, residents and visitors quality of space and activity. The BID offer contains four promises: Cleaner, Safer, Coordinated and Connected, to enable a quality destination supported by an envelope of care that provides:

- Public realm services over and above what is otherwise delivered
- Services for business ratepayers
- A network for business contacts and other stakeholders in the area
- A voice for business and representation

### Values and strategic approach

The Holborn BID's values and approach will be based on those successfully used by Holborn Business Partnership to achieve the gains that Holborn has seen over the past 4 years. It can be best summed up as

“ A business-led partnership working for all of Holborn's stakeholders to achieve an agreed goal”.

As a consequence, the Holborn BID approach to developing and running a Business Improvement District will be:

- Inclusive
- Flexible
- Responsive
- Collaborative
- Transparent

### Strategic Objectives

The Holborn Business Improvement District management team will work to develop and deliver services that achieve the following strategic objectives, following the four promises of the BID:

1. **Cleaner:** Holborn's environment to be visibly cleaner and more attractive.

*To enhance, maintain, and facilitate public & private sector investment in the physical infrastructure and streetscape of Holborn so that it provides a superior public realm for all those who work in, invest in, live in and visit Holborn.*

2: **Safer:** Holborn to be recognised as a comparatively safe Central London business district by those who work and live in the area.

*To make Holborn's public realm safer*

3: **Coordinated:** Holborn to be better Managed, Serviced and Governed and recognised as a vibrant and commercially attractive district.

*To represent and advocate the interests of Holborn's business ratepayers with the statutory authorities and thereby to ensure business has input/influence on **all decisions** that affect the performance of Holborn as a commercial district.*

*To establish Holborn's reputation within the London business community as a "Location of Choice"*

4: **Connected:** Holborn Businesses to achieve additional commercial benefits from their location in a Business Improvement District.

*To provide an "envelope of care" to businesses of Holborn facilitating their interaction with those responsible for the public realm and encouraging commercial activity and opportunities in the Holborn Business Improvement District*

# Part 3: Holborn BID Baseline- What needs to be done?

## Holborn's Baseline

This section outlines baseline information assessing Holborn as a place to work, live and visit. It also identifies what needs to be improved to meet the challenges of success and the expectations and demands of businesses, employees, residents and visitors.

This information will inform the type and level of service that the Holborn BID will provide. Both the BID legislation and the demands of Holborn businesses insist that improvements or activities funded by the BID Levy must be:

A: **Additional** to those presently provided by the statutory providers such as the local authority and police. It is important that the services funded through the BID are not regarded as replacements for core services that businesses already contribute towards through business rates.

B: Achieve **demonstrable improvements** for the area's business ratepayers and those such as residents who have a vested stake in the success of the area.

To this end any service funded by the Holborn BID will have or incorporate;

1. A Baseline Agreement and Service Level Agreement that legally oblige the service provider, for example the London Borough Camden, to ensure that any funding provided is used to deliver additional services exclusively for the area of benefit (see map in Appendix A). These agreements guarantee levels of core service provision in the BID area that cannot be reduced following the introduction of BID funded services. BID funded services will therefore represent true additionality.
2. Rigorous monitoring and assessment procedures to ensure that the services provided are up to the standards and requirements set out in the Service Level Agreements.
3. A process to scrutinise the services directly delivered by the BID company to ensure efficient and effective service delivery and productive investments.
4. Annual reviews and bi-annual surveys and independent status reports on the services provided, their contribution to achieving the Holborn BID's objectives and the impact they have had on businesses, workers, residents and visitors of Holborn.

## Description of Holborn

The Holborn BID Area is the main commercial district of Holborn and one of the more busy locations in Central London. It is a vibrant area that is popular with businesses, workers, residents and visitors. Yet because of its vibrancy, popularity and central London location, it also suffers from the effects of heavy usage of its facilities and public realm as well as other problems associated with being in the heart of London.

The Baseline data has been compiled from surveys funded by HBP and by its partners (including the London Borough of Camden and the Metropolitan Police), from publicly available reports and baseline figures of current service provision.

The baseline recognises that due to the efforts of HBP and its members and stakeholders, recent investments and developments have generated significant improvements to Holborn over the past 3-4 years. The Holborn BID intends to build on these improvements to continue the renaissance of the area.

## **Condition of physical and environmental infrastructure**

Attached to this report are two Baseline Studies of the Holborn Streetscape produced in May 2001 and February 2004. The reports provide comparative data on the individual streets in the proposed Holborn BID area in the form of a detailed analysis and baseline information in terms of:

- Predominant land uses and building heights
- Predominant materials / street furniture
- Street activity, rat running, parking types
- Streetscape
- Traffic / movement

The report reveals the relatively good state of Holborn's environmental infrastructure, a consequence of the impact of recent investments. However the report also highlights the pressures on public sector resources that are affecting maintenance schedules.

The Appendices to this proposal also contain:

- A Baseline Service report from the London Borough of Camden's Highways Department, detailing the level of Highways maintenance provided in the area, this includes:
  - Responsive repairs and inspections
  - Planned and routine maintenance
  - Street lighting and illuminated signage
  - Highway maintenance and related activity
  - Trees and landscape development
  - Gully cleansing
- A Baseline Report from the Parks and Open Spaces Department at the London Borough of Camden in the Appendices. This relates to Red Lion Square (the only public garden in the proposed Holborn BID area) and covers:
  - Grounds Maintenance
  - Litter Collection/path sweeping
  - Security
  - Tree maintenance
  - Planned maintenance and repair programme

## **Level of investment in physical and transport infrastructure**

The Holborn Baseline Study and Streetscape Strategy reports appended include detailed investment plans for the area.

London Underground has a long term proposal to upgrade the internal fittings within Holborn tube station. However this work is unlikely to occur within the next three years.

The Architecture and Urbanism Unit for the Mayor's office does have a number of proposals for improving squares and enhancing pedestrian routes, though it is understood that they do not have any projects within this area.

The London Borough of Camden Boulevard team has directed significant levels of expenditure into the BID area and the wider Holborn district over the past four years. For this reason they do not have any significant plans for the area in the foreseeable future as there are priorities within other parts of the borough. However, where match funding is available from other sources for BID area improvement projects which currently are not regarded as priorities within a borough-wide context, these schemes may rise up the value for money / need priority weighting. Such match funding would include funding by the business community or through section 106 funds.

Schemes which might be implemented with match funding;

**Southampton Row** – repaving to Southampton Row south of Theobalds Road,

**Theobalds Road** – repaving west of Red Lion Street

**Lincoln Inn Fields** – No plans for repaving works.

**Kingsway** – the potential for the redevelopment of the station has led to only minor works around the vicinity – including Gate Street, Old Turnstile and New Turnstile.

However there are a number of street lighting projects proposed or being currently implemented within these areas, as indicated below:

- **Lincolns Inn Fields** – Replace lighting with sympathetic traditional style column and improved light output. The project will require co-ordination with Westminster City Council which maintains the south side of the square and discussions are currently on-going. Project proposed for next financial year dependant on agreements.
- **Southampton Row** – Providing pedestrian light fittings to existing columns to improve lighting to footways
- **Whetstone Park** – Enhance lighting.

Transport for London has indicated that the streets within the Holborn area are not their responsibility, but that London Borough of Camden bid to TfL for funding for projects to enhance streets in the area.

### **Visitor Number & Transport Users**

Information provided by Transport for London on the number of users of Holborn (45,000 per day) and Chancery Lane Tube Stations (29,000 per day) show that at off-peak times and at weekends the number of users falls by two thirds. There appears to be scope to increase number of visitors/ people in Holborn after 7pm and at the weekend.

### **Cleaning & Refuse Collections**

The London Borough of Camden's Street Environment cleaning schedules for the Holborn BID area and HBP's own assessment of the litter problem are attached to this report. The HBP assessment is provided through daily litter monitoring carried out by HBP's Street Rangers.

This data demonstrates a great improvement on the service provided prior to April 2003 (when the London Borough of Camden enhanced its cleansing schedules) but it also reveals that the pressure of heavy usage means that neither the existing refuse collection nor a weekly street wash is able to maintain the high standards of tidiness and cleanliness expected and desired.

### **Community Safety**

The Metropolitan Police do not break down their resources by street, so we cannot present a strict 'baseline' of Police resources covering the BID area, however we can show the Police resources currently covering the Holborn BID area (these are appended in the Metropolitan Police Baseline Report), and we also have a baseline agreement with Camden Borough Police that their resourcing of the Holborn BID area will not reduce as a result of additional Police resources to be funded through the Holborn BID.

In November 2002 HBP commissioned a *Business Crime and Anti-Social Behaviour Survey* of the Holborn area. The Metropolitan Police supported this and Sir John Stevens, the Commissioner for the Metropolitan Police, provided a foreword for the survey. The work was carried out by Morgan Harris Burrows and published in January 2003. The baseline

information suggests that more policing is required, with increased emphasis on community safety activity, focusing on Anti Social Behaviour.

The report took into account the views of business managers and employees and statistics on crime. It was reassuring, in that it demonstrated that Holborn does not suffer from disparately more crime than other central London areas, however it does show that official statistics fail to take account of lower level criminal behaviour particularly anti-social behaviour, which is a main concern for businesses and employees alike.

Table 3.1 below demonstrates that there were four main issues that businesses saw as being major problems. These were beggars and anti-social behaviour, drug related crime, litter/ graffiti and thefts from person/ bag snatches.

**Table 3.1: Business Perceptions of the Holborn Area**

<b>Problem Type</b>	<b>% of businesses reporting as serious problem</b>	<b>% of businesses reporting as a slight problem</b>	<b>% of businesses reporting as no problem</b>	<b>% of business unsure or did not know</b>
Beggars/ Anti-social behaviour	42	49	8	1
Drug Related Crime	29	33	16	22
Litter/ graffiti	23	58	12	7
Thefts from person/ bag snatch	20	32	15	34
Youths on Street	12	26	42	20
Thefts of/ from vehicles	11	25	24	40
Vandalism	8	47	32	13
Prostitution	6	7	39	48

Table 3.2 shows that, once again, anti social behaviour was the main concern, with businesses most likely to be affected by it. Burglary and robbery/bag snatches were also high on the list of crimes affecting businesses. In total 72% of businesses were victims of at least one incident over the previous 12 months. There was an average of 4,375 incidents per 100 businesses and an average of 37 incidents per victim.

**Table 3.2: Crime Prevalence, Incidence and Concentration. Business Premises (ranked by prevalence)**

Crime Type	Prevalence rate (% of businesses victim)	Incidence rate (average number of incidents per 100 businesses)	Concentration rate (average number of incidents per victim)
Anti-social behaviour	46	1182 (228)	26 (5)
Burglary (including attempts)	33	65	2
Robbery, theft, bag snatches	28	177 (84)	6.4 (3)
Abuse and threats	26	858 (99)	35 (4)
Criminal Damage (including arson)	19	81	4.3
Fraud (included cards, cheques and cash)	14	169 (46)	12 (3.2)
Theft by customers/ clients	13	98 (36)	7.2 (2.6)
Physical violence	9	46	5
Theft by staff	5	10	2.1
Any crime/incident	72	4,375 (1,148)	37 (9.8)

\*The figures in brackets are those where 'outliers' of over 50 are excluded.

The cost of crime to businesses is also not insignificant:

**Table 3.3: Costs of crime to businesses by crime type (ranked by total cost of crime)**

Crime Type	Total cost to business (£)	Average cost per business (£)	Average cost per victim (£)	Average cost per incident (£)
Burglary (including attempts)	114,998	709	2,168	1,085
Theft by customers/client	61,920	382	2,815	389
Criminal Damage (including arson)	30,100	186	971	228
Anti-social behaviour	12,300	76	166	6
Robbery, theft, bag snatches	9,710	60	215	34
Fraud (included cards, cheques and cash)	5,580	34	242	20
Other Crime Types	1,600	10	94	89
Theft by staff	750	5	93	42
<b>Any crime/incident</b>	<b>236,958</b>	<b>1,462</b>	<b>2,025</b>	<b>54</b>

These statistics demonstrate that crime and anti social behaviour were a significant concern and expense to businesses in November 2002. As part of the BID programme to make Holborn a better place to work, live and visit, the Holborn BID proposes to fund Police overtime to ensure a greater Police presence in the area, as well as working with Police on specific projects to target crime affecting businesses in Holborn.

As a consequence of the survey, crime and safety concerns became the focus of HBP's operations in the area. HBP worked with the Police and council and through the street ranger scheme to tackle these problems (more detail on how HBP has made the Holborn area safer can be found in Part 6 of this proposal) and an update report to the survey found that:

*“Compared to 2-3 years ago, there has been an improvement in the level of crime and anti-social behaviour in the HBP area. Previously, female staff in some of the firms represented, found it difficult to walk to the tube station as they were pestered and some had mobile phones stolen. It was felt that as a result of improved police/ranger/PCSO presence the level of professional begging and rough sleeping had decreased in the area. Improvements to the environment such as street lighting and improved open spaces also helped a great deal.”*

**This baseline information gives us a good idea of the issues of concern to businesses in Holborn, which the Holborn BID will seek to address through its Safe and Secure, Street Ranger and Public Realm programmes to make Holborn safer and cleaner. The achievements seen in the baseline data demonstrate what HBP has accomplished and what the Holborn BID can build on in the future to continue to improve Holborn and respond to its changing needs. Should the Holborn BID not be implemented there is a very real risk that the improvements and focus achieved for Holborn would be lost. The history of problems with Anti Social Behaviour in the area mean that the loss of this focus would likely result in a return to the unacceptably high levels of anti social behaviour of two to three years ago.**

## **Holborn: Opportunities for Improvement**

The issues identified here are derived from the data contained in the baseline information. This section provides an assessment of the needs of Holborn and the evidence for the case for establishing a programme of activities through a Business Improvement District for Holborn.

### **Strengths of HOLBORN**

The recognised “Strengths” of Holborn as a functioning commercial district and as a potential Business Improvement District are as follows:

- **Central London Location**  
The central Midtown location of Holborn in London’s central business district means Holborn can accommodate businesses whose interests span both the city and West-end.
- **Cluster of value adding Business Service Firms**  
Historical connections with London Law Courts has brought about the clustering of legal and business service firms and produced a historical and interesting physical environment.
- **Improving Physical Environment**  
Recent public sector investment in improvements to the physical infrastructure and the expansion of maintenance and cleaning schedules has produced an environment that is superior to some of the neighbouring districts to the North and West of Holborn.
- **Expansion of Economic and Social Activity**  
Recent private sector investment has improved the quantity and quality of the office and retail accommodation and facilities. This has attracted blue chip companies to the area and encouraged a host of prime retailers, hotels and restaurants to open or expand operations/facilities in the area.
- **Private and Public sector Co-operation**  
An active public/private sector partnership in Holborn Business Partnership, which has a track record of working in cooperation for Holborn
- **Experienced Management Team**  
An area management team that has the experience and capability to manage and implement a BID in Holborn

### **Issues and opportunities for HOLBORN**

The issues of Holborn are relative as opposed to absolute and are primarily the result of having strong neighbouring business districts in both the City and West End. These neighbouring areas means that Holborn needs to offer an experience equal to, if not better than, neighbouring districts if it is to attract businesses to the area, and if those businesses are going to attract the quality of staff and quality of customer they need.

As a result of the investment of both the private and public sectors in Holborn since 2000, over 20,000 new workers have been employed in Holborn<sup>2</sup>. There has been a corresponding increase in economic activity particularly for the retail and hospitality businesses. How best to exploit a growing economy so that it can prove advantageous to all is a challenge. The potential to establish a Business Improvement District in Holborn based on an existing, working public/private sector partnership is a means to meet that challenge. Below we set out the issues facing Holborn and how a Holborn BID could address these.

