

BID RENEWAL

BUSINESS PLAN

2022 > 2027

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This Business Plan is The Fitzrovia Partnership's £6 million, five-year programme of investment to enhance the sustainability and physical presence of the area and the range of services required to ensure that it looks and feels safe, clean and welcoming. It builds on the successes already achieved in maintaining the special appeal of Fitzrovia.

The Partnership will continue to provide greater strategic context for business. It will galvanize the business community, statutory authorities and wider stakeholders with a common vision for the district and generate an enhanced income stream to benefit the whole area in terms of service provision. It will provide the businesses with an ability to influence and help shape the future.

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

01. ABOUT US

The Fitzrovia Partnership is a Business Improvement District representing more than 250 businesses in Fitzrovia.

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One Ambition. Three Themes. Six Work Programmes.

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09. FINANCE

The levy that provides the BID's funding is governed by a set of BID rules.

10. GOVERNANCE

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

11. THE BALLOT – USING YOUR VOTE

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

12. CONTACT US

The
Fitzrovia
Partnership
is a
Business
Improvement
District
representing
more than 250
businesses
in Fitzrovia.

The Fitzrovia Partnership is a Business Improvement District representing more than 250 businesses in Fitzrovia.

Through partnership and engagement we help to create and enhance an economically vibrant destination, offering tangible and collective benefits to business and those that work, live and visit Fitzrovia. Since our establishment in 2012 we have invested over £10m of BID levy directly into the area to support the themes and shared priorities of our members. Over that period we have matured in our influence and ability to affect positive change, delivering tangible results and return on investment.

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

There are over 300 BIDs in the UK investing a total annual BID levy of over £110m. These BIDs leverage a further £175m when including funding raised from economic partnerships and commercial activity.

The Fitzrovia Partnership provides the business community with a collective voice and the ability to influence and shape the future. It acts as a catalyst to attract public and private investment for projects that enhance the neighbourhood and helps to secure funding for the delivery of services which add value to Fitzrovia and its business community.

The BID embraces a number of representative sector groups – Retail, Leisure, Office, Hospitality, Community, Property – within its governance structure all of which contribute to The Partnership's overall decision making.

01. ABOUT US

“Managing this area cannot be done piecemeal. It requires a co-ordinated and cohesive approach and this is what The Fitzrovia Partnership does so effectively. The area would look very different without them.”

John Bonning Board Member
Director, The Building Centre

02. FOREWORD

FROM ITS INCEPTION AS A BUSINESS IMPROVEMENT DISTRICT (BID) IN 2012, THE FITZROVIA PARTNERSHIP HAS SOUGHT TO EMBRACE ITS MEMBERS AND THE WIDER BUSINESS COMMUNITY BEHIND A SHARED VISION FOR FITZROVIA.

In 2017 our members resoundingly showed their support for the renewal of The Partnership's mandate by voting 87% in favour of the BID maintaining its role as a business collective in Fitzrovia.

In July 2022 members again voted in favour of The Partnership's new five year mandate as detailed in the following pages by voting 96% in favour of the BID.



David Whittleton
Chairman



Lee Lyons
Chief Operating Officer

THE BALLOT RESULT JULY 2022

Yes by number of votes: 96%

Yes by rateable value: 97%

Turnout: 52.5%



During the past decade, The Partnership has provided a formal mechanism to provide enhanced leverage, investment, sustainability, profile, operational and promotional activity, scale and budget to the overall management of Fitzrovia – benefiting its member businesses and the wider community. In particular over the past two years, The Partnership worked tirelessly throughout the COVID-19 pandemic, adapting existing services to be able to offer the best response for the membership and the area as a whole.

Moving forward, Fitzrovia must be at the forefront of transitioning to a more sustainable district, working towards the goal of Carbon Net Zero. The Fitzrovia Partnership has an important leadership role to play in this. It will place sustainability at the heart of the organisation and behind activities in Fitzrovia encouraging collaboration between businesses, to drive added-value solutions for the area. This will mean leading campaigns on behalf of members to reduce the environmental impacts of conducting business, whilst improving the economic and social sustainability for businesses and other stakeholders.

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

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

03. PERFORMANCE HIGHLIGHTS

“ London's recovery from the pandemic depends on a thriving and inclusive economy around the clock. The Fitzrovia Partnership actively represents the area's evening economy, working with local businesses and stakeholders to develop a vibrant area whilst providing a positive and safe experience for workers, residents, and visitors. ”