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<sup>2</sup> Source: Farebrother Chartered Surveyors

In this respect the weaknesses facing Holborn are as follows:

### **Ability to maintain quality of environmental service**

#### Issue

There has been an influx of workers in Holborn over recent years, and while cleansing schedules have been enhanced to accommodate this, the cleanliness of the area could be further enhanced to improve its attractiveness and employees and clients' perception of the area. This is especially relevant to the disposal of business waste and timing of waste collections, which do not always suit businesses, resulting in businesses disposing of waste outside allocated times and leaving unsightly bags on the pavements.

#### Opportunities

- Maintain the efforts and focus of local statutory authorities on delivering high quality services in Holborn.
- Increase the level of public sector investment in Holborn either directly through our own resources or indirectly through advocacy and lobbying.
- Increase waste collections in Holborn
- Increase monitoring and reporting of unacceptable levels of cleanliness in the area (e.g. through the street ranger scheme).

### **Unacceptable levels of Anti-social Behaviour**

#### Issue

This affects workers and residents' perception of crime and community safety.

#### Opportunities

- Maintain and improve the management of the public realm, so that issues such as levels of anti-social behaviour can be lowered and kept low.
- Increase Police presence in the area
- Increase monitoring and reporting of Anti Social Behaviour/criminal activity in the area.
- Increase initiatives to reduce Anti Social Behaviour and other criminal activity in the area
- Increase highly visible reassuring presence on the streets of Holborn (both Police and Street Rangers)

### **Transport Issues**

#### Issue

Congestion of the local transport system particularly at Holborn's two underground stations mitigates the advantages of Holborn's otherwise excellent location. Holborn also suffers from frequent road works due to its position over key communication and statutory provider supply links. Traffic congestion on key roads is also a concern that affects businesses. There is currently a lack of coordinated response to these issues.

#### Opportunities

- Increase the level of public sector investment in Holborn either directly through our own resources or indirectly through advocacy and lobbying.
- Maintain and improve the management of the public realm to better coordinate the frequency of road works in the area.
- Improve communication and coordination between transport providers, other statutory providers and the business community.

## **Indistinct Brand Identity/Sense of place**

### Issue

Holborn's identity with both the public and business is not sufficiently strong or distinct to be a major asset when recruiting or marketing. Nor is it sufficiently definable to overcome negatives such the problems of anti-social behaviour that other better-branded areas such as the West End can more easily shrug off.

### Opportunities

- Create a distinct identity and sense of place for Holborn so that it becomes an asset for its businesses.

# Part 4: Introduction to “Business Improvement Districts” (BIDs)

## Introduction

**This part of the proposal sets out to inform the reader about Business Improvement Districts, what they are and how they work.**

### **What is a Business Improvement District?**

A Business Improvement District (BID) is an arrangement through which the local business community, working with the local authority and other statutory service providers, can develop proposals for services that will bring direct benefits to the area in which they operate. These proposals must then be agreed by a majority of business ratepayers in the BID area before they can be implemented. The improvements implemented by a BID are additional to the services already provided by the local authority. The cost of the implementation of the proposals is met by a supplement calculated on the Rateable Value of the “Hereditaments” (property that is charged a non-domestic rate) within the BID area along with other voluntary contributions. Only business occupiers are charged the BID levy. Legislation within the Local Government Act (2003) enables the local authority to issue a bill for the additional levy. The levy is collected by the billing authority, the council, and held in a separate account for the exclusive use of the BID. All businesses that would pay the supplementary levy are entitled to representation in a ballot conducted by the local authority on whether or not the BID proposals should be implemented.

**A Business Improvement District is therefore an opportunity for local businesses to get together, develop and agree an improvement plan that will enhance (*not* replace) local provision through new services that meet the particular needs of the business community while also benefiting the wider community.**

In a BID, the partnership between businesses and the local authority will be mutual; the local authority and business need to reach agreement on the nature and scope of improvements, and secure a favourable vote from businesses before the improvements can be made. The BID will require all stakeholders to co-operate on specific projects, which will require businesses and the statutory authorities, in particular, the council, to develop a close working relationship.

**This legislation, therefore, gives businesses a direct say, and a measure of control, over how local resources are used and allocated. Businesses also stand to gain a much greater influence in local policies and practices in the “Business Improvement District”.**

### **What is new about BIDs?**

The BIDs concept is based on a model of local area management and development pioneered in Canada and the United States, which were based on a principle of self-help through self-financing. It has been adopted in the UK and its unique features are:

1. **Statutory Contributions:** Under BIDs, all affected businesses in the defined BID would be obliged to contribute to the scheme should the majority of those voting be in favour<sup>3</sup>.
2. **Sustainability:** The funding of a BID will be principally from the levy, which will be set at an agreed amount for an agreed period. This means that the income from a BID will be guaranteed, making it easier to fulfil agreed objectives.
3. **Relevance:** The class of non-domestic ratepayers who will be contributing to the BID levy is left to local discretion. You get the services you want, that meet your priorities and needs.

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<sup>3</sup> For a BID to be implemented the ballot must be won on two counts: 1) A simple majority of those voting must vote in favour of the proposals; 2) Those voting for the proposals must represent a greater aggregate rateable value than those voting against.

4. **Affordability:** Local discretion also extends to setting the amount of the BID levy, which may be different amounts for different types of ratepayer in the local area.
5. **Versatility:** Funding for BIDs will not be restricted to the amount that can be raised through the BID levy but can be supplemented by voluntary contributions from landlords, sponsors, and alternative sources of funding.

***“What about Business Rates- Don’t I pay for local services already?”***

Business rates are a national property tax that is merely collected by the Local Council. There is no direct relationship between the money you pay to the Local Authority and the services your local authority *provides*. **All the Business Rate payments collected by Camden Council (minus a small amount to cover administration and collection) go to central government.** The politicians and civil servants in Whitehall determine where, when and how your business rate payment is distributed and spent. In 2002-3 only 28.6% of the amount collected in Camden was returned by Whitehall to be spent in the borough. The local council’s responsibility is limited to collecting and enforcing payments.

The government sets the **Uniform Business Rate, which for 2004-5 is 45.6p in the pound.** To calculate how much your annual Business Rate bill is, or will be, you need to know the Rateable Value of your premises.

Each property, known as a “hereditament” has a specific Rateable Value (RV), which is set by a government agency called the Valuation Office. The Valuation Office determines the open market rental value of your property at a set date. They do this every five years. The Valuation Office has recently reassessed the Rateable Value of your property and the new draft valuations covering the period of 1/4/2005-31/3/2010 were published this month (October 2004).

There is a complicated formula to determine what each individual property rate bill will be, which takes into account “Transitional Relief” and “Phasing” to allow any rate rise due to Revaluation to be spread over 5 years. But as we are now approaching the end of the five-year period, most annual business rate bills can be calculated by multiplying the RV by the UBR. For example if your property’s Rateable Value is £10,000, then your annual business rate bill will be (excluding any transitional relief etc) £4,560.

Consequently, at present neither your business nor the local council has any control on how much is raised from business rates, what the money is spent on or where the money raised through business rates is spent.

**The attractiveness of a BID levy is that the amount raised is set by you the business ratepayer and spent locally and managed locally, for local benefit.**

## **How to establish a BID?**

The BID scheme will not be implemented unless it is approved in a ballot. All ratepayers who are liable to pay the BID levy will have a vote in the ballot. A successful ballot will have to meet two tests. Firstly a simple majority of those voting in the ballot must vote in favour. Secondly, those voting in favour must represent a majority by Rateable Value of the hereditaments (rateable properties) of those voting.

Legislation gives the Local Authority the option of vetoing any BID that, *“would conflict with locally adopted plans made under statute, or otherwise formally adopted by the council.”* In effect the council must believe that the plans proposed by the business community will benefit the whole

community. Since 1999 the London Borough of Camden has been working towards the establishment of BIDs and continues to give support to HBP to help Holborn become one of the UK's first Business Improvement Districts.

The local authority is also to be responsible for organising and overseeing the ballot. If this ballot is successful, the Local Authority will also be responsible for billing, collection and enforcement of the BID levy.

To enable both local businesses and the local authority to decide whether they are in favour of establishing a Business Improvement District a sponsoring organisation, preferably a group of local businesses must come forward to:

A: Express their interest and support for the concept

B: Define the location for the BID, the scale and scope of the proposed BID and define who will be the business rate-paying group who will be asked to vote on its establishment.

C: Collect and assess information for a baseline study of the BID area in order to find out what needs to be done to improve the area, or increase the level of services to match the expectations of businesses and stakeholders.

D: Draft a fully costed improvement plan/proposal that outlines a programme of new and additional services.

E: Develop a draft constitution that details the powers of the BID management authority, their operating procedures, financial and legal liabilities and their accountability to, and degree of control by, the business community and key stakeholders.

F: Use the plan/proposal to consult with local businesses, the local council and statutory authorities and other key stakeholders in order to determine whether they will support a BID and if so what that BID should set out to achieve.

G: Finalise a plan/proposal that all stakeholders can agree to and that can be presented to local businesses prior to the ballot so that the business rate-payers can vote on whether to establish a BID or not.

**The Holborn Business Partnership has come forward as the sponsoring organisation to propose the establishment of a Business Improvement District in Holborn.**

**The first draft of this document has now been consulted on and this document takes into account the responses of those who have provided views on the documents to HBP. This document is now the final BID proposal for the Holborn BID.**

# Part 5: Holborn Business Improvement District

## Introduction:

**This section of the BID proposal outlines the arrangements for the Holborn BID, the rules of the BID and Operational and Financial Information.**

## Holborn BID Arrangements

The “Local Government Act 2003” and “The Business Improvement Districts (England) Regulations 2004” detail a number of regulations and guidelines for any organisation that intends to establish a BID . The organisation that proposes to establish a BID must produce a “BID Proposal” that incorporates arrangements which will determine where, when and how the BID operates, what the BID intends to do, who will be responsible and how they will be accountable to their electorate.

To initiate this task, in late 2002 Holborn Business Partnership set up a working group made up of experts, local business representatives and Camden Council officers to examine issues relating to the development of a BID. The task force focused on practical issues relating to the establishment of the BID, the setting and collection of the BID levy and the assessment of likely income that could be generated.

After consultation with HBP members and the BID electorate, the Task group has agreed the following BID arrangements.

Regulation 4 (1) deals with BID proposals and states that: *“BID proposals .... shall include the matters mentioned in paragraphs 1, 2 and 3 of Schedule 1”* (Paragraphs 2 and 3 of Schedule 1 relate only to “renewal proposals” and “alteration proposals” and are therefore not relevant here)

In this section the items required in the BID proposals by Schedule 1 of the BID regulations are set out in sequence as they appear in Schedule 1 on the BID regulations:

**1(1)(a) requires, “a statement of the works or services to be provided, the name of who will provide them and the type of body the provider is”**

The works and services to be provided by the Holborn BID are set out in detail in Part 7 of this proposal: *Holborn Business Improvement District Activity Plan*. They are split into four Programmes:

- a) Street Rangers
- b) Safe and Secure
- c) Clean Streets
- d) Holborn Network

Part 7 also sets out the Holborn BID Management Structure and staff costs, as well as the BID Levy Collection Arrangements.

Holborn Business Partnership Limited (Trading as Holborn Business Partnership) would be the implementing agent for the Holborn BID and would provide or manage all of the works and services set out in Part 7. Holborn Business Partnership Limited is a Company Limited by Guarantee (Registered Number: 04187380 England) and was set up to implement and operate a Business Improvement District in the specified area of Holborn (see map in Appendix a) to work to make Holborn a better place to work, live and visit. A copy of Holborn Business Partnership’s

Memorandum and Articles of Association are available on request from the Holborn Business Partnership office.

**1(1)(b) requires, “a statement of existing baseline services (if any) provided by the relevant billing authority or other public authority”**

The current Baseline in Holborn is set out in Part 3 of this proposal and includes reference to the London Borough of Camden’s baseline services in the area. The detail of these baseline services is contained in the Baseline Reports appended to this proposal. The Baseline Reports come from the Street Environment, Highways, Parks and Open Space departments. Baseline Agreements for these services have been drafted and will be entered into by Holborn Business Partnership and the London Borough of Camden. These will be available on request from the Holborn Business Partnership office.

**1(1)(c) requires, “a description of the geographical area (including a map showing that area) in which the proposed BID arrangements are to have effect”**

**Streets in proposed Holborn BID area**

Street Name	Full street/part of street	Detail (all numbers given are inclusive)
Catton Street	Full street	
Dane Street	Full street	
Drake Street	Full street	
Eagle Street	Full street	
Fisher Street	Full street	
Gate Street	Full street	
Great Turnstile	Full street	
High Holborn	Part Street	Numbers 40-121 north side & numbers 212-310 south side.
Kingsway	Part Street	Numbers 88-94 even numbers only & 125-133 odd numbers only
Lambs Conduit Passage	Full street	
Lincolns Inn Fields	Part Street	Numbers 66-71
Little Turnstile	Full street	
New Turnstile	Full street	
Old North Street	Full street	
Princeton Street	Part Street	West of Red Lion Street only included; excludes numbers 1-3 on the odd numbered side of the road side; Excludes numbers 2-10 on the even side of the road.
Procter Street	Full street	
Red Lion Square	Full street	
Red Lion Street	Full street	
Remnant Street	Full street	
Southampton Row	Part Street	Numbers 2-60 even numbers only & 1-35 odd numbers only & Victoria House (numbers 37-63)
Theobalds Road	Part Street	Numbers 25 -83 odd numbers only & numbers 70-136 even numbers only

Whetstone Park	Full street	
Yorkshire Grey Yard	Full street	

The area to be covered by the BID is the geographical area highlighted in the attached map, Appendix a), and shall comprise all streets mentioned above as well as any new streets that may subsequently be created, and hereditaments currently entered in the rating list for that identified area, or that may be entered in the future. For clarification, a full list of liable hereditaments will be available from the HBP office following formal notification of the ballot. The list of liable hereditaments is altered and updated on an on-going basis to reflect changes in the billing authority's database of liable non-domestic ratepayers and relevant hereditaments. Appendix b) lists the full details of all hereditaments that would be liable to the BID levy as at 20<sup>th</sup> October 2004, but please note that this list will be updated with any changes to the billing authority's rating list between 20<sup>th</sup> October and the formal notification of the ballot and that any new, refurbished or reconstituted hereditaments subsequently entered into the rating list after the BID commencement date shall additionally also become liable to the BID levy so long as other relevant criteria within this document are also met.

**1(1)(d) requires, “a statement of whether all non-domestic ratepayers in the geographical area or a specific class of them are to be liable to the BID levy, an explanation of how the amount of the BID levy to be levied is to be calculated and an explanation of whether any of the costs incurred in developing the BID proposals, holding the ballot or implementing the BID are to be recovered through the BID levy...”**

All non-domestic ratepayers, either occupying property, or if unoccupied, owning property, in the BID area as defined above in response to point 1(1)(c) of Schedule 1 of the BID regulations, and having a Rateable Value of £10,000 or above, will be liable to the BID levy daily charge.

However, said ratepayers will not be liable for the said charge for any day, during the BID levy period, where the rateable value of the relevant hereditament is below £10,000\*; subject to the “closed financial year rule”.