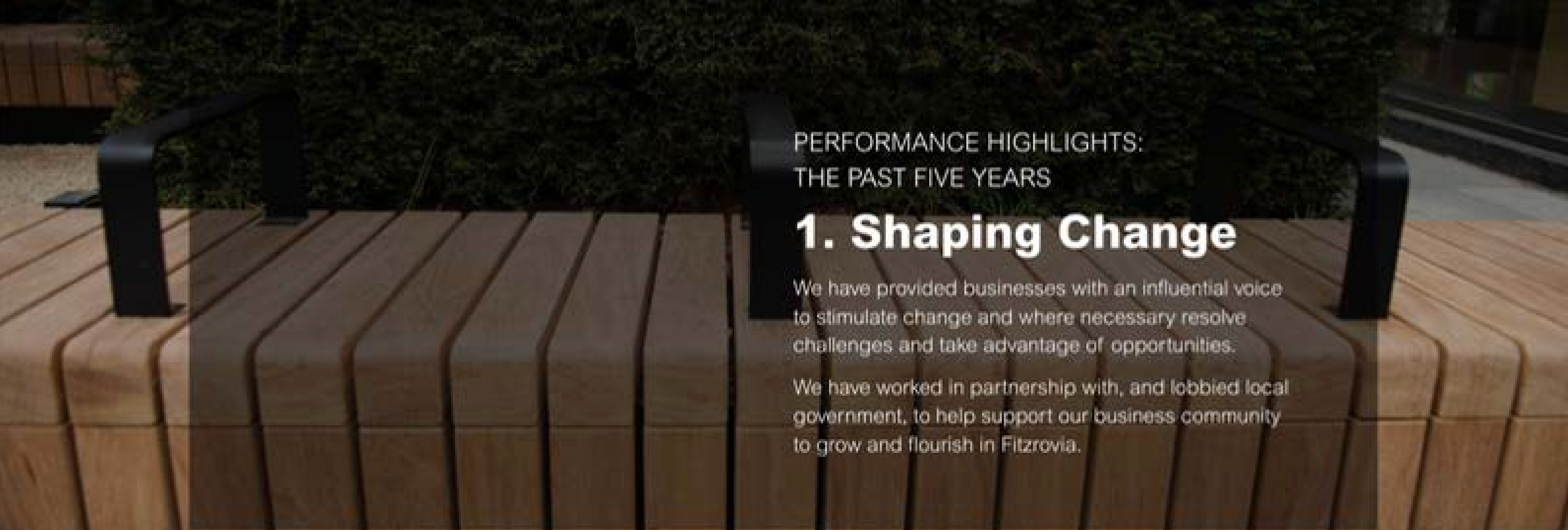
Amy Lamé, Night Czar, City Hall

THE PAST FIVE YEARS

There are a number of common themes to which the Fitzrovia Partnership has focused its activity:

Delivering on six key Business Priorities

1. [Shaping Change >](#)
2. [Reducing Costs >](#)
3. [Sustainable Working >](#)
4. [Safer and Cleaner >](#)
5. [Events and Promotion >](#)
6. [Insight >](#)



PERFORMANCE HIGHLIGHTS:
THE PAST FIVE YEARS

1. Shaping Change

We have provided businesses with an influential voice to stimulate change and where necessary resolve challenges and take advantage of opportunities.

We have worked in partnership with, and lobbied local government, to help support our business community to grow and flourish in Fitzrovia.



PERFORMANCE HIGHLIGHTS:
THE PAST FIVE YEARS

2. Reducing Costs

To date, The Partnership has identified and achieved accumulated savings to **members** of circa £4.6m through SMART purchasing of 17 key commodities including *Energy, Office Supplies, Training, Waste & Recycling and Business Rates* savings. The Partnership's savings scheme is the most successful in the BID sector.



PERFORMANCE HIGHLIGHTS:
THE PAST FIVE YEARS

3. Sustainable Working

We have promoted the district's approach to sustainability and environmental awareness striving for a healthier and more cost-effective operating environment and enhancing both individual businesses and the area's environmental credentials.



PERFORMANCE HIGHLIGHTS:
THE PAST FIVE YEARS

4. Safer and Cleaner

We have explored innovative and effective ways of working to ensure Fitzrovia is memorable and inspiring. Our daily safety, security and environmental patrols make our streets safer, cleaner and more welcoming. We have reviewed how we manage and enjoy public space, what takes place and how it looks and feels – advocating change where necessary.

A close-up photograph of a person's face, partially obscured by a dark overlay, as they eat spaghetti with a fork. The background is a soft-focus image of the person's face and the spaghetti.

PERFORMANCE HIGHLIGHTS:
THE PAST FIVE YEARS

5. Events and Promotion

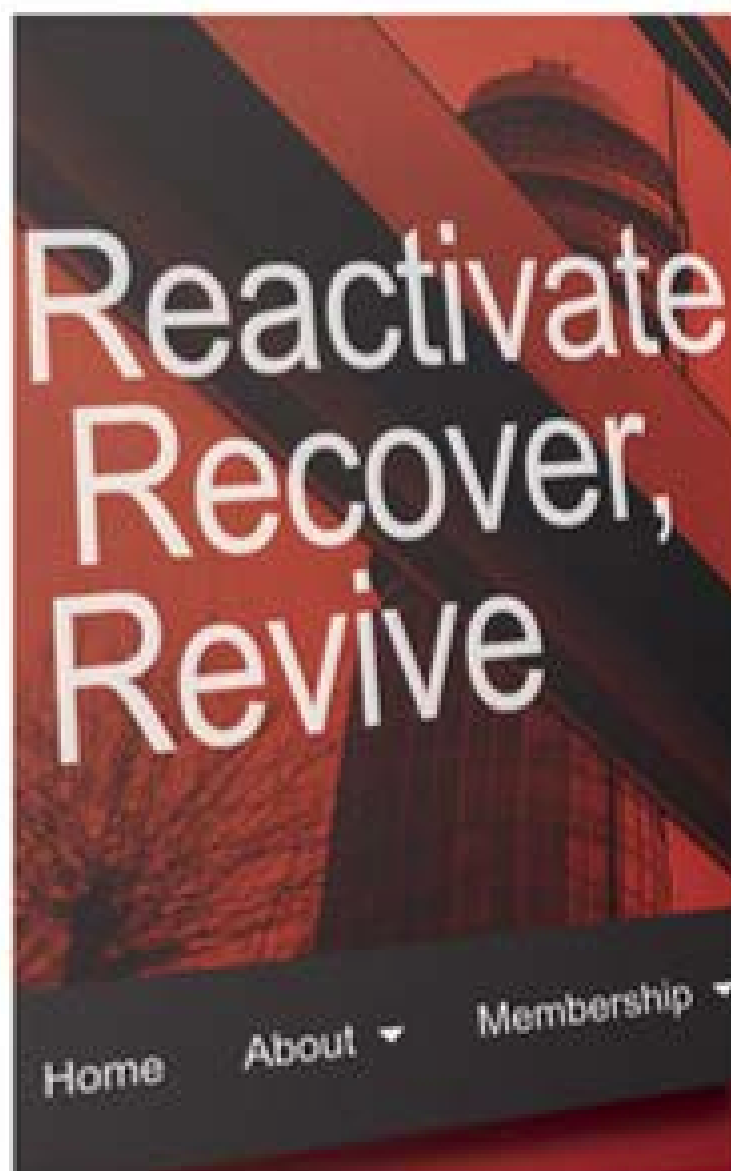
The Partnership has developed the reputation and positioning of Fitzrovia and promoted a cohesive identity for our commercial hubs of Tottenham Court Road and Charlotte Street through intelligent and adventurous promotional activity. We work closely with Camden Council to promote the district and have collaborated with neighbouring West End organisations in a collective promotional strategy raising the profile of Fitzrovia for corporate, worker and consumer audiences.