Liability – Additional clarification:

Persons liable to the levy will be any “Rate Payer” as set out in section 59 of the Local Government Act 2003, [Interpretation of Part 4]. Section 59 clarifies the meaning by stating “non-domestic ratepayer, in relation to any area, means a person subject to a non-domestic rate under section 43 or 45 of the Local Government Finance Act, 1988 (c.41) (liability to non-domestic rates) because he is the owner or occupier of a hereditament situated in that area.”

For the purposes of non-domestic rating, the London Borough of Camden interprets the owner of a hereditament or land as per the definition in section 65(1) of the Local Government Finance Act 1988. This states that “the owner of a hereditament or land is the person entitled to possession of it”. A similar definition exists in Schedule 4A of the Local Government Finance Act 1988 at paragraph 10(b) for unoccupied properties.

List of Liable Rate Payers at BID commencement:

The initial list of non-domestic ratepayers liable to the BID levy will be set and available following formal notification of the ballot. Appendix b, is a snapshot list of the full details of all hereditaments that would be liable to the BID levy as at 20<sup>th</sup> October 2004, but please note that this list will be updated with any changes to the billing authority's rating list between 20<sup>th</sup> October 2004 and the formal notification of the ballot and that any new, refurbished or reconstituted hereditaments subsequently entered into the rating list after the BID commencement date shall additionally also become liable to the BID levy so long as other relevant criteria within this document are also met. Appendix b) will be updated on an on-going basis to reflect changes in the billing authority's database of liable non-domestic ratepayers and relevant hereditaments. The list will therefore change over time as different liable ratepayers are added which will also become responsible for the BID levy or removed and are therefore no longer responsible for the BID levy.

#### Rating List and Rateable values to be used in the BID:

For the purposes of the BID, the 2005 rating list and relevant rateable values (as amended) will be used to calculate the individual levy charges for each liable ratepayer, subject to the "closed financial year rule".

#### Financial year

For the purposes of the BID, a financial year is a period of 365 days (or 366 days in a leap year), commencing 1<sup>st</sup> of April and ending 31<sup>st</sup> of March inclusive.

#### Closed Financial Year Rule

The BID will operate a variable rateable value system within each "current" financial year; in effect ensuring that the BID levy charge is adjusted between the 1<sup>st</sup> of April and 31<sup>st</sup> of March in line with any rateable value schedules issued by the valuation office for the same period. However, once the end of the financial year is past (i.e. the 31<sup>st</sup> of March), the BID will ignore any subsequent rateable value schedules altering the rateable value list retrospectively for the BID area and will apply the changes to the financial year in which the rateable value schedule was received only, if applicable. This will mean that no rebates will be given for reductions other than those that occur in the financial year itself, and likewise no increases in BID levy charge will also occur retrospectively once a BID financial year comes to an end.

The above concept will also apply to properties that may be removed from the list or added to the list retrospectively, and will also apply to splits or mergers.

One exception is where rate payers become known to be liable BID payers after the commencement of the BID and potentially after the end of the relevant financial year and where rate payers cease to be liable BID payers but liability is not adjusted until after the end of the financial year. In these scenarios, liability will be adjusted accordingly and either demand notices issued for payment or refunds given as appropriate.

#### The Levy Multiplier & Charge

For the financial year 2004/05 the BID levy multiplier will be 1p in the pound.

The multiplier for the financial year commencing 1/4/2005 was calculated by dividing the estimated income required to run the BID services by the aggregate rateable value of all relevant hereditaments included in the BID area. It was calculated to a maximum of 3 decimal places, the latter digit always benefiting from rounding upwards if it is equal or greater than 5.

The BID levy charge for each individual ratepayer is to be calculated by multiplying its rateable value by the BID multiplier specified for the financial year and dividing the result by the number of days in the financial year.

#### Procedural Arrangements

The BID charge is a daily charge based on rateable value. It is to be paid in full in advance, the due payment date being the 1<sup>st</sup> of April of the relevant financial year unless the BID payer liable for the charge was not so liable until a later date, in which case the BID payer liable will be expected to pay in full the charge to the end of the financial year, within 14 days of a demand notice being served on them.

#### Recovery & Enforcement

The non payment of the BID charge will be strongly pursued via all available enforcement options. This will include: the preparation, issuing and serving of summonses at minimum of to the BID payer of £150 per summons case (or any other figure that the local authority may adopt); the use of bailiffs; committal action; insolvency action and County Court action. All of these actions may incur additional costs for which the BID payer will be liable.

Costs Incurred in Developing BID Proposals, Holding Ballot and Implementing the BID:

The costs incurred in developing the BID Proposal, holding the BID ballot and implementing the BID are not to be recovered through the BID levy. This preparatory work has been funded by voluntary subscriptions from Holborn businesses and through an SRB grant from the London Development Agency as part of the Circle Initiative. The BID levy charge will only be used to fund the improvement programmes from April 2005-March 2010, as set out in Part 7 of this proposal.

**1(1)(e) requires, “ a statement of the specified class of non-domestic ratepayer [if any] for which and the level at which relief from the BID levy is to apply”**

No relief is to be given to any class of non-domestic ratepayer. All types of property within the BID area specified are to be subjected to the full levy. Furthermore there is to be no distinction made between occupied or unoccupied hereditaments, either occupancy status attracting the full BID levy.

**1(1)(f) requires, “ a statement of whether the BID arrangements may be altered without an alteration ballot and if so, which aspects of the BID arrangements may be altered in this way”**

The BID arrangements may be altered without an alteration ballot in the following instances:

The BID multiplier/poundage will increase each financial year by 3% or the Retail Price Index (RPI) (as announced in the preceding September/October) plus 1%, whichever is the greater, starting 12 months after the BID commencement date. It is to be calculated by multiplying the original figure, (as set out in the above response to Schedule 1(1)(d) of the BID Regulations), by 3% or the relevant RPI percentage increase plus 1%, whichever is the greater, and taking the answer to the first 3 decimal places, the latter digit always benefiting from rounding upwards if it is equal or greater than 5.

The streets and hereditaments to be included in said BID area may change due to changes in the relevant billing authority's local list. Hereditaments may be additionally included if their rateable value, at any time during the BID period, exceeds £9,999 or they are newly added to the local list and the rateable value threshold criteria [as set out in the above response to point 1(1)(d) of schedule 1 of the BID regulations] is exceeded.

Hereditaments may also be excluded from the BID area and BID levy charge in cases where the billing authority amends the local list and either removes hereditaments from the list or alters the rateable value to below £10,000. Where this occurs, such amendments will either be effected as per the date on the billing authority's schedule, or if this date predates the beginning of the financial year in which the change is being made, the 1<sup>st</sup> of April of the relevant financial year in which the billing authority implements the change.

**1(1)(g) requires, “ a statement of the duration of the BID arrangements”**

The BID arrangements will apply for a total period of 5 years.

**1(1)(h) requires, “ a statement of the commencement date of the BID arrangements”.**

The commencement date of the BID arrangements will be 1<sup>st</sup> April 2005 (48 days after the notice of the result of the ballot is published).

**\* Note on the effect of the 2005 Business Rates Revaluation on the voting rights in the BID ballot of businesses whose Rateable Value exceed £9,999 after the 2005 Revaluation, but whose Rateable Value is less than £10,000 prior to the 2005 Revaluation:** As the 2005 list is available for inspection at the time of writing (October 2004), where there are businesses within the defined BID area (as set out above) with a Rateable Value below £10,000 on the 2000 list, but whose Rateable Value will reach or exceed the £10,000 threshold according to the 2005 list, thereby making them eligible to pay the BID levy, they will also be permitted a vote for each

rateable property that they occupy (or if unoccupied, they own) whose Rateable Value will exceed £9,999 according to the 2005 Rating List. The purpose of this policy is to ensure that the ballot is as fair and equitable as possible by ensuring that all those who will be liable to pay the BID levy, according to the BID rules, will also be entitled to vote.

## **Holborn BID Operational & Financial Management Arrangements**

**This is the outline of Holborn's BID Operational and Financial Management Arrangements:**

1. An Operating Agreement between Holborn Business Partnership and the London Borough of Camden has been drafted and will be entered into. This will be available on request from the HBP office. The Operating Agreement sets out how the BID levy is to be collected and administered by the London Borough of Camden for the BID services. It also specifies how the collection of the levy and the BID programmes will be monitored through monthly meetings between representatives of the Holborn BID and representatives of the London Borough of Camden.
2. The Holborn governing board will approve in advance an annual budget for the Holborn BID for each financial year.
3. The Holborn BID will not be able to operate in deficit or incur liabilities that come into effect after the operational period e.g. after 2010.
4. The Holborn BID will provide information on its finances to the Billing Authority on a Monthly Basis, or less frequently, according to the demands of the Billing Authority. This shall be provided at the 'Monthly Monitoring Group', to be set up as specified in the Operating Agreement.
5. The Holborn BID will produce annual accounts for each financial year that are independently audited and publicly available to all BID levy payers and the Billing Authority. These will be presented at the Holborn BID company's "Annual General Meeting".
6. At the end of each financial year any surplus or unspent income is to be rolled over to the next financial year to provide an approved contingency reserve for that financial year. Any amount that remains in addition to that amount will be used to provide enhanced or additional services in Holborn in the next financial year. How this money should be allocated to be discussed by BID company members at the AGM (all BID levy payers have the right to become company members).
7. All budgets to include a 5% contingency reserve to take into account any unexpected shortfall.
8. A redistribution of funds among projects that amounts to more than 10% of total annual programme budget will require full Holborn BID Board Approval.
9. A "Slippage Rate" – that takes into account potential fluctuations in Rateable Values that come about due to appeals, deletions from the rating list etc, requires the Holborn BID to budget for this contingency. On advice from the local authority the "Slippage Rate" will not exceed 7% of the BID levy rateable value base for Holborn's hereditaments within a financial year. A 7% contingency is therefore built into the BID levy rateable value base which affects BID levy income projections.
10. The London Borough of Camden's Business Rates Division is to be given the role of billing authority for the Holborn BID and will be responsible for billing and collection (including legal enforcement) of the BID levy. The Local Authority does not set the BID levy, it simply

collects and administers it for the BID company services. This service is governed by a "Service Level Agreement" (available on request from the HBP office) and paid for at the agreed rate from the BID levy income.

11. The estimated collection rate of the BID levy is 95%. The billing authority will use its full legal powers provided by legislation to enforce payment. If necessary, the billing authority shall instigate Court action as required at its own expense.
12. The Service Level Agreement between the Holborn Business Partnership and the London Borough of Camden's Business Rates Division specifies that the funds collected for the BID Company Services are transferred from the Local Authority to the Holborn BID bank account within 28 days of the issuance of an Invoice for BID levy funds to the London Borough of Camden from the Holborn BID. 20% of the funds collected will be held back by the billing authority to allow for refunds on fluctuations. The balance of this amount retained by London Borough of Camden to be transferred to the BID Company Accounts by the end of financial year minus the authority's fee for collection.
13. Service Level Agreements will be agreed and issued to all those who deliver services on behalf of the Holborn BID company. The SLA will establish a baseline and detail improvements or performance indicators that the contractor will be required to meet.

# Holborn BID Cost & Benefits

The Business Improvement District proposed programme is funded through a small levy on the Uniform Business Rates (UBR) to be paid by occupiers (or for empty properties owners) of property in the Holborn BID area whose Rateable Value is in excess of £9,999.

The cost to each business is lower than you might think with 79% of Holborn's businesses paying less than £1,000 per annum and only 9% paying over £5,000 per annum. Only 4% would pay over £10,000 per annum. Please see the table on page below for a breakdown of how much businesses will pay.

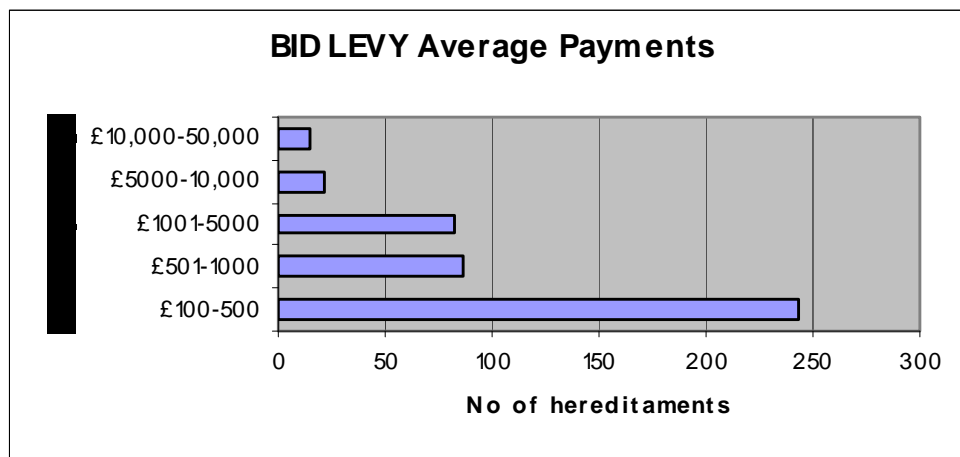
In developing the BID programme Holborn Business Partnership consulted Business Rate experts from both the public and private sector as regards the expected income that can be generated from the BID levy.

The BID programme was developed to meet the needs and expectations of local businesses and to provide solutions to recognised issues affecting Holborn's public realm. We were also guided by the principle that the overall programme must:

- ❑ **Produce demonstrable returns and results for Holborn's Business Ratepayers**
- ❑ **Provide good value for money**
- ❑ **Have a low risk of failure (to be achieved by ensuring that programmes have been tried and tested by HBP, or other respected bodies, and are known to achieve the desired outcomes)**
- ❑ **Be prudent - thereby ensuring that there are sufficient contingency reserves in each project and in the overall programme to guarantee operations whatever the circumstances.**
- ❑ **Be affordable to all of Holborn's non-domestic ratepayers.**

In accordance with these principles Holborn Business Partnership is presenting a programme of activities which in the first year will **cost approximately £660,000.**

**Chart 5.1: BID Levy Average Payments**



In order to raise this amount of money the BID company must charge ***an additional compulsory BID levy equivalent to 1% of the 2005 Rateable Value in the first year.*** Since we suspect that the programme Budgets will increase with the rate of inflation, we have built this in to the BID levy, which will increase by the rate of inflation, budgeted at 3% per annum or the Retail Price Index plus 1%, whichever is the greater.

**Example of How much the BID levy will cost a typical Holborn Business.**

Joe Bloggs, Legal Services, 5c High Holborn, WC1 7YY

In 1999 an independent property valuer, working on behalf of the government, assessed the rental income that they believed that property 5c High Holborn, could earn in the open market in an average year. This valuation formed the Rateable Value of the property for the period 2000-2005. This year the exercise was again completed to assess the Rateable Value of the property that Joe Bloggs Legal Services continue to occupy. This information will be published in the autumn of 2004 and used to set the 2005-6 Business Rate bills.

Business Rates are calculated by charging a multiplier known as the Uniform Business Rate (UBR) to the Rateable Value of the Property. The equation used to set the annual business rate charge is: **Rateable Value x Uniform Business Rates.** The present Rateable Value of 5c High Holborn is £10,000. The government set the 2004-5 Uniform Business rate at 45.6%. Therefore, Joe Bloggs Legal Services Business rate bill for 2004-5 will be calculated as follows: £10,000 X 0.456 = £4,560.