A stylized, high-contrast map of the Fitzrovia area in London. The map shows streets like Tottenham Court Road, Gower Street, and Goodge Street. A black line with a white dot indicates the 'You are here' location. The map is overlaid with a dark, semi-transparent text box.

PERFORMANCE HIGHLIGHTS:
THE PAST FIVE YEARS

6. Insight

Fitzrovia is home to international organisations as well as a range of commercial offices, national and independent shops, restaurants and leisure operators. As a collective, The Partnership has brought them together through business-focused events to provide access to insight and commercial opportunities. Our weekly insight reports covering footfall, tube station access / egress numbers inform businesses for decision-making and planning.



PERFORMANCE HIGHLIGHTS: THE PAST FIVE YEARS

COVID-19 RESPONSE

The Fitzrovia Partnership worked tirelessly throughout the pandemic, adapting existing services to be able to offer the best response for the membership and the area as a whole. Our key focus was safety and security together with member communications to ensure businesses were informed of business-critical information, updated health guidance and travel requirements. Over time, the focus became recovery with a priority on the reactivation of public space and providing greater confidence to the returning business community.

Something not anticipated at the outset of our 2017-22 plan was the arrival of COVID-19 and the challenges provided to business and the wider community.

SUPPORT TO MEMBER BUSINESSES DURING THE COVID RESTRICTION PERIOD

- **Re-activate – Recover – Revive:** our web-based microsite was updated weekly with business intelligence and health updates for member businesses during the pandemic.
- **Representation and Lobbying** for business rate support, VAT concessions and grants to assist economic sustainability for businesses in the worst affected sectors.
- **Streeteries** installed to support the food & beverage sector and provide an additional outdoor amenity for the office community, in line with COVID-19 requirements.
- **Safety and Security Team** supporting business throughout the period of lockdown and restriction.
- **CSR** to provide necessary support to UCL Hospital staff through donations via UCLH Charity.
- **Communications** with 147 member updates emailed with government briefings, critical business updates and Fitzrovia insight to inform business planning.
- **Over 143,000** electronic communications were sent to member database and business subscribers (98.7% successfully delivered / 26.9% average open rate).

Why support The Fitzrovia Partnership?

“The Fitzrovia Partnership plays an important role in enabling business continuity and resilience for businesses in the area. Thanks to its savings and procurement programme - the most successful of any BID in the country - we have seen significant bottom-line savings.”

David Byrne, Board Director
Chief Executive, The Doctors Laboratory

1. £6M INVESTMENT INTO FITZROVIA
2. RETURN ON INVESTMENT
3. A MORE EFFECTIVELY MANAGED
AND SUSTAINABLE DISTRICT
4. DESTINATION OF CHOICE FOR
BUSINESSES, WORKERS, VISITORS
AND RESIDENTS
5. SUPPORT FOR ECONOMIC RECOVERY
6. COLLECTIVE BUSINESS VOICE ON
ISSUES THAT MATTER
7. CONTINUITY OF THE ENHANCED
SERVICE PROVISION IN FITZROVIA

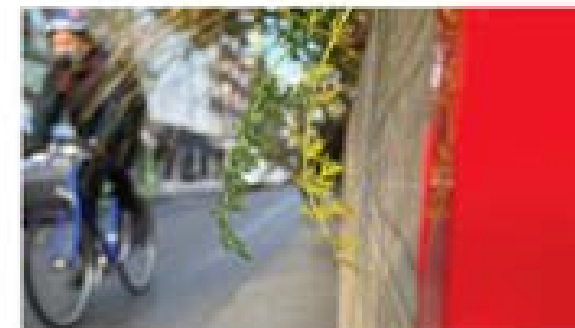
YOUR PRIORITIES ARE OUR PRIORITIES

The Fitzrovia Partnership meets regularly with member businesses and seeks constant feedback. This input shapes the priorities for our business proposal for 2022 – 2027. We have developed our plans based upon member feedback and in response to the wider sustainability agenda and post COVID environment.

Businesses in Fitzrovia seek a strategic approach that is aligned to sustainable success. As well as responding to COVID recovery and repurposed needs of Fitzrovia, feedback has suggested the BID should focus on several longer-term strategic goals together with responding to tactical day-to-day requirements of members.

A SAFE AND SUSTAINABLE DISTRICT

- Create a safe and sustainable district of choice with members and partners across economic, social and environment programmes, supporting The Mayor of London and Camden Council's longer term targets.
- Provide ESG consultations and best practice solutions for member businesses.
- Help enable a diverse offer of business, services and experiences that continue to attract business, employees, investors and customers.



QUALITY PUBLIC SPACE

- Develop a Fitzrovia which includes an enhanced public realm, green spaces and greater amenity.
- Make a direct and significant contribution to improving air quality and making streets safer, accessible and inclusive for all. Reduce surface transport and contribute to the migration towards a Carbon Net Zero economy.
- Secure greater public sector and partnership investment into managing and maintaining Fitzrovia's streets and public spaces.

REDUCING COSTS

- Maintain and develop our success in reducing operating costs by using the collective strength of the business community.
- Procure, negotiate and save money for members and provide reliable suppliers over a range of service sought by business.



05. 2022 > 2027 OUR AMBITION

“The Fitzrovia Partnership provides a cohesive approach to help businesses achieve shared objectives and as an area we are making great strides to achieve a more economic and environmentally sustainable district.”

Fiona Clark, Board Member
Practice Director and Co-owner, David Miller Architects

In response to the global challenges of sustainability, governing bodies such as the Mayor of London and Camden Council have set ambitious targets – and associated incentives and penalties – to address crucial issues such as air quality, social inequality and adaptation to climate change impacts. Consequently, businesses are having to take action to improve resource efficiency, working standards for employees and economic resilience.

The need to minimise the impact of businesses on the environment is becoming both a moral and commercial imperative. Fitzrovia must be at the forefront of a transition to a more sustainable district model.

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

The Partnership has an important leadership role to play in the delivery. It will work with members to deliver collaborative activities which individual businesses often find difficult to achieve on their own. Within our large collective, The Partnership can communicate the shared vision, enabling members the opportunity to work with one another to benefit their business, whilst improving the economic and social sustainability for the area as a whole.

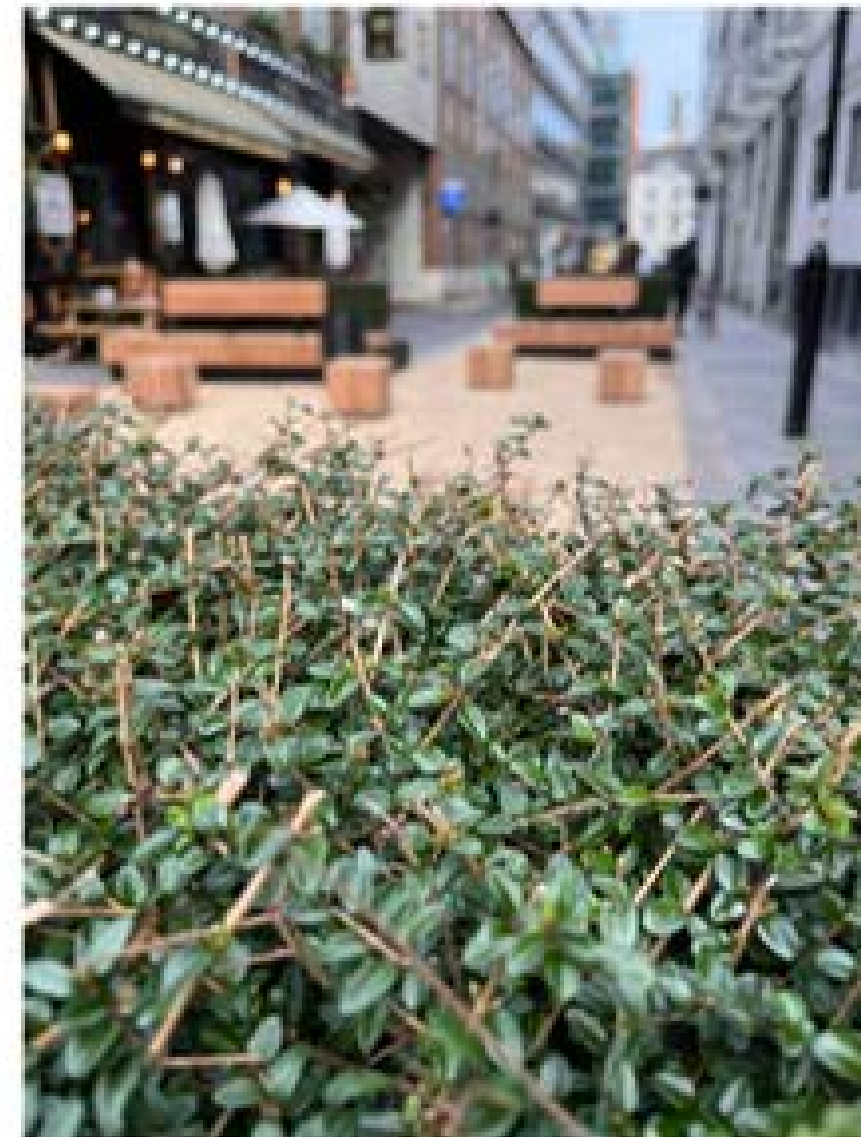
The Fitzrovia Partnership believes that collaboration will become an essential requirement to drive added-value solutions for business and the wider community.

Our 2022-27 mandate will introduce work programmes that support the BID's 'Sustainable District Charter', setting ambitions that address issues such as climate change, economic vitality and employment.

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

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

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



06. THE BID AREA

“It is important to have representation with local authorities and stakeholders so the area remains a priority. The Fitzrovia Partnership is our voice and ensures that the interests and needs of businesses are represented across the borough and in London.”