Joe Bloggs Legal Services is now being asked to consider to agreeing to establish a BID in Holborn and thereby support an additional BID Levy charge of 1%, in order to pay for improvements to Holborn. This would (based on the £10,000 Rateable Value of the property they occupy) mean that Joe Bloggs Legal Services are asked to agree to a charge of £100 per annum on top of their present business rate bill. Any business can work out the cost of the Holborn BID to them by applying the following formula:

$$\text{Rateable Value} \times 0.01 = \text{BID Levy Amount}$$

By setting the BID levy at a rate equivalent to 1 % of 2005-2010 Rateable Value, we are prudently allowing for 15% of the amount charged, for one reason or another, not to be collected.

We expect that we may be able to raise additional funding in the form of voluntary contributions provided by property owners, small occupiers and others as well as through grants. However, until the BID is in place we will not be pursuing these and therefore, for the purpose of budgeting, income from this source has been discounted. If it is forthcoming it will be available to be used in future years to fund additional activities or expand existing programmes.

## The Case for a Holborn BID

### Cost to business

For the majority of ratepayers who are in the BID electorate, the cost of the programme presented by Holborn Business Partnership will be between £100 and £500 per annum, equivalent to between 27p and £1.37p per day.

As the levy is a percentage of Rateable Value, some of the larger businesses will be asked to pay more, but even for these major property occupiers the cost per employee or cost per commercial space used will be relatively small.

<b>BID LEVY 1%</b>			
<b>BID Levy Cost per ratepayer p.a.</b>	<b>Number of Hereditaments in BID</b>	<b>% of BID Electorate</b>	<b>Size of Business (By Rateable Value)</b>
£100-500	243	58%	£10K-50K
£501-1000	87	21%	£50-100K
£1001-5000	82	20%	£100-500K
£5001-10,000	22	5%	£500K-1,000K
£10,001-50,000	15	4%	£1,000K +

All figures based on 2005 Valuation.

The exact contribution of each business to fund the proposed BID programme is available on request from the HBP office. Every occupier (or owner of unoccupied property) liable to pay the BID levy will be written to by HBP informing them of their proposed contribution level by mid-December 2004. The programme budget for 2005-6 will not increase and any future year increases that are to be funded by the BID levy payer will be restricted to the rate of inflation as set out in the BID Rules above.

### Benefits to Stakeholders

In return for this additional cost, the Holborn BID intends to implement a programme of activities that will achieve for businesses and local stakeholders the following:

<b>STAKEHOLDER</b>	<b>BENEFIT</b>
<b>Occupier 1</b> Corporations, Professionals, Business Service Providers, Education and Training Providers.	<ul style="list-style-type: none"> <li>• Facilitated access to Local Authority, Police, Transport Providers etc</li> <li>• Facilitated access to other Holborn businesses</li> <li>• Promotion of business to other Holborn businesses and beyond</li> <li>• Safer/ Cleaner environment</li> <li>• Improved facilities</li> <li>• Better transport links (through lobbying etc)</li> </ul>

	<ul style="list-style-type: none"> <li>• More attractive offer for the recruitment of superior employees</li> <li>• Higher staff retention</li> <li>• Market benefits associated with being in high profile improving area</li> <li>• Demonstrable investment in safety and welfare of their staff</li> </ul>
<b>Occupier 2</b> Hotel, Retailers, Entertainment Providers, Visitor attractions	<ul style="list-style-type: none"> <li>• Facilitated access to Local Authority, Police, Transport Providers etc</li> <li>• Facilitated access to other Holborn businesses</li> <li>• Promotion of business to other Holborn businesses and beyond</li> <li>• Better quality of experience for customers and visitors</li> <li>• More attractive area attracting more customers</li> <li>• Safer streets day and evening</li> </ul>

Holborn residents will also benefit from the Holborn BID through:

- Enjoyment of a Safer/ Cleaner environment
- Improved facilities
- Better transport links (through lobbying etc)
- The Heartware project facilitating access to businesses skills and resources

In addition to the advantages that will benefit your own business, the BID programme also sets out to overcome weaknesses and threats to Holborn's future as a dynamic business area, so that we can make Holborn a better place for now and for the future.

We firmly believe that the BID programme we are proposing will make Holborn a more successful, vibrant, safe and attractive commercial district and is worth the small levy required to fund the BID programmes. Please make sure that you support the Holborn BID and vote for it in the upcoming ballot period: 10<sup>th</sup> January to 10<sup>th</sup> February 2005. Without your support we will not be able to implement our plans to make Holborn a better place to work, live and visit.

# Part 6: The Holborn BID Sponsors

## Introduction:

This section introduces Holborn Business Partnership (HBP) as the BID proposer and intended future manager of Holborn's BID. This section outlines HBP's structure and operational history and explains why HBP and its member businesses support the establishment of a Holborn Business Improvement District

## The Holborn Business Partnership (HBP)

Holborn Business Partnership is the formal proposer behind the plan to establish a Business Improvement District in Holborn.

Holborn Business Partnership also intends to manage the BID company and operate and deliver services on behalf of and for the benefit of business ratepayers in Holborn.

The BID company will be responsible for implementing the BID proposal. The Holborn Business Partnership's Memorandum and Articles of Association are available from the HBP office on request. The principles that determine and govern the Holborn BID are, that it be:

- ❑ **Not-for-profit**
- ❑ **Dedicated to the betterment of Holborn and particularly the interests of Holborn's business ratepayers**
- ❑ **Representative - all business ratepayers will be members or shareholders; all will elect/appoint directors to the board that will oversee the operations of the company**
- ❑ **Publicly Accountable - the company will publish annual accounts, hold annual general meetings and seek approval and authority for each year's planned programme of activities**
- ❑ **Work in partnership with key stakeholder groups to ensure that Holborn works for and benefits everyone**

## Introducing Holborn Business Partnership

Holborn Business Partnership (HBP) was formed in 1999 and incorporated as a company limited by guarantee (non-profit making) in March 2001. The company is overseen by an Executive Committee and working groups made up of representatives of local businesses and occupiers, as well as representatives from Camden Council and the Metropolitan Police. Holborn Business Partnership was set up to make Holborn a better place to work, live and visit.

Holborn Business Partnership is funded by subscriptions from local businesses and stakeholders. HBP also receives a government grant, provided to HBP to support its efforts to pilot the Business Improvement District model. HBP receives this money through the London Development Agency. This is Single Regeneration Budget funding that HBP receives as a member of the Circle Initiative together with 4 other central London partnerships. HBP's subscription monies and government funding have been used to fund programmes of improvements to Holborn and initiate added value services. These programmes are alone worth more than £400,000 per annum. ***In 2005 HBP's government funding comes to an end and unless Holborn's businesses agree to vote for and fund a Business Improvement District, then the services that HBP provides are likely to cease and the achievements it has secured for Holborn jeopardised.***

Holborn Business Partnership is a membership led organisation that has over 50 business members including most of the major occupiers in the area, as well as, small and medium sized

businesses. HBP's members and supporters include large corporates, small offices and retailers, charities and not for profit organisations. HBP provides on the ground services and an 'envelope of care' to its members, as is set out in more detail below.

Holborn Business Partnership employs a 4 person management team (three full-time, one part time) to manage the programmes and deliver member services. The team has acquired a wealth of experience and skills in developing and delivering partnerships that work for the benefit of business and for the area. The proposal to establish a BID in Holborn is partly based on the use of HBP's knowledge, skills and working partnerships to deliver programmes that are known to deliver tangible gains to businesses and to the area as a whole.

## **Holborn Business Partnership's Achievements 2000-04**

**In the past 4 years the Holborn Business Partnership has achieved the following:**

- ❑ Made the area safer for businesses and the wider community by:
  - ❑ Developing a strong working partnership with the Metropolitan Police (HBP is based at Holborn Police Station)
  - ❑ Facilitating communication between businesses and the Police
  - ❑ Funding Police overtime for specific work to tackle identified local problems
  - ❑ Piloting one of the first street ranger programmes in a commercial district in London. The Holborn Street Ranger programme deploys Street Rangers to patrol the area, gather intelligence for the Police, offer support and advice to businesses and visitors and provide a reassuring community safety presence on the street.
  - ❑ Making possible the first privately facilitated Anti-Social Behaviour Order (ASBO), banning a persistent, known criminal from the area.
  - ❑ Provided statements contributing to at least 10 further ASBO's covering the Holborn area.
  - ❑ Providing a business watch scheme
  - ❑ Providing crime awareness information, materials and briefings
  - ❑ Providing Personal Safety Training
  - ❑ Providing grants to small businesses to implement safety measures
  - ❑ Providing intelligence on the street population to the Police and agencies working to encourage them into treatment/accommodation.
  - ❑ Investing in physical improvements to the public realm such as street lighting and crime prevention measures to improve community safety.
  
- ❑ Made the area cleaner by:
  - ❑ Funding additional street cleaners
  - ❑ Developing a strong working partnership with the London Borough of Camden, which led to a significant increase in the baseline cleansing schedule in the Holborn area.
  - ❑ Conducting deep cleansing in problem areas including the area surrounding Holborn Tube station and the station façade.
  - ❑ Providing intelligence to the local authority on street litter and rubbish through the street ranger scheme
  
- ❑ Made the area more vibrant by:
  - ❑ Investing in physical improvements to the public realm such as street lighting
  - ❑ Provided practical support to events that benefit the local area, such as 'Taste of London, 2003'
  - ❑ Providing a street ranger scheme to patrol the area and man an information kiosk outside Holborn Tube Station
  
- ❑ Represented Holborn businesses interests:
  - ❑ To the Local Authority on Planning Issues, such as proposed alterations to the UDP on affordable housing.
  - ❑ To LUL – on plans to improve Holborn Tube Station

- ❑ To the Local Authority on highways issues, such as trip hazards
- ❑ To the Local Authority on Street Environment issues, such as rubbish dumping and construction waste
- ❑ To the Local Authority on the location of Street Traders
- ❑ Encouraged local enterprise
  
- ❑ Provided networking opportunities/access for HBP's partners to:
  - ❑ HBP business partners
  - ❑ The Local Authority
  - ❑ The Metropolitan Police
  - ❑ London Underground

Overall, Holborn Business Partnership has facilitated private and public sector investments for Holborn on environmental improvements and delivered added value services equivalent to just under £3 million.

By becoming a BID, Holborn Business Partnership will be able to continue and expand the services it provides to Holborn, and thereby greatly increase the impact on quality of experience for those of us who work, live and visit in Holborn.

## The people of Holborn Business Partnership.

Holborn Business Partnership is a membership organisation where funds are raised through subscriptions and where individual members volunteer and are subsequently elected by their fellow members to serve on the HBP Executive Committee and on the working groups. The Executive Committee, management team and sub-groups represent and work for the interest of the members, of Holborn's business community and the wider interests of Holborn.

At present there are 4 working groups including: BID Development, Marketing, Safe and Secure and the SRB board. All of these groups are chaired by local business people. The purpose of these groups is to develop strategies and policies and provide direction and guidance to the management team.

Holborn Business Partnership's management team is a small cohesive 4 person team that implements member determined policy as well as managing and delivering the annual £400,000+, member and SRB funded, programme of services.

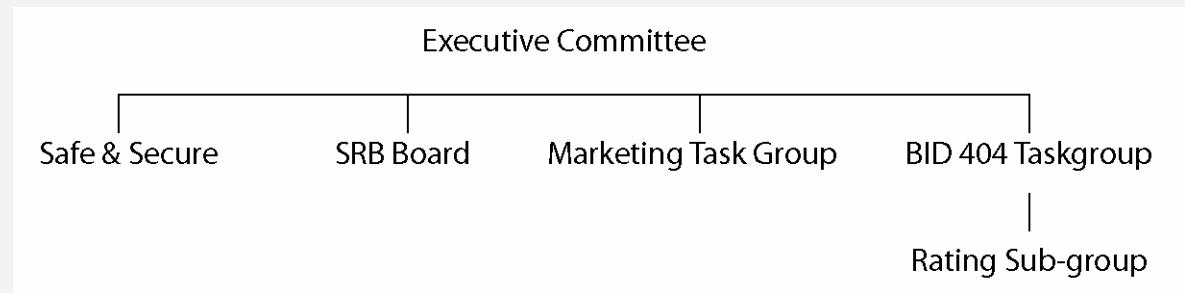
HBP's current management team comprises of:

**Part Time External Relations Manager:** Who currently manages and facilitates the working relations between HBP, Individual Members and the statutory service providers.

**Partnership Manager:** In charge of day to day operations at HBP. The current HBP Partnership Manager has been at HBP for over 3.5 years and in this time has built the company to a level where it is able to become one of the first BID proposers in the UK.

**Programme Co-ordinators:** Holborn employs two programme co-ordinators to manage and administer HBP programmes and deliver member services. Their roles are currently split between the delivery of projects (such as the HBP website and street ranger project) and preparation for the Holborn BID.

## The Holborn Business Partnership Organisation Structure And Board Members



### Executive Committee

#### Name

Alistair Subba Row

(Chair)  
(Chair of SRB Board)

Catriona Booth

Andrew Douglass

(Chair of Marketing Task Group)

Graham Cooper

Susan Freeman

(Chair of 404 Group)

Richard Linnell

Richard Lyon

Tony Matharu

Lorenzo Mosca

Tony Pink

Brett Rolfe

Neil Warwick

(Chair Safe and Secure)

#### Company

Farebrother

Warner Bros

Innovision

NatWest

Mishcon de Reya

Land Securities

Renaissance Chancery Court Hotel

Grange Hotels

Saffery Champness

CB Richard Ellis

Cable & Wireless

Kinney Green Stanford Webster

### **HBP 404 BIDs Task Group**

#### **Name**

Susan Freeman (Chair)  
Malcolm Brackley  
Jacob Keene  
Jon Ladd  
Richard Lefley  
Daniel Rinsler  
Tony Matharu  
Tony Pink  
Fern Silverio

#### **Company**

Mishcon de Reya  
Farebrother  
Holborn Business Partnership  
BURA  
London Borough of Camden  
Daniel Rinsler Associates  
Grange Hotels  
CB Richard Ellis  
London Borough of Camden

### **SRB Board**

#### **Name**

Alistair Subba Row (Chair)  
Julian Fulbrook  
Rob Griffiths  
Peter Hughes  
Neil Warwick  
Camilla Ween

#### **Company**

Farebrother  
LB Camden  
McDonalds  
Metropolitan Police  
Kinney Green  
Transport for London

### **Observers**

Isobel Rawlinson  
Georgina Dawkins  
Helen Santer  
David Apps

LDA  
Circle Initiative  
Circle Initiative  
Westminster City Council

### **Safe and Secure Group**

#### **Name**

Neil Warwick (Chair)  
Malcolm Clarke  
Debbie Dwight  
Louise Evers  
Peter Hughes  
Mark Row  
John Spafford

#### **Company**

Kinney Green Stanford Webster  
Renaissance Chancery Court Hotel  
Transport and General Workers Union  
Reynolds Porter Chamberlain  
Metropolitan Police  
London Borough of Camden  
Nabarro Nathanson

### **Marketing and Branding Task Group**

#### **Name**

Andrew Douglass (Chair)  
Nadia Kanaan  
Dawn Martyn  
Mark McAlister  
Jon Ladd

#### **Company**

Innovision  
NatWest  
NatWest  
CB Richard Ellis  
BURA

The key people at Holborn Business Partnership represent a wide range of businesses and who donate money, time and services to making Holborn a better place to work, live and visit.

These people have made a commitment to establishing a Business Improvement District in Holborn. They believe it is needed, they believe it can be achieved.