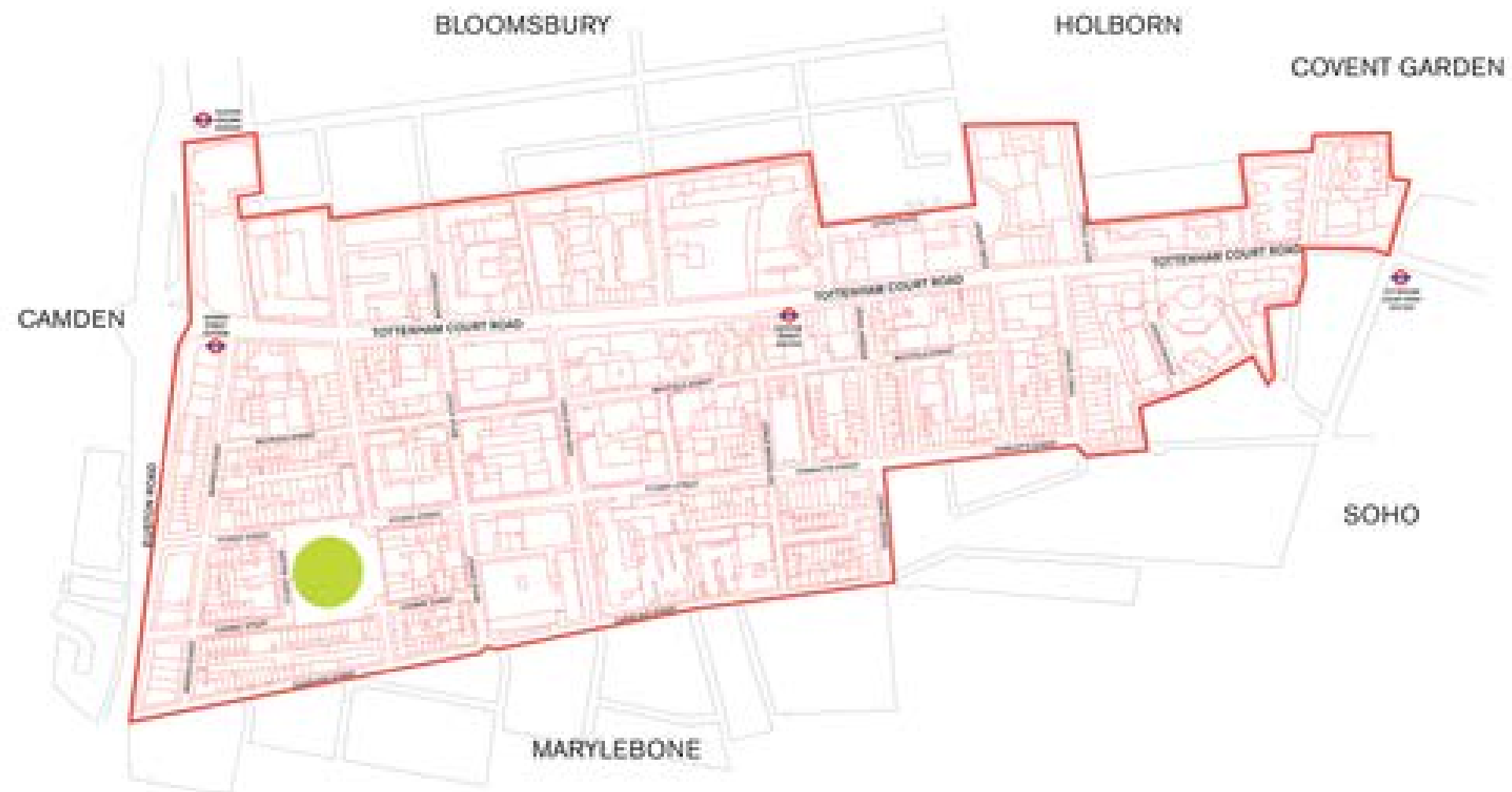
Rebecca da Souza, Board Member
Retail Director, Healf's

The BID will engage with its neighbours to support projects that benefit the wider area. Engagement with businesses within West Fitzrovia in particular will be an important initiative for The Partnership.

THE FORMAL BOUNDARIES OF THE BID

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

Alfred Place
Bayley Street
Charlotte Street
Chenies Street
Cleveland Street
Conway Street
Euston Road
Fitzroy Street
Fitzroy Square
Goodge Street
Howland Street
Maple Street
Percy Street
Stephen Street
Stone Street
Tottenham Court Road
Tottenham Street
Warren Street
Whitfield Street
Windmill Street



07. A SUSTAINABLE DISTRICT OF CHOICE

“Any district that aims to achieve sustainable development and Carbon Net Zero needs to have central co-ordination. The Fitzrovia Partnership does just that. Working in partnership with LB Camden and a large number of wider stakeholders and businesses, it co-ordinates and seeks to deliver sustainable solutions.”

Adam Harrison, Cabinet Member for a Sustainable Camden

2022 > 2027 OUR AMBITION

THE FITZROVIA PARTNERSHIP'S SUSTAINABILITY CHARTER

As a Business Improvement District in central London, we bring businesses together in a defined geographical area which can help advance sustainability – playing a role in co-ordinating and delivering solutions working with a large number of stakeholders. Through our programmes and commercial relationships, we play a role in educating and influencing behaviour, acting as a conduit to drive sustainable development in our district.

Any activities and programmes we undertake, we are committed to minimising the environmental impacts of conducting business whilst improving the economic and social sustainability for businesses and residents alike. Our approach is guided by our **Let's Do Fitzero** programme which aligns with governing bodies such as the Mayor of London and Camden Council to meet Londonwide targets.

We prioritise, where we can, projects which have the greatest impact and will continue to evolve and seek new opportunities for the district which contribute to our long-term target of Carbon Net Zero.



A SUSTAINABLE DISTRICT OF CHOICE

The Fitzrovia Partnership will place sustainability at the heart of the organisation and believes collaboration will become an essential requirement to drive added-value solutions for business and the wider community.

Our 2022–27 mandate will introduce work programmes that support the BID’s ‘Sustainable District Charter’, setting ambitions that address issues such as climate change, economic vitality and employment.

One Ambition – Three Themes – Six Work Programmes

ONE AMBITION: OUR 2022 > 2027 TARGETS

- A return to economic and social activity to pre-2019 levels.
- A shared outcome with the Mayor of London’s target to make the capital Carbon Net Zero by 2030 and Camden Council’s 2030 Carbon Net Zero target. Participation in the Camden Climate Change Alliance which supports the delivery of both the Camden Climate Action Plan and the Camden Clean Air Action Plan.
- Championing the ESG framework and minimising business impact upon the environment.
- A further £3m reduction in business costs through specialist procurement and economies of scale.
- Collaborative working with members and partners, both public and private, to enhance the quality of the public realm and amenity.

THREE THEMES



ECONOMIC GOOD GROWTH

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



ENVIRONMENTAL HEALTHY ENVIRONMENT

The Partnership has an important leadership role to play working with members to reduce the environmental impact of conducting business, whilst improving the economic and social sustainability for businesses and residents alike.



SOCIAL VIBRANT COMMUNITIES

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

SIX PROGRAMMES

The BID will focus its delivery programme on six interconnected themes which together will be effective in supporting and promoting the growth of Fitzrovia and its business community, whilst reflecting any additional interests of the wider community. These six key themes will be underpinned in their delivery by economic, environmental and social objectives:

1. Voice and Representation

2. ESG – Economic / Social / Governance

3. Environmental and Place
4. Reducing Costs

5. Insights

6. Promotion and Communication

PROGRAMME 1: VOICE AND REPRESENTATION

The Fitzrovia Partnership is recognised as a representative voice of business. It serves as a focus for bringing together and allowing a two-way dialogue between its members and a range of local, London and national bodies, particularly Camden Council, the Mayor of London and Transport for London (TfL).

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

THE FITZROVIA PARTNERSHIP WILL:

- Provide essential business-led leadership and influence. Through this advocacy and collective voice, the BID will seek to inform policy and affect change on the issues that matter most to our members and the neighbourhood.
- Represent Fitzrovia businesses at local and central Government seeking business-focused support on policy matters, business rates and taxation, responding to consultations with a collective voice.
- Maintain the BID’s representative voice for comment on proposed development and infrastructure changes, and local planning policy and licencing regulations to ensure they support Fitzrovia, its businesses and wider community.
- Working collaboratively with key agencies and businesses to:
 - Improve Air Quality
 - Reduce carbon emissions
 - Reduce surface transport and congestion

COVID-19 RECOVERY

Like all areas, Fitzrovia has been seriously affected by the COVID-19 pandemic. Moving forward, the BID will provide leadership and a range of services that will help Fitzrovia businesses in their recovery from the impact of the pandemic and support their longer-term growth.

The BID will respond to the structural and behaviour changes that take place to ensure that the district emerges from the COVID-19 recovery different but stronger.

THE FITZROVIA PARTNERSHIP WILL:

- Provide leadership, helping to create a clear strategy with partners for the safe and sustainable recovery of the Fitzrovia economy.

The power of partnership extends beyond business and government. The BID actively engages with other audiences of the Fitzrovia community so that projects are selected and designed with their input, and a clear understanding of residents’ interests and those of other nearby institutions and organisations. The Fitzrovia Partnership ensures that the history and heritage of the area is respected in the approach. The BID is a voice for business interests but any vision can only be achieved with the support of partners in the local authorities and wider community.

- Engage with property owners and their occupiers, small and niche businesses to encourage an eclectic mix of uses and maintain the area’s diverse and unique offering. Ensuring that the area remains economically sustainable for all size and sector businesses. Social sustainability being at the heart of the area and its bohemian makeup.
- Establish a positive working relationship with resident and other non-business communities to ensure that the BID’s business-led priorities also reflect and respond to their issues and concerns. Provide a platform for businesses to work together with representatives of the local community to achieve agreed goals that benefit all stakeholders.

- Position itself at the forefront of the ongoing recovery plan for Fitzrovia through innovative initiatives and activities, and creative thinking.
- Encourage businesses and relevant authorities to work together on the practical measures needed to create a district that will attract investment.
- Help maintain and develop excitement and memorable experiences for visitors, workers and the local community.
- Work with business partners to explore a district-wide digital strategy.
- Provide additional value to the area’s promotional and communication programme to ensure that recovery plans are well-resourced and sustainable over a five-year period.

PROGRAMME 2: ESG - ENVIRONMENTAL, SOCIAL AND GOVERNANCE

COVID-19 and climate change have made us realise that we are not “masters of our planet but rather stewards of nature”. Environmental, social and governance (ESG) has taken on a greater significance in light of recent events.

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

THE FITZROVIA PARTNERSHIP WILL:

- Deliver a programme to help advance sustainability by working with businesses and employees to minimise their environmental impact and contribute to their ESG objectives. It will help facilitate sustainable solutions so all stakeholders in Fitzrovia can make a positive impact through cost-effective actions.
- The programme will focus on the following issues:
 - Improving Air Quality
 - Reducing carbon emissions
 - Increasing recycling
 - Reducing surface transport
 - Reducing business costs
 - Maintaining a vibrant community and enhancing outdoor spaces
 - Security and safety
 - Business Resilience

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

The Fitzrovia Partnership will seek to assist members achieve these important targets through its collaborative work in the district. With our members and partners, we seek to help Fitzrovia build a more sustainable and resilient future.