## The Supporters of Holborn Business Partnership and the Holborn BID

Below a selection of local business people and Stakeholders from a wide range of organisations explain in their own words why they are supporting and working towards the establishment of a Business Improvement District in Holborn:

<p>Brett Rolfe Regional Facilities Manager, Cable and Wireless and HBP Executive Committee Member</p>	<p><i>“Cable &amp; Wireless’ worldwide headquarters has been located in Holborn for nearly 50 years. We see the development of the BID project as an important enhancement of the environment for our customers and employees.”</i></p>
<p>Dell Levonian, Managing Director, Caradell Delicatessen</p>	<p><i>“The HBP BID provides a great network for small businesses like Caradell in the Holborn area. The particularly pleasing fact is that HBP takes as much time and expends as much energy with small businesses as it does with large. As the saying goes, size doesn’t matter!”</i></p>
<p>Dani Salvadori, Head Of Marketing And Enterprise, Central Saint Martins College of Art &amp; Design and HBP Partner</p>	<p><i>“Central Saint Martins College of Art &amp; Design has been a key part of the Holborn community for a hundred years. It is important to us that our staff and our students, who come to us from all over the world, are safe when they come here to work or study. By supporting the Holborn Business Partnership and the BID we are not only improving the area for ourselves but also being a good neighbour to the businesses in the area.”</i></p>
<p>John Rittenhouse, Chief Financial Officer, EDF Trading Ltd and HBP Partner</p>	<p><i>“EDF Trading Limited is a supporter of HBP because we believe that their concept is beneficial for this developing area, in which we are working. We appreciate HBP’s commitment to make Holborn more attractive and safer for the people and businesses.”</i></p>
<p>Alistair Subba Row, Partner, Farebrother and Chair, Holborn Business Partnership</p>	<p><i>“Our partners want a BID for Holborn as they know their money will be used locally, that they will have a say in how the money is spent, and that this investment will benefit their business.”</i></p>
<p>Rosemary Howatt, Managing Director, Jigsaw Recruitment and HBP Partner</p>	<p><i>“As the benefits of the HBP are very much in evidence already - particularly cleanliness and safety - I wholeheartedly support the BID proposal.”</i></p>
<p>Neil Warwick Partner, Kinney Green, Chair of HBP Safe &amp; Secure group and HBP Executive Committee Member</p>	<p><i>“Kinney Green is a keen supporter of HBP as the Holborn BID, because we can see the very real improvements they have already made to the area. A key concern of ours is the safety of our staff, which is why I took on the role of Chair of the Safe and Secure group, it’s great to have an opportunity to make a difference.”</i></p>

<p>Richard Linnell Portfolio Director, Land Securities and HBP Executive Committee Member</p>	<p><i>"Land Securities, as a founder member of Holborn Business Partnership, is pleased to confirm its full support for HBP's aim of becoming the Holborn BID. As a property investor with a number of buildings in the area, we are delighted with the practical achievements that HBP has under its belt. The Partnership has achieved a full working consensus across partners from a wide range of private and public sector backgrounds and this has become an important driving force in the continuing success of the area."</i></p>
<p>George Jones, Senior Surveyor, McDonald's Restaurants Ltd and HBP Partner</p>	<p><i>"McDonald's took an early interest in BID's and what they mean for retailers though the British Retail Consortium's BID Working Group. We have been HBP partners for several years now and fully support the BID. As a retailer, supporting the investment in and improvement to the local trading area represented by the Holborn BID make good business sense."</i></p>
<p>Jane Greenoak, Head of Corporate Services, National Housing Federation and HBP Partner</p>	<p><i>"The National Housing Federation fully supports the Holborn BID. The aims and objectives of the BID are very much in line with our own; the focus on neighbourhoods and the importance of working with all of the various stakeholders within an area is a commitment we have also made as an organisation. We have been impressed by the results achieved by HBP by following this approach and will be voting yes in the BID ballot next year."</i></p>
<p>Janette Gulleford Managing Director, Professional Solutions and Services and HBP Partner</p>	<p><i>"Professional Solutions joined the HBP earlier this year when we relocated to the Holborn area. Our business depends a great deal on personal contacts and networking. Through HBP networking evenings I have been introduced to a number of people and organisations who have expressed interest in working with us and as a direct result of one contact we are currently working with the Learning and Skills Council to provide training for small businesses in the Holborn area. Many thanks to the team at HBP, we shall certainly be supporting the BID"</i></p>
<p>Chris Nutten Operations Director, Prudential Property Investment Managers Ltd and HBP Partner</p>	<p><i>"Prudential Property Investment Managers Ltd has a keen interest in HBP's success as both a manager of investment properties in the area and as a major occupier. I have been tremendously impressed with the enthusiasm and commitment shown by the team in both what they have already achieved and for their future plans. They clearly listen to, and take seriously, our issues and concerns. I am confident that they will continue to make a real difference"</i></p>

Richard Lyon, General Manager, Renaissance Chancery Court Hotel and HBP Executive Committee Member	<i>“Holborn Business Partnership gives the Renaissance Chancery Court Hotel something which no other organisation or body in Holborn can provide; the power to directly and positively influence the area for the benefit of our guests, our staff and our neighbours, which is why we fully support its progress towards becoming a BID.”</i>
Ray Collins, Assistant General Secretary, Transport and General Workers Union and HBP Partner	<i>“Holborn Business Partnership and the Holborn BID give the Transport and General Workers Union the opportunity to influence public realm provision in the area for the benefit of our staff, visitors to our offices and the wider Holborn community. We have been HBP partners for over three years now and are especially supportive of the Heartware programme’s facilitation of Corporate Social Responsibility in the area. “</i>
Paul Holden, Creative Director, Typhoon Creative Partnership Ltd and HBP Partner	<i>“In contrast to some of the larger companies, Typhoon Creative Partnership moved to the area just over a year ago. In that time we have seen how proactive HBP are. We believe that the BID initiative will ultimately benefit the local area and its businesses across a wide range of issues, from health and safety to networking and business development.”</i>
Christine Douglas, Corporate Relations Manager, YMCA & HBP Partner	<i>“We at the YMCA see the implementation of a BID as a key opportunity to raise the standard of the Holborn environment to a level to which other business areas can only aspire. Furthermore, as a charity, having the opportunity to raise awareness of our work within the broad network represented by HBP is extremely valuable.”</i>
<b>Public Sector</b>	
Cllr Dame Jane Roberts, Leader, Camden Council	<i>“The Council was a founding partner with this business- led initiative. HBP has demonstrated how business and Camden Council can work together for the benefit of everyone working or living in the area, as well as for visitors and investors. The Holborn BID represents a unique opportunity to secure additional benefits that otherwise would not happen, while making sure beneficiaries have a say in their future.”</i>
Chief Superintendent Mark Heath, Borough Commander Camden, Metropolitan Police	<i>“As Borough Commander for the Metropolitan Police in Camden I fully support the Holborn BID. HBP has already made significant progress, working with the Police and Council, in reducing crime and fear of crime in Holborn. The Holborn BID will ensure this good work continues and can be built on to make the area safer for everyone. I personally welcome the can do culture of the business community into the delivery of crime reduction and community safety. This is not something that the police achieve alone.”</i>

<p>Camilla Ween, Principal Transport Planner, Planning And Partnerships, Transport for London</p>	<p><i>"Transport for London supports the concept of BIDs as it sees them as a sustainable mechanism for managing public realm and highways. Also, the emphasis on public transport is in line with the Mayor's Draft London Plan of promoting sustainable transport and accessibility to meet anticipated growth and to reduce congestion."</i></p>
<p>John Drake, Area Manager, London Underground( in charge of Holborn and Chancery Lane Tube Stations)</p>	<p><i>" From the inception of the Holborn Business Partnership, London Underground has been keen to support the initiative. As the main railway service provider in the area we see the partnership as beneficial, not only to the businesses in the area, but to all our customers and staff. We have built up an excellent rapport with the HBP Street Rangers who operate outside this station and see them very much as part of our team. We have been pleased to promote the partnership in and out of the station in its aim to provide a better Holborn to work in, meet in and socialise in by establishing a Business Improvement District in Holborn."</i></p>

# Part 7: Holborn Business Improvement District Activity Plan

## Introduction

The activity plan that is outlined here is based on the experience and recommendations of Holborn Business Partnership's management team and business members, as well as consultations with strategic partners such as Camden Council and the Metropolitan Police. This presents a tried and tested, effective, low cost programme to make Holborn a better place to work, live and visit, addressing issues of concern to businesses in the area and providing representation and networking services.

The programme seeks to address the strategic objectives identified. Each programme is budgeted and the case for the programme is presented.

## Programme 1: Holborn Rangers

### **Benefits to Businesses**

The Holborn Rangers programme will provide Holborn businesses with:

- **Safer Streets-** By providing a visible presence reporting and deterring Crime from 8am to 10.00pm, Monday to Friday.
- **Better Managed/Maintained Environment-** By providing a street level reporting and inspection service ensuring streets and public spaces are cleaner and better maintained
- **Friendlier and welcoming atmosphere-** By providing rangers who will meet and greet visitors, providing information and guidance, Holborn will be able to differentiate itself from neighbouring areas as a more welcoming place.

### **Historical Background**

The Holborn Business Partnership Street Ranger programme has deployed street rangers in Holborn since the end of 2001. This has been funded through the contributions of HBP members and a government grant.

The main focus of the rangers is to provide a highly visible reassuring presence on the streets of Holborn and to work directly with the Police and Camden Council providing intelligence to enable operations to address issues regarding community safety and environmental cleaning and maintenance standards.

The rangers carry out on-going patrols of Holborn in order to act as the "eyes and ears" of the Police and the council's Street Environment team. By working closely with local businesses and by constant liaison with the authorities the rangers are able to identify and report actual and potential criminal activity to the police and environmental violations and eyesores such as litter/graffiti to the local authority.

The rangers are based at Holborn Police Station, facilitating the sharing of intelligence on criminal activity with the Police. The rangers also work closely with Camden's Street Services Team to identify members of the street population in the area requiring treatment or accommodation. The rangers provide evidence on persistent offenders in the area, which is used by the Police to take action against them, often banning them from the area. The rangers also have a softer role,

providing daytime information and support to visitors at Holborn tube station and a “meet and greet” service for HBP members.

Table 7.1 below shows reports made by the rangers over the period October 2003-September 2004

**Ranger Reports: October 2003-September 2004**

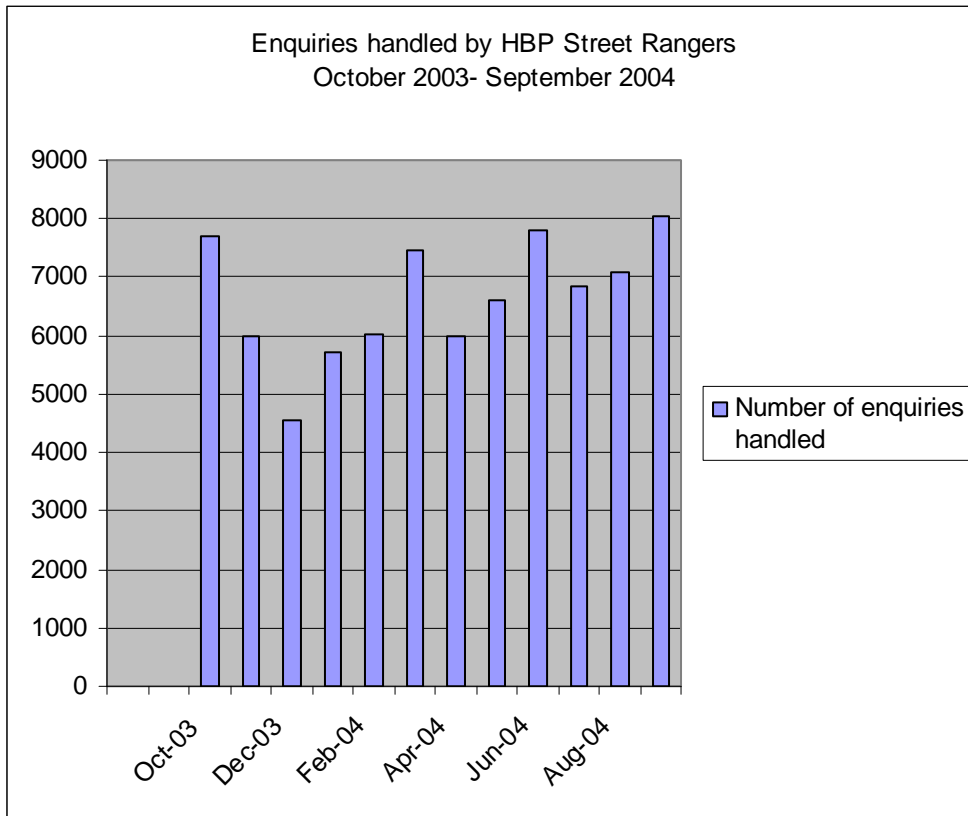
Month	Highways	Street Environment	Street Trading	DART Team	Street Services Team	Police Sector Team	Total
Oct-03	8	69	1	1	23	16	118
Nov-03	2	24	1	0	10	13	50
Dec-03	0	22	2	0	16	11	51
Jan-04	2	30	5	0	14	9	60
Feb-04	2	14	8	1	7	8	40
Mar-04	6	19	0	0	7	11	43
Apr-04	6	10	2	2	6	12	38
May-04	1	14	0	0	3	14	32
Jun-04	2	11	0	0	10	26	49
Jul-04	4	18	2	0	10	32	66
Aug-04	1	10	1	0	6	28	46
Sep-04	1	14	1	0	3	34	53
<b>TOTAL</b>	<b>35</b>	<b>255</b>	<b>23</b>	<b>4</b>	<b>115</b>	<b>214</b>	<b>646</b>

**Key:**

DART Team: Drug Action Response Team (drug-related debris removal service supplied by Camden Council)

Street Services Team (Service working to help the street population into treatment or accommodation)

**Graph 7.2: Enquiries handles by HBP Street Rangers, October 2003-September 2004**



Graph 7.2 shows the number of enquiries the rangers dealt with at the information kiosk between October 2003 and September 2004, totalling nearly 80,000 over the last twelve months. Assistance given ranges from directions, information on local businesses, assistance to disabled visitors and dealing with reports of litter, highways defects or Anti Social Behaviour concerns.

Through the deployment of the Street Rangers, HBP has been able to have a positive impact on the management of the street environment and on the safety of Holborn’s streets as well as providing a friendly, reassuring presence on the streets of Holborn.

**Proposed Programme**

**Expanding the numbers and role of the Street Ranger Programme.**

The Holborn BID proposes to increase the number of rangers to **8** and expand some, if not all of the rangers roles and responsibilities so that they have the resources, capabilities, knowledge and qualifications to:

A: Extend the Rangers’ hours – **Monday-Friday from 8am-10.00pm**

B: Provide a specialist safety, environmental and information service on regular occasions and at times required/requested.

By expanding the rangers service the Holborn BID will not only improve its effectiveness, expand its scope and the envelope of care on offer to businesses, but it will also work towards achieving the secondary strategic objective of increasing number of visitors, workers or residents in Holborn at off-peak hours.

**Strategic Fit**

Using BID funds to finance a Holborn Rangers programme will make a direct contribution to the following strategic objectives:

- 1: **Cleaner:** Holborn's environment to be visibly Cleaner and more attractive
- 2: **Safer:** Holborn to be recognised as a comparatively safe Central London business district by those who work and live in Holborn
- 3: **Coordinated:** Holborn to be better Managed, Serviced and Governed and recognised as a vibrant and commercially attractive district
- 4: **Connected:** Holborn businesses to achieve additional commercial benefits from their location in a Business Improvement District

### The Case for this Programme

The Holborn Rangers is presented as the best option for achieving the above objectives because:

**Flexibility:** The rangers training and job description allows them: to be used as intelligence gatherers, to offer a visible community safety presence, to be visitor guides, to act as intermediaries between the statutory authorities and individual businesses, to be street level managers of the environment ensuring high standards are maintained or to be used as an additional safety resource by Holborn's stakeholders and members. This flexibility allows the rangers to respond to tasks and member needs and priorities as they occur.

**Ownership:** Unlike other community safety options such as recruitment of Community Safety Officers, Police or Environmental Enforcement officers, the Holborn BID can employ rangers directly and thereby guarantee that they work on terms, to targets, when and where the BID management decide that they are needed.

**Effectiveness:** The combination of having a highly skilled flexible workforce that the Holborn BID can directly control and assign will enable the BID to use the resources more wisely and effectively.

### Budget

	Year 1	Year 2	Year 3	Year 4	Year 5	Total All Years
<b>Holborn Rangers</b>	<b>2005-6</b>	<b>2006-7</b>	<b>2007-8</b>	<b>2008-9</b>	<b>2009-10</b>	
7 Rangers Salaries (& NIC)	147,855	179,998	185,398	190,960	196,689	900,900
Supervisor ranger Salary & NIC	28,000	28,800	29,700	30,591	31,509	148,600
CAPEX Budget	20,000	5,000	6,000	6,000	8,000	45,000
Overheads & Operating Costs	25,000	30,000	30,900	31,827	32,782	150,509
Contingency Reserve 5%	11,043	12,190	12,600	12,969	13,449	62,250
<b>Totals</b>	<b>231,898</b>	<b>255,988</b>	<b>264,598</b>	<b>272,347</b>	<b>282,428</b>	<b>1,307,259</b>

All figures based on actual figures provided by HBP.

## **Programme 2: Holborn Public Realm Improvement Programme**

### **A Cleaner, Smarter Holborn**

#### **Benefits to Business**

- **Big reduction in day time litter and refuse dumping-** By introducing an additional day time rubbish collection we will remove the build up of litter and refuse on Holborn's Streets
- **Fast Responsive litter removal-** By having our own refuse collection van we will be able to respond to rubbish dumping when it occurs.
- **Cleaner/smarter streets-** By increasing the deep cleansing schedule in problem streets, Holborn will look and be cleaner and smarter for longer.
- **Attractive/ Smarter area-** By investing in highly visible and targeted measures that make the area more beautiful and attractive (such as flower baskets) Holborn becomes a more pleasant area to work in and visit.
- **Distinctive and proud-** By branding the areas signs, street furniture and pavements in BID Brand livery you, your employees, clients and customers will view Holborn as a distinct area with a higher level of services than neighbouring areas.

#### **Historical Background- HBP achievements to date**

Holborn Business Partnership has in the past 4 years funded a number of physical environmental improvements to Holborn's public realm and financed additional cleansing and maintenance activity to buildings and streets in Holborn.

Holborn Business Partnership directly funds street cleaning initiatives and, up to 2003 funded the deployment of an additional 2 street cleaners covering the Holborn BID area. Through the efforts of HBP, additional cleansing resources have been incorporated into the London Borough of Camden's mainstream cleansing and street maintenance contracts.

Through the work of the Holborn Business Partnership, in 2003, the street cleansing schedules in Holborn increased three fold and rubbish collections from two to three per day. These improvements, initially paid for by HBP but now funded through LBC, have made a significant impact on the appearance of Holborn. However, cleanliness is still recognised as a major issue by businesses and by the local council, in particular with regards to rubbish collection and waste management. The build up of rubbish also occurs due to businesses placing rubbish on pavements outside allotted collection times.

HBP and LBC have in the past 3 years invested in additional improvements to street lighting in the Holborn BID area. Through the LBC Boulevard programme an additional £1.5 million has been spent on improvements to the streetscape. These improvements although welcome do not meet the requirements of the area as identified in a report commissioned by HBP and carried out by the urban architects Watkins: Dally. The Holborn Baseline and Streetscape Strategy (May 2001) identified improvements to the BID area worth between £0.5-£1 million. This report has since been updated to take account of works carried out in the area, and both studies can be found in the Appendices to this proposal.

## Proposed Programme

It is proposed that the Holborn BID fund a Holborn Public Realm improvement programme that as a minimum sets out to improve the cleanliness and appearance of the area, and resources permitting, facilitates and part funds additional investment to improve the appearance of Holborn.

### *Cleaner and Smarter Holborn*

HBP proposes to focus on improving the cleanliness and appearance of the Holborn BID area by funding:

A: A daytime rubbish collection service. This service will use a Holborn BID branded open cage van to patrol the area and collect street rubbish in the peak hours of the day and evening thereby removing the build up of rubbish which is a particular eyesore to all those who work in, live in or visit the area. This will also overcome the build up of rubbish bags on the pavement caused by businesses outing out their rubbish outside their allotted collection times.

B: Regular early morning street wash/ deep steam cleansing in and around the BID area particularly in streets affected by the problems associated with the street population. Deep cleansing to be flexible and varied as problems occur and are resolved.

C: Incorporation of HBP brand into the Holborn BID area streetscape on, for example, banners, street signage and street furniture, to demarcate and identify Holborn as a Business Improvement District, with a different set of values in operation.

D: A programme of aesthetic improvements to Holborn such as funding flower boxes, tree planting, beautification of public buildings and furniture and small scale public art displays to improve the appearance and appreciation of Holborn.

## Strategic Fit

The case for using BID funds to invest in improvements to the public realm in Holborn is that it will enable Holborn to meet the following strategic objectives

1: **Cleaner:** Holborn's environment to be visibly Cleaner and more attractive

3: **Coordinated:** Holborn to be better Managed, Serviced and Governed and recognised as a vibrant and commercially attractive district.

## The Case for the Programme

The case for preferring the programme options detailed above is that they provide services that whose gains will be:

A: Additional to those that are/will be offered by statutory service providers.

B: Complimentary to community safety programmes such as the use of cleaning services to tackle issues of anti-social behaviour.

C: Highly visible to those that work in, live in, and visit the area, thereby enabling all concerned to see the differences between Holborn and competing surrounding commercial districts.

D: Simple and easy to implement given the resources that the BID has at its disposal.

E: Flexible thereby allowing Holborn to have the resources and means to improve the physical environment or respond to needs when and if required.

## Budget

<b>Holborn Public Realm Improvement Programme</b>	<b>Year 1 2005-6</b>	<b>Year 2 2006-7</b>	<b>Year 3 2007-8</b>	<b>Year 4 2008-9</b>	<b>Year 5 2009-10</b>	<b>Total All Years</b>
Vehicle (leasing, maintenance & running costs)	12,000	12,360	12,731	13,113	13,506	63,710
Rubbish Collector's Salaries- (fees to contractor)	46,000	47,380	48,801	50,265	51,773	244,220
Visual Improvements	10,000	20,000	20,000	20,000	20,000	90,000
Morning Street Wash (8 hours per week @ £50ph)	20,000	20,600	21,200	21,800	22,500	106,100
Signage replacement-re-brand.	20,000	5,000	5,000	8,000	10,000	48,000
Misc Costs	5,000	5,200	5,400	5,500	5,600	26,700
Contingency Reserve 5%	5,650	5,527	5,657	5,934	6,169	28,936
<b>Total</b>	<b>118,650</b>	<b>116,067</b>	<b>118,789</b>	<b>124,612</b>	<b>129,548</b>	<b>607,666</b>

*All figures are based on estimates provided by partners and stakeholders of HBP*

## **Programme 3: Holborn Safe and Secure Programme**

### **Benefits to Businesses**

**Deterring Crime/decreasing fear of Crime-** By providing funds so that extra Police can patrol the streets of Holborn on foot in the evenings and other identified times of day.

**Reducing Opportunistic Crime-** By providing help and advice to businesses on better physical design and to employees and residents on altering their behaviour to reduce the incidences and effect of crime.

**Reducing the incidences of Anti-Social Behaviour -** By monitoring and reporting those committing Anti Social Behaviour and, in extreme cases, facilitating the issuing of Anti Social Behaviour Orders to exclude individuals from the streets of Holborn.

### **Historical Background- HBP achievements to date**

Holborn Business Partnership has established a close working relationship with the Metropolitan Police and with the Community Safety team at LBC. HBP sits on a number of strategic Police working groups, including the Camden Commercial Burglary group and the Holborn and Bloomsbury Street Crime Working group. The Holborn Street Ranger programme is now well integrated with local mainstream policing and community safety activity, with the Street Rangers based at Holborn Police Station and party to briefings and intelligence relevant to the area. HBP's work in this area to date includes a Holborn Business Crime and Anti Social Behaviour Survey, the provision of design out crime advice and grants, crime awareness and prevention campaigns and seminars, and personal safety training courses. HBP was also the first private sector organisation in the UK to initiate, and facilitate an Anti-Social Behaviour Order(ASBO). ASBOs work by banning a persistent offender from the area, and HBP is supporting further ASBOs as a tool to control aggressive begging and street crime in the area.

### **Proposed Programme**

The Holborn BID proposes to have its own community safety programme to supplement the activities of BID members, Police, and Camden council in creating a safer environment. In particular at this stage it is envisaged that the Holborn BID Safe and Secure strategy will focus on preventing and prosecuting the types of crime identified in the update to the Holborn Business Crime and Anti Social Behaviour Survey as of particular concern to businesses' and employees' enjoyment and use of the public realm; That is fear of crime generated by the street population, Anti Social Behaviour, such as public drug use, illegal street trading and commercial burglary.

It is envisaged that other forms of criminal activity will be addressed by creating better reporting procedures, influencing the policies and practices of the Police/council /businesses, education and "Target Hardening" initiatives. These will be incorporated into a Holborn Safe and Secure plan to worked up by the Safe and Secure Group with input from businesses, Camden Council and the Metropolitan Police.

Both the Holborn Street Ranger programme, Holborn Public Realm Improvement Plan and the Holborn Network programme will make significant contributions to the implementation of the Safe and Secure plan.

The service offer options outlined below only concern activities not covered by other programmes.

## **Community Policing**

The Holborn BID will use funds to:

A: Deploy Police Officers on the beat to patrol the Holborn BID area in targeted areas and at targeted times as per the recommendations of the HBP Business Crime and Anti Social Behaviour Survey and where the crime survey suggests people are most in fear of street crime. These Police officers will be deployed from the borough of Camden's existing Police staff by paying the police overtime (rate £15 per hour) to those officers who volunteer to work extra hours. The officers will patrol the area in pairs, visit businesses, provide a visible street presence and assist the street rangers.

A service level agreement, signed by the Camden's Borough Commander of Police ensures that the additional police resources purchased by the Holborn BID are used exclusively to benefit Holborn and that other police resources allocated to the area are kept at the present level, so that the policing funded by the BID represents true additionality. Initially a minimum of 60 hours a week of police overtime will be funded.

B: Facilitate the issuing by London Borough of Camden of Anti-Social Behaviour Orders to persistent offenders.

C: Produce/provide crime hardening/Crime Prevention advice/courses and material for those most likely to be affected by or those most concerned by criminal activity.

## **Strategic Fit**

The Holborn *Safe & Secure* Programme is required to achieve the following strategic objectives:

2: **Safer:** Holborn to be recognised as a comparatively safe Central London business district by those who work and live in Holborn.

3: **Coordinated:** Holborn to be better Managed, Serviced and Governed and recognised as a vibrant and commercially attractive district.

4: **Connected:** Holborn businesses to achieve additional commercial benefits from their location in a Business Improvement District.

## **Case for the Programme**

For central London the overall level of crime in Holborn is comparatively low, nevertheless the HBP Business Crime and Anti Social Behaviour Survey, and its subsequent update, suggests that the fear of crime and a small number of incidents have a disproportionate effect on the victims of crime and the perception of crime. The type and level of crime that most effects the public realm will not and cannot command the resources of the police given the types of threat and level of crime they encounter in neighbouring areas. By buying in additional police hours for Holborn through the payment of police overtime, for relatively little money, Holborn achieves/ obtains:

A: A visible Police presence on the streets of Holborn at times of its own choosing.

B: A return to old style community policing where members of the community, in this case businesses and their employees, get to know, rely upon and trust the Police.

C: Resources to tackle low level – high impact types of crime such as begging, anti-social behaviour and criminal damage.

D: A reputation for a safe and well policed area.

**Budget**

<b>Holborn Safe and Secure Programme</b>	<b>Year 1 2005-6</b>	<b>Year 2 2006-7</b>	<b>Year 3 2007-8</b>	<b>Year 4 2008-9</b>	<b>Year 5 2009-10</b>	<b>Total All Years</b>
Police Patrols(50 hours per week @ £15 ph)	39,000	40,170	41,375	42,616	43,895	207,056
Crime Hardening advice/information	10,000	10,000	10,000	10,000	10,000	50,000
Contingency Reserve 5%	2,450	2,509	2,569	2,631	2,695	12,854
<b>Total</b>	<b>51,450</b>	<b>52,679</b>	<b>53,944</b>	<b>55,247</b>	<b>56,590</b>	<b>269,910</b>

*All figures are based on estimates provided by partners and stakeholders of HBP*

## **Programme 4 Holborn Network**

### **Benefits to Businesses**

**A public realm focused on meeting business needs**- influence and partnership with statutory authorities over investment plans, policies and operational practices.

**Fast Track response by statutory authorities to problems and concerns faced by individual businesses, when and if they occur** - a 'one stop shop' via the Holborn BID office facilitating communication with Camden Council, the Police and other statutory authorities.

**Increased networking and trading opportunities** through the facilitation of business among Holborn occupiers and the provision of business-to-business network events, newsletters and website

**Facilitation of local Corporate Social Responsibility** by providing access to local community groups for businesses wanted to assist through their Corporate Social Responsibility programmes

**Promotion of Holborn and of Holborn's businesses and attractions to those inside and outside the area** – through newsletters, events and the website

### **Historical Background- HBP achievements to date**

For the past 5 years Holborn Business Partnership has been offering effective brokerage services for partners and members. Up to now these services have been for HBP partners, with the BID structure they will be for all businesses liable to the BID levy.

HBP staff provide expertise and dedicated time to intervene on behalf of its members and broker solutions to issues affecting their business, staff or the area. HBP also organises and facilitates events that enable businesses to meet up regularly and do business with each other as a local club orientated network. These services aim to make Holborn businesses enhanced consumers and citizens with a voice and influence.

Before HBP provided these brokerage services, member businesses did not know who to contact for help when settling in, or when tackling a public realm issue that warranted a quick response. There was no one to steer them through the strategic, potential, or actual changes in public realm provision and thinking. There was likewise no single business voice or conduit the Council, Police or transport providers could use to consult or seek co-operation. Worse still, businesses, as consumers of public services, had no input into making things fit for the purpose. Businesses could not easily meet and work together for common good, or take up opportunities through regular contact.

HBP has been working to change that situation for the past four years. We have had a great deal of success in using our team and partners to represent the wider interests of Holborn and the local business community. For example, we have given Holborn businesses the opportunity to:

- meet London Underground to discuss proposals for Holborn/Chancery Lane Tube Stations
- attend events with key representatives of businesses in the Holborn area
- have access to a wide range of businesses in the Holborn area
- meet senior Metropolitan Police officers and local Police officers with responsibilities for the area
- meet senior representatives of the London Borough of Camden and officers responsible for:
  - Planning
  - Licensing

- Street Cleansing
- Street Trading
- Highways
- Health and Safety

The Network offers the following programmes through a dedicated HBP/Holborn BID contact for each business, as well as access to highly skilled, strategic operators and advisors who are conversant with the public sector and can secure mutually beneficial relationships.