- Support members in embracing environmental and social matters and identifying and adopting new sustainable opportunities.
- Seek common environmental targets across the Fitzrovia business community.
- Explore opportunities towards a circular economy in the area.
- Provide an advisory service on compiling sustainability policies for member businesses.
- Work in partnership with LB Camden to support inclusive business, recruitment, and employment practice. Assist the promotion of Camden's Inclusive Business Network and encourage local businesses to sign up to the network.

PROGRAMME 3:

ENVIRONMENT AND PLACE

Sustainability will be at the heart of everything we do and deliver for Fitzrovia during the next BID term. The United Nations reports that cities consume 78 per cent of the world's energy and produce more than 60 per cent of greenhouse gas emissions. Consequently, how we do business in Fitzrovia can make a difference to the Carbon Net Zero and wider sustainability agenda.

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

Our new programme, Let's Do Fitzero, will help businesses, employees and visitors make meaningful changes and adaptations. The Fitzrovia experience and offer remains as attractive as ever, but will be delivered in much more sustainable ways. The Let's Do Fitzero programme will initially offer incentives and advice on sustainable travel, reducing commercial and polluting vehicles in the area, reducing single use plastics and reducing food waste. The programme will be expanded in each year of the next BID term to cover more sustainability strands.

THE FITZROVIA PARTNERSHIP WILL:

- Recommend an expanded panel of preferred suppliers that can offer the widest range of recycling available, send zero waste to landfill and are migrating to zero emission vehicles.
 - Offer free waste and recycling audits and freight servicing and delivery plans for businesses.
 - Promote and introduce new services, such as Deliver London, which can reduce delivery vehicle trips in Fitzrovia by two thirds.
 - Lobby for investment and incentives to retrofit older buildings with energy saving measures.
- Promote Green Leases, so building owners and tenants can work together to maximise the energy efficiency of their buildings.
 - Work with 10 partners and be the only BID participating in the DEFRA Clean Air Logistics for London programme, which will lever in £1m public investment to central London and tens of thousands specifically in Fitzrovia.
 - Work with partners to deliver a West End wide approach to improving local air quality and a common zero carbon pathway.

PUBLIC REALM AND STREET MANAGEMENT

The BID has worked hard to create and maintain a district which is attractive and experiential for business, their employees, residents and visitors. It has provided additional street management services, working in partnership with the local authority, and explored innovative approaches to create a cleaner, safer and more welcoming place. Importantly this has included enhanced security to tackle anti-social behaviour and street crime.

The BID is a leading voice on the wellbeing of our street environment and public space. Understanding a quality streetscape is essential for the area to attract businesses, retain staff, appeal to residents and enhance the visitor experience by offering a place to relax whilst increasing dwell time.

THE FITZROVIA PARTNERSHIP WILL:

- Propose and promote the adoption and delivery of public realm and street management improvements, to include:
 - Streateries
 - Al fresco dining
 - Green Space
 - Enhanced seating
 - Additional bike parking
 - Seek to enhance and encourage owners and developers to deliver more permanent greening including additional trees, to support biodiversity and climate adaptation, whilst creating a more attractive streetscape for all in Fitzrovia.
 - Progress the priority public realm projects on Charlotte Street, Fitzroy Street and Warren Street, which will also provide more cycle parking and electric vehicle charging points.
 - Install a seasonal lights display and support London-wide installation campaigns / programmes.
- Employ and extend our uniformed Street Team service. Their core services will encompass safety and security, customer service, the provision of information, event management, enhancing the street environment, helping to manage anti-social behaviour, working with the Police to provide intelligence and reduce crime, providing an additional presence to enhance visitor wellbeing, and generally supporting the statutory services in maintaining the quality of the street environment.
 - Promote and provide additional street management services in partnership with the local authority. Work with Camden to improve cleanliness and maintenance across the district judged against a baseline agreement.
 - Promote and deliver active travel plans with particular regard to cycling, e-scooter rental schemes and walking.
 - Explore options for appropriate digital infrastructure (Smart Cities) to support the growth of businesses in Fitzrovia and retain London and national competitiveness.

PROGRAMME 3:
ENVIRONMENT AND PLACE
TRANSFORMING FITZROVIA'S PUBLIC REALM

Our Fitzrovia Liveable Neighbourhood proposition complements the West End Project which has recently been delivered and would complete the transformation of the district's public realm for everyone in the area. Today, people expect much more from public places than ever before. Rather than wanting purely functional and safe places, the public realm needs to be a place for people to meet, to relax, to enjoy public art, for informal play and for alfresco dining. A place for trees and planting and one that mitigates the impacts of climate change.

WEST END PROJECT	HS2	CROSSRAIL
The West End Project is a £35m scheme which has recently delivered exciting improvements to Tottenham Court Road and its hinterland. The major change has incorporated the return of two way traffic to Tottenham Court Road and Gower Street reducing congestion and air pollution and creating new and regenerated public and green spaces. The project has provided safer, greener and more attractive streets for people working, living and visiting the area helping to attract, sustain and boost local businesses. This included wider pavements, the removal of street clutter and new pedestrian crossings.	High Speed Two (HS2) will connect more people from across the country to Fitzrovia, creating more business opportunities. Journey times from Birmingham, for example, will be slashed to 45 minutes. HS2 is forecast to increase peak hour commuter capacity by 76%, with the number of train seats increasing to 11,300 an hour, bringing more people to Fitzrovia.	The Elizabeth line is predicted to bring an additional 83 million people a year to the West End. Tottenham Court Road could see an increase of 34.8 million people a year passing through its gates and Oxford Circus a further 20.7 million, potentially bringing more footfall and business opportunities to Fitzrovia. The journey from Heathrow to Tottenham Court Road will take 30 minutes, further opening up Fitzrovia to global business and tourism.