HBP has also worked successfully to facilitate Corporate Social Responsibility in the Holborn area under the name *Heartware*, matching up the needs of Community Groups with businesses willing to support them. For example, we have facilitated the giving of furniture, accountancy advice, IT advice, volunteers for activity days for the elderly, volunteers to renew a community garden, goodie bags for community events and regular assistance for the upkeep of green areas in a residential block.

### **Proposed Programme**

Holborn Network is a two-part programme that delivers both a representation and advocacy service as well as a communications, Public Relations and “one stop shop” service for Holborn and its BID members.

#### ***Part A: Representation & Advocacy***

It is proposed that the Holborn BID formalises its role as a representative and advocate of Holborn and of Holborn’s business interests by employing a BID executive team to provide the following:

- Help on formulating the positions, opinions and plans of the Holborn BID members so that they are able to have a direct input into the decision making processes of the “Statutory” authorities on issues that directly affect the viability and prosperity of Holborn as a leading central London commercial district such as planning, licensing and infrastructure projects. For example, through this programme the Holborn BID will specifically be focusing on traffic and transport, including public transport, congestion and the effective management of road works in the area to keep traffic flowing through Holborn.
- Representation and advocacy on the positions, opinions and plans of the Holborn BID to the statutory authorities such as Camden Council, Metropolitan Police, Transport Providers etc.
- A public, human face for the Holborn BID in its communications with its members, stakeholders, press and wider community.
- Monitoring of the plans and activities of the statutory authorities and report back findings to Holborn BID members
- One stop sign-posting and advice service to any Holborn business rate payer in need of assistance or help with issues controlled or influenced by the local statutory authorities such as planning etc.
- Liaise and work with local community groups and leaders on common interests and objectives. Facilitate a Holborn focused *Heartware* programme of giving and support for local community groups and projects by businesses and employees.

#### ***Part B: Communication & Network services***

It is proposed that the Holborn BID employ a Marketing and Communication Manager and part time Media Manager, as well as providing a communication and event budget. The Marketing and Communication Manager will be responsible for:

- A one-stop communication centre- providing a means to create communication channels between members, and between members and stakeholders in order to enable quick dissemination of information, the spread of best practice and building of a collective identity.

- Networking/ participatory events
- Promotion of Holborn's Brand to the media, businesses and wider community.
- Management of the Holborn BID's local corporate communications, particularly with key stakeholders and local residents.
- Management of Press relations/ promotion of Holborn's BID achievements- increasing the profile of Holborn with specific target groups such as visitors, investors etc.
- Authorship and Publication of materials
- Welcoming/inward investment service for new occupiers/investors.
- Implementation of visitor programme
- Website & Newsletter
- Directory of businesses and services and promotion of inter member trading

To deliver this programme involves the employment of:

An External Relationship/ Brokerage Manager with strategic expertise and operational experience of establishing and maintaining mutually beneficial business-to-public realm and business to business relationships

A BID Marketing and Communication Manager and One Stop Shop Co-ordinator to organise network events, manage and deliver public relations and act as the primary contact for individual businesses within Holborn.

A part-time Media Manager to edit, design and produce the Holborn Website, Newsletter and assist on the provision of One Stop Shop services.

### **Strategic Fit**

The Holborn Network programme of activities will enable the Holborn BID to achieve the following strategic objectives:

1: **Cleaner:** Holborn's environment to be visibly Cleaner and more attractive

2: **Safer:** Holborn to be recognised as a comparatively safe Central London business district by those who work and live in Holborn.

3: **Coordinated:** Holborn to be better Managed, Serviced and Governed and recognised as a vibrant and commercially attractive district.

4: **Connected:** Holborn businesses to achieve additional commercial benefits from their location in a Business Improvement District.

### **Case for the programme**

The Holborn Network programme of activities is on-going, extensive and time consuming. They will require an experienced, committed and qualified team of multi-skilled individuals to carry out the task. For them to be solely focused on the needs and objectives of the Holborn BID and to have devoted time "on call" so that they are able to respond to events it will be necessary for the Holborn BID to employ the team directly.

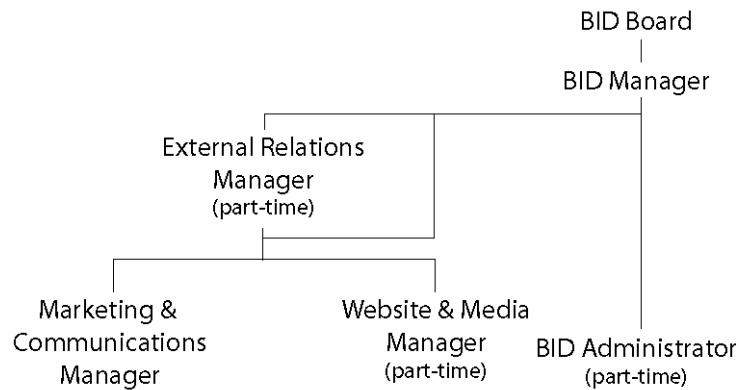
## Budget

<b>Holborn Network</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total Years</b>
	<b>2004-5</b>	<b>2005-6</b>	<b>2006-7</b>	<b>2007-8</b>	<b>2008-9</b>	
External Relations Manager (PT incl NIC)	21,000	21,630	22,279	22,947	23,636	111,492
BID Mark/Com Manager Salary FT & NIC	38,352	39,503	40,688	41,908	43,166	203,616
Promotion/PR/ Publication	10,000	10,500	11,000	11,500	12,000	55,000
Event Budget	16,500	17,000	18,000	19,000	21,000	91,500
Web site	2,500	2,500	3,000	4,000	5,000	17,000
Web site/media Manager (PT &NIC)	19,176	19,751	20,344	20,954	21,583	101,808
Overheads & Misc	5,000	5,200	5,300	5,500	5,700	26,700
Contingency Reserve 5%	5,626	5,804	6,031	6,290	6,604	30,356
<b>Total</b>	<b>118,154</b>	<b>121,888</b>	<b>126,641</b>	<b>132,100</b>	<b>138,688</b>	<b>637,472</b>

*All figures provided HBP*



## Holborn BID Management and Administration



**Figure 7.3: Holborn BID Organisation Chart**

It is proposed that the Holborn BID employ a two person management team: a full time manager and part time administrator to manage and co-ordinate the improvement programmes and BID services for the area, as well as finance, personnel and monitoring/record keeping for the BID. They will also service Board meetings, prepare reports for board members and other stakeholders and oversee the London Borough of Camden's collection and administration of the BID levy.

HBP currently employs the same level of staff resource for these duties and, taking into account the changes that will come with the move to a BID structure, envisages these roles breaking down as follows:

<b>Duty</b>	<b>BID Manager</b>	<b>BID Administrator (Part time)</b>
Holborn Rangers	25%	15%
Holborn Public Realm Improvement Programme	25%	20%
Holborn Safe and Secure Programme	25%	20%
Servicing Board meetings	5%	5%
Finance	5%	15%
Personnel	5%	5%
Monitoring/record keeping/report preparation	5%	10%
General administration/handling enquiries	5%	10%

**Table 7.4: Staff duties**

HBP has negotiated with London Borough of Camden's Business Rates Unit to bill and collect the BID levy.

Holborn BID will be a Company Limited by Guarantee and thereby require an independent audit.

**Proposed Programme**

It is proposed that the Holborn BID:

- Employ a BID Manager to manage and oversee day-to-day activities and manage the Street Ranger, Safe and Secure and Public Realm Programmes as well as aspects of the Holborn Network Programme.
- Employ a BID Administrator: To support the manager, maintain records, manage day-to-day finances and general administration.
- Employ the London Borough of Camden to administer and collect the BID levy payments
- Employ accountants, auditors and solicitors for advice and services.
- Have a budget for insurances and office running costs.
- Have a budget for capital expenditure

## Budget

<b>BID Management &amp; Administration</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total Years</b>
	<b>2005-6</b>	<b>2006-7</b>	<b>2007-8</b>	<b>2008-9</b>	<b>2009-10</b>	<b>Total All Years</b>
BID Manager Salary + NIC	50,760	52,283	53,851	55,467	57,131	269,492
BID Programme Admin PT + NIC	19,176	19,751	20,344	20,954	21,583	101,808
Legal/ Audit and consultancy fees	15,000	15,400	15,900	16,400	16,900	79,600
CAPEX		5,000	5,000	5,000	5,000	20,000
Accommodation & Insurance & MISC	20,000	21,000	22,000	23,000	24,000	110,000
Contingency Reserve 5%	5,247	5,672	5,855	6,041	6,231	29,045
<b>Total</b>	<b>110,183</b>	<b>119,106</b>	<b>122,950</b>	<b>126,862</b>	<b>130,844</b>	<b>609,945</b>

*All figures provided by HBP*

## BID Levy Collection Arrangements

The London Borough of Camden Business Rates Division will be contracted to collect and legally enforce the BID Levy. This will be governed by the ODPM Statutory Instruments on BID levy collection and administration as set out in *The Business Improvement Districts (England) Regulations 2004*.

The London Borough of Camden Business Rates Division regularly collects over 97% of the business rates charged. This figure has been reduced to 95% for estimating the Holborn BID's levy collection rate (as Holborn will be one of the first BIDs if successful and there is no bench mark for BID levy collection).

<b>BID Collection</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total Years</b>
	<b>2005-6</b>	<b>2006-7</b>	<b>2007-8</b>	<b>2008-9</b>	<b>2009-10</b>	
BID Levy Collection fee	30,000	30,900	31,800	32,800	33,800	159,300
<b>Total</b>	<b>30,000</b>	<b>30,900</b>	<b>31,800</b>	<b>32,800</b>	<b>33,800</b>	<b>159,300</b>

## Reserve Programmes

In the financial year 2005-6, there will be no reserve programmes that will be funded from the BID levy. However, Holborn Business Partnership confidently predicts that additional funds will be available to the BID due to the following:

### Voluntary Contributions

A fund-raising campaign by HBP will focus on convincing Property Owners to make a voluntary contribution to projects to improve the Holborn area. These projects will compliment and add to the BID programmes outlined in this proposal and will be decided on by the BID Board.

#### Large Contingency Reserve

The prudent policy adopted in estimating the level and success of rateable valuation appeals, amount of refunds paid and the collection rate, combined with a prudent contingency built into individual programme budgets means that the BID can expect to build up a reserve. What is to be done with any additional money raised, collected or saved will be the responsibility of the BID board and decided by the BID electorate at their AGM. The BID company will develop proposals for the BID board to consider. The BID programme is not at a level to provide substantial resources for capital improvements or investments. It may be prudent to keep a reserve for this purpose so that when and if there is need for the BID to lead on the development or implementation of major capital improvement plans, there are resources available.

#### Grants and public funds

The Holborn BID will also apply for grants that can be used to further and enhance the BID programmes in ways decided by the BID Board.

## **Part 8**

# **Holborn BID Activity Plan Financials**

### **Information included:**

Financial Assumptions

### **Spreadsheets:**

- BID Projects Budgets 2005-2010
- Cash flow forecast 2005-2006
- Holborn BID Programme budgets 2005-2010
- BID levy calculation
- List of hereditaments in proposed BID area as at 20<sup>th</sup> October 2004
- BID levy cost to Business Ratepayers

## BID Levy

<b>BID LEVY 1.%</b>						
<b>Expenditure</b>	<b>2005-6</b>	<b>2006-7</b>	<b>2007-8</b>	<b>2008-7</b>	<b>2008-9</b>	<b>Total</b>
<b>Holborn Rangers</b>	231,898	255,988	264,598	272,347	282,428	1,307,259
<b>Holborn Public Realm Improvement Programme</b>	118,650	116,067	118,789	124,612	129,548	607,666
<b>Holborn Safe and Secure Programme</b>	51,450	52,679	53,944	55,247	56,590	269,910
<b>Holborn Network</b>	118,154	121,888	126,641	132,100	138,688	637,471
<b>Holborn BID Management &amp; Administration</b>	110,183	119,106	122,950	126,862	130,844	609,945
<b>BID Levy Collection</b>	30,000	30,900	31,800	32,800	33,800	159,300
<b>Total</b>	<b>660,335</b>	<b>696,628</b>	<b>718,722</b>	<b>743,968</b>	<b>771,898</b>	<b>3,591,551</b>
<b>BID Levy Charge-1%RV</b>	<b>766,492</b>	<b>789,486</b>	<b>813,171</b>	<b>836,855</b>	<b>869,540</b>	<b>4,075,544</b>

	Pre-Start	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	Totals
<b>Income</b>														
BID Levy Payments		84,649	67,720	64,334	67,720	64,334	57,562	67,720	67,720	54,176	47,404	20,316	13,544	<b>677,195</b>
minus BID levy collection fee		-16,930	-13,070											<b>-30,000</b>
VAT Collected		14,814	11,851	11,258	11,851	11,258	10,073	11,851	11,851	9,481	8,296	3,555	2,370	<b>118,509</b>
Voluntary Contributions	20,000													20,000
VAT REBATE								7,902			4,139			12,041
<b>Total Income</b>	<b>20,000</b>	<b>82,533</b>	<b>66,500</b>	<b>75,592</b>	<b>79,570</b>	<b>75,592</b>	<b>67,635</b>	<b>87,472</b>	<b>79,570</b>	<b>63,656</b>	<b>59,838</b>	<b>23,871</b>	<b>15,914</b>	<b>797,745</b>
<b>Expenditure</b>														
<b>Project 1- Rangers</b>														
Salaries & NIC- Rangers		9,642	9,642	9,643	9,643	9,643	9,643	14,999	15,000	15,000	15,000	15,000	15,000	147,855
Salaries & NIC- Supervisor		2,333	2,333	2,333	2,333	2,333	2,333	2,333	2,333	2,334	2,334	2,334	2,334	28,000
Overheads & Operating Costs		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	3,000	25,000
CAPEX				10,000			10,000							20,000
<b>Project 2 - Public Realm</b>														
Salary ( Refuse Collector)				11,500			11,500			11,500			11,500	46,000
Cleaning Contractors			2,000	2,000	2,000	2,000	2,000	2,000	2,000	1,500	1,500	1,500	1,500	20,000
CAPEX- Vehicle				3,000			3,000			3,000			3,000	12,000
CAPEX- Visual Improvements				3,000	4,000				3,000					10,000
CAPEX- Signage				10,000	5,000	5,000								20,000
MISC		500	500	400	400	400	400	400	400	400	400	400	400	5,000
<b>Project - Safe and Secure</b>														
Police Overtime		3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	39,000
Crime Hardening Measures				2,500			2,500			2,500			2,500	10,000
<b>Project 4 - Holborn Network</b>														
Salaries & NIC- ER Manager		1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	21,000
Salaries & NIC COM Man		3,196	3,196	3,196	3,196	3,196	3,196	3,196	3,196	3,196	3,196	3,196	3,196	38,352
Salaries- PT Web Manager		1,598	1,598	1,598	1,598	1,598	1,598	1,598	1,598	1,598	1,598	1,598	1,598	19,176
Promotion & events		1,000	1,000	5,000	1,000	1,000	4,000	1,000	1,000	4,500	1,000	2,000	4,000	26,500
Website				500			500			500			1,000	2,500
MISC		400	400	400	400	400	400	400	400	400	400	500	500	5,000
<b>Management &amp; Admin</b>														
Salaries & NIC BID Manager		4,230	4,230	4,230	4,230	4,230	4,230	4,230	4,230	4,230	4,230	4,230	4,230	50,760
Salaries & NIC Admin		1,598	1,598	1,598	1,598	1,598	1,598	1,598	1,598	1,598	1,598	1,598	1,598	19,176
Misc		250	250	250	250	250	250	250	250	250	250	250	250	3,000
Accomodation		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Professional fees	5,000												10,000	15,000
Insurances	5,000												5,000	10,000
<b>Billing &amp; Collection</b>														
LBC Collection & Admin fee													30,000	30,000
VAT Paid (on Vatable Items)		551	901	5,959	2,459	1,759	3,684	884	1,409	1,846	796	814	10,001	31,063
<b>Total Expenditure</b>	<b>10,000</b>	<b>33,298</b>	<b>35,648</b>	<b>85,107</b>	<b>46,107</b>	<b>41,407</b>	<b>68,832</b>	<b>40,888</b>	<b>44,414</b>	<b>62,352</b>	<b>40,302</b>	<b>41,420</b>	<b>116,607</b>	<b>666,382</b>
<b>VAT Payable</b>					30,512								8,395	30,512
<b>Total Cash OUT</b>	<b>10,000</b>	<b>33,298</b>	<b>35,648</b>	<b>85,107</b>	<b>76,618</b>	<b>41,407</b>	<b>68,832</b>	<b>40,888</b>	<b>44,414</b>	<b>62,352</b>	<b>40,302</b>	<b>41,420</b>	<b>125,002</b>	<b>696,893</b>
<b>Cash Inflow/Outflow</b>	<b>10,000</b>	<b>49,235</b>	<b>30,852</b>	<b>-9,515</b>	<b>2,952</b>	<b>34,185</b>	<b>-1,197</b>	<b>46,585</b>	<b>35,157</b>	<b>1,304</b>	<b>19,536</b>	<b>-17,549</b>	<b>-109,088</b>	
<b>Opening Bank Balance</b>	<b>0</b>	<b>10,000</b>	<b>59,235</b>	<b>90,087</b>	<b>80,572</b>	<b>83,524</b>	<b>117,709</b>	<b>116,513</b>	<b>163,097</b>	<b>198,254</b>	<b>199,558</b>	<b>219,094</b>	<b>201,545</b>	
<b>Closing Bank Balance</b>	<b>10,000</b>	<b>59,235</b>	<b>90,087</b>	<b>80,572</b>	<b>83,524</b>	<b>117,709</b>	<b>116,513</b>	<b>163,097</b>	<b>198,254</b>	<b>199,558</b>	<b>219,094</b>	<b>201,545</b>	<b>92,457</b>	
<b>VAT Collected</b>		14,814	11,851	11,258	11,851	11,258	10,073	11,851	11,851	9,481	8,296	3,555	2,370	
<b>VAT Paid</b>		551	901	5,959	2,459	1,759	3,684	884	1,409	1,846	796	814	10,001	
<b>VAT Payable</b>		14,262	10,950	5,300	9,392	9,500	6,390	10,967	10,442	7,634	7,499	2,742	-7,631	

<b>Holborn BID Programme Budgets</b>						
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total All Years</b>
<b>Holborn Rangers</b>	<b>2005-6</b>	<b>2006-7</b>	<b>2007-8</b>	<b>2008-9</b>	<b>2009-10</b>	
7 Rangers Salaries (& NIC)	147,855	179,998	185,398	190,960	196,689	900,900
Supervisor ranger Salary & NIC	28,000	28,800	29,700	30,591	31,509	148,600
CAPEX Budget	20,000	5,000	6,000	6,000	8,000	45,000
Overheads& Operating Costs	25,000	30,000	30,900	31,827	32,782	150,509
Contingency Reserve 5%	11,043	12,190	12,600	12,969	13,449	62,250
<b>Totals</b>	<b>231,898</b>	<b>255,988</b>	<b>264,598</b>	<b>272,347</b>	<b>282,428</b>	<b>1,307,259</b>
<b>Holborn Public Realm Improvement Programme</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total All Years</b>
	<b>2005-6</b>	<b>2006-7</b>	<b>2007-8</b>	<b>2008-9</b>	<b>2009-10</b>	
Vehicle (leasing, maintenance & running costs)	12,000	12,360	12,731	13,113	13,506	63,710
Rubbish Collector's Salaries- (fees to contractor)	46,000	47,380	48,801	50,265	51,773	244,220
Visual Improvements	10,000	20,000	20,000	20,000	20,000	90,000
Morning Street Wash (8 hours per week @ £50ph)	20,000	20,600	21,200	21,800	22,500	106,100
Signage replacement-re-brand.	20,000	5,000	5,000	8,000	10,000	48,000
Misc Costs	5,000	5,200	5,400	5,500	5,600	26,700
Contingency Reserve 5%	5,650	5,527	5,657	5,934	6,169	28,936
<b>Total</b>	<b>118,650</b>	<b>116,067</b>	<b>118,789</b>	<b>124,612</b>	<b>129,548</b>	<b>607,666</b>
<b>Holborn Safe and Secure Programme</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total All Years</b>
	<b>2005-6</b>	<b>2006-7</b>	<b>2007-8</b>	<b>2008-9</b>	<b>2009-10</b>	
Police Patrols(50 hours per week @ £15 ph)	39,000	40,170	41,375	42,616	43,895	207,056
Crime Hardening/advice/information	10,000	10,000	10,000	10,000	10,000	50,000
Contingency Reserve 5%	2,450	2,509	2,569	2,631	2,695	12,854
<b>Total</b>	<b>51,450</b>	<b>52,679</b>	<b>53,944</b>	<b>55,247</b>	<b>56,590</b>	<b>269,910</b>
<b>Holborn Network</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total Years</b>
	<b>2004-5</b>	<b>2005-6</b>	<b>2006-7</b>	<b>2007-8</b>	<b>2008-9</b>	
External Relations Manager (PT incl NIC)	21,000	21,630	22,279	22,947	23,636	111,492
BID Mark/Com Manager Salary FT & NIC	38,352	39,503	40,688	41,908	43,166	203,616
Promotion/PR/ Publication	10,000	10,500	11,000	11,500	12,000	55,000
Event Budget	16,500	17,000	18,000	19,000	21,000	91,500
Web site	2,500	2,500	3,000	4,000	5,000	17,000
Web site/media Manager ( PT &NIC)	19,176	19,751	20,344	20,954	21,583	101,808
Overheads & Misc	5,000	5,200	5,300	5,500	5,700	26,700
Contingency Reserve 5%	5,626	5,804	6,031	6,290	6,604	30,356
<b>Total</b>	<b>118,154</b>	<b>121,888</b>	<b>126,641</b>	<b>132,100</b>	<b>138,688</b>	<b>637,472</b>
<b>BID Management &amp; Administration</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total Years</b>
	<b>2005-6</b>	<b>2006-7</b>	<b>2007-8</b>	<b>2008-9</b>	<b>2009-10</b>	<b>Total All Years</b>
BID Manager Salary + NIC	50,760	52,283	53,851	55,467	57,131	269,492
BID Programme Admin PT + NIC	19,176	19,751	20,344	20,954	21,583	101,808
Legal/ Audit and consultancy fees	15,000	15,400	15,900	16,400	16,900	79,600
CAPEX		5,000	5,000	5,000	5,000	20,000
Accommodation & Insurance & MISC	20,000	21,000	22,000	23,000	24,000	110,000
Contingency Reserve 5%	5,247	5,672	5,855	6,041	6,231	29,045
<b>Total</b>	<b>110,183</b>	<b>119,106</b>	<b>122,950</b>	<b>126,862</b>	<b>130,844</b>	<b>609,945</b>
<b>BID Levy Collection</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total Years</b>
	<b>2005-6</b>	<b>2006-7</b>	<b>2007-8</b>	<b>2008-9</b>	<b>2009-10</b>	
BID Levy Collection fee	30,000	30,900	31,800	32,800	33,800	159,300
<b>Total</b>	<b>30,000</b>	<b>30,900</b>	<b>31,800</b>	<b>32,800</b>	<b>33,800</b>	<b>159,300</b>
<b>Holborn BID Programme Budget</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total All Years</b>
	<b>2005-6</b>	<b>2006-7</b>	<b>2007-8</b>	<b>2008-9</b>	<b>2009-10</b>	
<b>Holborn Rangers</b>	231,898	255,988	264,598	272,347	282,428	<b>1,307,259</b>
<b>Holborn Public Realm Improvement</b>	118,650	116,067	118,789	124,612	129,548	<b>607,666</b>

## HBP BID Levy Calculation

% by which rateable value is likely to reduce over life of list (ie: the life of the BID)

Likely income after reduction in Rateable Value base

Actual Net income to be collected yearly after reducing estimated yield by 5% losses in collection factor

Year		Levy RV %	Total RV	Est Yield	RV buoyancy Factor	Total RV	Est Yield	Losses in Collection	Est Net Yield
2005/06		1	76,649,150	766,492	7%	71,283,710	712,837	5%	677,195
	Annual Inflation Increase								
2006/07	1 + 3%	1.03	76,649,150	789,486	7%	71,283,710	734,222	5%	697,511
2007/08	1.03 + 3%	1.0609	76,649,150	813,171	7%	71,283,710	756,249	5%	718,436
2008/09	1.06 + 3%	1.0918	76,649,150	836,855	7%	71,283,710	778,276	5%	739,362
2009/10	1.09 + 3%	1.1227	76,649,150	860,540	7%	71,283,710	800,302	5%	760,287

The Annual Inflation increase to the BID levy will be either 3% or the Retail Price Index plus 1%, whichever is the greater

Multiplier set by HBP as part of the BID Arrangements

Available Rateable Value base after reducing it by assumed 7% slippage factor

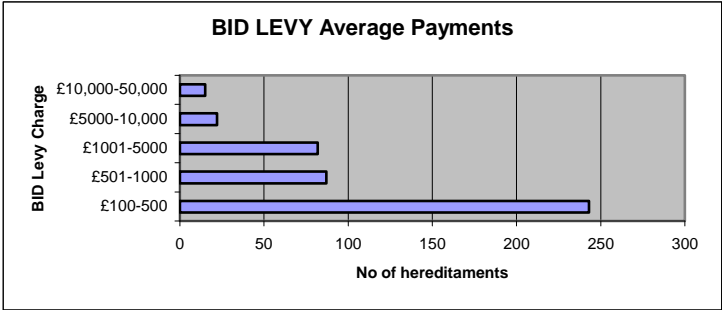
% included in calculation that is unlikely to be collected

### BID Levy Cost to Business Ratepayers

BID Levy = 1%

BID Levy Cost per ratepayer p.a.	Number of Heriditements in BID	% of BID Electorate	Size of Business (By Rateable Value)
£100-500	243	58%	£10K-50K
£501-1000	87	21%	£50-100K
£1001-5000	82	20%	£100-500K
£5000-10,000	22	5%	£500K-1,000K
£10,000-50,000	15	4%	£1,000K +

Note: A "Hereditament" is property that is assessed for, and charged, Business Rates



## **Financial Assumptions**

### **Income forecasts**

BID Levy income figures were prepared by Business Rates Section of Camden Council. They are based on 95% collection rate and assume a 7% buoyancy rate for the rateable value.

Other income is the commitment of Holborn Business Partnership to transfer funding to the BID Bank account to cover any initial cash flow shortfall in the early months of operations.

### **Budgets**

All figures are based on estimates provided by Holborn Business Partnership and its partners and stakeholders.

All revenue expenditure (Salaries/ consumables and miscellaneous costs) are increased annually by 3%, or the Retail Price Index percentage plus 1%, which ever is the greater, to account for inflation.

All Expenditure items exclude the VAT element i.e.: VAT will be in addition to Expenditure sum shown.

Consumables and Miscellaneous costs include VAT

### **Cash flow**

The payment schedule of the BID levy has been devised on collecting 70% of the total amount levied within the first three months of operation. It is assumed that the transfer and clearance of funds from the London Borough of Camden to the BID bank account will not take less than 28 days and will therefore not be available to fund monthly salaries. An amount not exceeding 20% of funds collected and cleared will be held by the Local Authority to cover any additional unexpected refunds. This will be transferred by the end of the financial year to the BID company account minus the agreed council BID levy collection and administration fee.

However, should for any reason the BID levy not be collected as assumed above, then the Billing Authority, as part of their contractual arrangements, will need to achieve a monthly collection rate to meet the minimum contracted cash flow requirement which is set out below and historically based on collection rates achieved for business rates.

The example below assumes a net income of £728.17 based on a collection rate of 95% (100% being £766.49k and the amount likely to be raised in 2005/06 via a 1p in the pound multiplier).

<b>Month</b>	<b>Profile Income £'000'</b>	<b>Profile Cumm £'000'</b>	<b>Profile %</b>
Apr	91.02	91.02	12.50%
May	72.82	163.84	22.50%
Jun	69.17	233.01	32.00%
Jul	72.82	305.83	42.00%
Aug	69.18	375.01	51.50%
Sep	61.89	436.9	60.00%
Oct	72.82	509.72	70.00%
Nov	72.82	582.54	80.00%
Dec	58.25	640.79	88.00%
Jan	50.97	691.76	95.00%
Feb	21.85	713.61	98.00%
Mar	14.56	728.17	100.00%
	-----	-----	-----
	728.17	728.17	100.00%

## Glossary

**BID Levy:** The additional charge levied on business ratepayers to cover the cost of the BID company's activity plan.

**Business Improvement District:** A Business Improvement District is an area where the local ratepayers have (after following due process laid out in legislation) agreed to levy an additional compulsory charge in order to pay for additional services and investments in their area.

**Central London Business District:** A term used to cover the area between and including: Westminster, MID Town and City districts. These locations are the alternatives to Holborn, and hence its competitors for incoming tenants, customers, visitors, employees etc.

**Envelope of Care:** A phrase used by Holborn Business Partnership to describe all the services they presently provide to their members including advocacy, representation, promotion and facilitation of networking and business development opportunities.

**Hereditament :** A commercial property that is entered into the local non-domestic rating list for the relevant billing authority .

**Local Authority:** the Holborn Local Authority is the *London Borough of Camden*. At present the London Borough of Camden bills and collects business rates on behalf of the central government .. They will provide a similar service for the BID levy with regards to administration and collection.

**Not for Profit Company:** A limited company where the shares are owned in trust, where any surplus from trading activity is not distributed to shareholders but kept in the business to support its social objectives. Holborn Business Partnership is a not-for-profit organisation whose social aim is to improve Holborn for the benefit of all.

**Occupier:** A tenant (or in the case of an empty property, other person in possession of a property) that is the designated business rate payer.

**Rateable Value:** The market rental value of a hereditament as assessed by the Valuation Office Agency.

**Single Regeneration Budget (SRB):** Public funds provided by the London Development Agency (LDA) in order to fund regeneration activities or pilot innovative schemes/ programmes. Since 2000, Holborn Business Partnership has been in receipt of SRB funds which have been used, with subscription funds from Holborn businesses, to pilot the Business Improvement District idea and provide additional services in Holborn. This source of funds will no longer be available from March 2005.

**Statutory Service Providers:** Organisations that are legally obliged to provide services and carry out duties on behalf of the Crown. They include departments within the local authority such as Street Environment, Planning etc and organisations such as the Metropolitan Police. The BID company can contract in additional services from these agencies in order to increase the level or quality of service provision.

**Uniform Business Rates (UBR):** The Uniform Business Rates is the national business rate tax charged on all hereditaments in England & Wales. The present 2004-5 rate is 45.6p in the pound.

**Valuation Office:** This is an independent body that is contracted by the government to assess the rental value of a property in order to determine a premise's Rateable Value. The Valuation Office carries out this valuation every 5 years.