To complement these large infrastructure projects our plans for Fitzrovia are designed to ensure the area's public realm is fit for purpose and to delight workers, visitors and residents alike.

FITZROVIA LIVEABLE NEIGHBOURHOOD WILL:

- Deliver alignment and transition between the large UCLH and UCL campus areas, commercial hubs of Tottenham Court Road and Charlotte Street and the eclectic mix of businesses operating with the heart of Fitzrovia.
- Increase pop-up parks and tree planting throughout the district.
- Create a network of walkable streets with places to dwell and relax.
- Reimagine Warren Street as a garden gateway to Fitzrovia.
- Embed as a permanent feature the successful 'Streateries'.
- Improve safety at junctions to reduce collisions and casualties.
- Improve connections and wayfinding from Oxford Street.
- Widen footways and create better facilities and routes for walking and cycling.
- Introduce more electric vehicle charging points.
- We will reference Camden's ecological emergency monitor which discusses the delivery of public spaces.
- Fitzrovia will benefit from an enhanced public realm. The area's unique charm and proximity to high footfall areas, in particular Oxford Street, together with its connectivity to wider London, the rest of the UK and internationally, makes Fitzrovia an ideal place to invest.
- It is because of these factors that the case for investment in Fitzrovia's public realm is strong too and will directly contribute to attracting visitors, workers and further inward investment, thereby creating a virtuous cycle of new businesses and jobs.

PROGRAMME 4: REDUCING COSTS

Increasing occupancy costs continue to challenge business in Fitzrovia. Through specialist procurement and economies of scale, The Fitzrovia Partnership provides added value and tangible benefits to help meet members' economic, corporate and social responsibility, and environmental ambitions. This key programme has realised circa £4.6m in bottom line cost savings for business members.

THE FITZROVIA PARTNERSHIP WILL:

- Maintain our industry leading and award winning joint procurement consolidation scheme to reduce member businesses operational costs. Key commodities will include:
 - Energy including securing energy saving grants and incentives
 - Waste consolidation
 - Freight consolidation
 - Office supplies
 - Business rates
 - Free training
- Specifically provide a waste management and freight consolidation scheme to both reduce costs and provide measurable environmental benefits.
- Encourage a switch to renewable sources of energy through collective procurement.

PROGRAMME 5: INSIGHTS

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

We have delivered insights to support members, enhance customers' experiences, attract visitors and investment, showcase the impact of our work programmes, evidence our advocacy and measure our overall impact.

Our communications programme has produced regular updates of relevant news and business insight for members, together with a programme of networking and business insight events.

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

THE FITZROVIA PARTNERSHIP WILL:

- Provide a portal for sharing business intelligence and market data.
- Circulate weekly and monthly reports that contain insights for the performance of the area and central London.
- Establish a structure for regular assessment of the priorities and needs of different business sectors to ensure that activities are focused on sustainable working, increasing revenue and reducing business costs.
- Collect data to aid, inform and guide commercial decision making:
 - Footfall monitoring
 - Underground access/egress numbers
 - Night tube numbers
 - Loyalty app user data
 - Vacancy rates
 - Impact reports (where applicable)
- Provide access to existing business support available through the local, London and National partners, as well as work in partnerships that can create additional local business support.
- Develop 'Smart Cities' thinking and developing which benefits apply to Fitzrovia
-

PROGRAMME 6: PROMOTION AND COMMUNICATIONS

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

Our events, business collaborations and promotional programmes with their bespoke offers for member organisations, make the area a fun and vibrant place to be.

THE FITZROVIA PARTNERSHIP WILL:

Promotions

- Provide access to local marketing promotional platform.
- Work with the Local Authority and partners on targeted, district-wide events to attract visitors and a strategy to promote the district. Organise events and develop collaborations to create news, offers, content and reasons to visit:
 - Food and retail events
 - Homeware shopping promotions
 - Retail calendar trails
 - Quarterly loyalty promotion
 - London-wide events, e.g. London Design Festival
- Deliver promotional activity via social media, website, printed material, enewsletters, paid media and campaigns.
- Deliver exclusive member-to-member offers and consumer loyalty scheme and facilitate member collaborations, connecting the office community with retail and hospitality venues.
- Deliver a seasonal lights campaign.

Communications

- Provide weekly business and operational newsletters to ensure our members are kept up-to-date with what is happening in the area.
- Ad hoc e-alerts with time critical information e.g. security updates.
- Deliver workshops, seminars and face-to-face training with experts on key issues and topics, providing information, learning and development opportunities.
- Provide monthly email communications to the local community, visitors, website subscribers with local news, new openings, offers.
- Identify opportunities to encourage and foster new enterprises.
- Work in collaboration with LB Camden and business to improve local employment and skills.
- Facilitate collaboration amongst the business and wider community. Actively engage the local community into a CSR programme.

08. WEST FITZROVIA

“ We see the impact The Fitzrovia Partnership has in the business community with the support and direction they provide, always working towards the common goals of creating a thriving local economy which continues to attract inward investment. ”

David Kenningham, Managing Director, Kenningham Retail

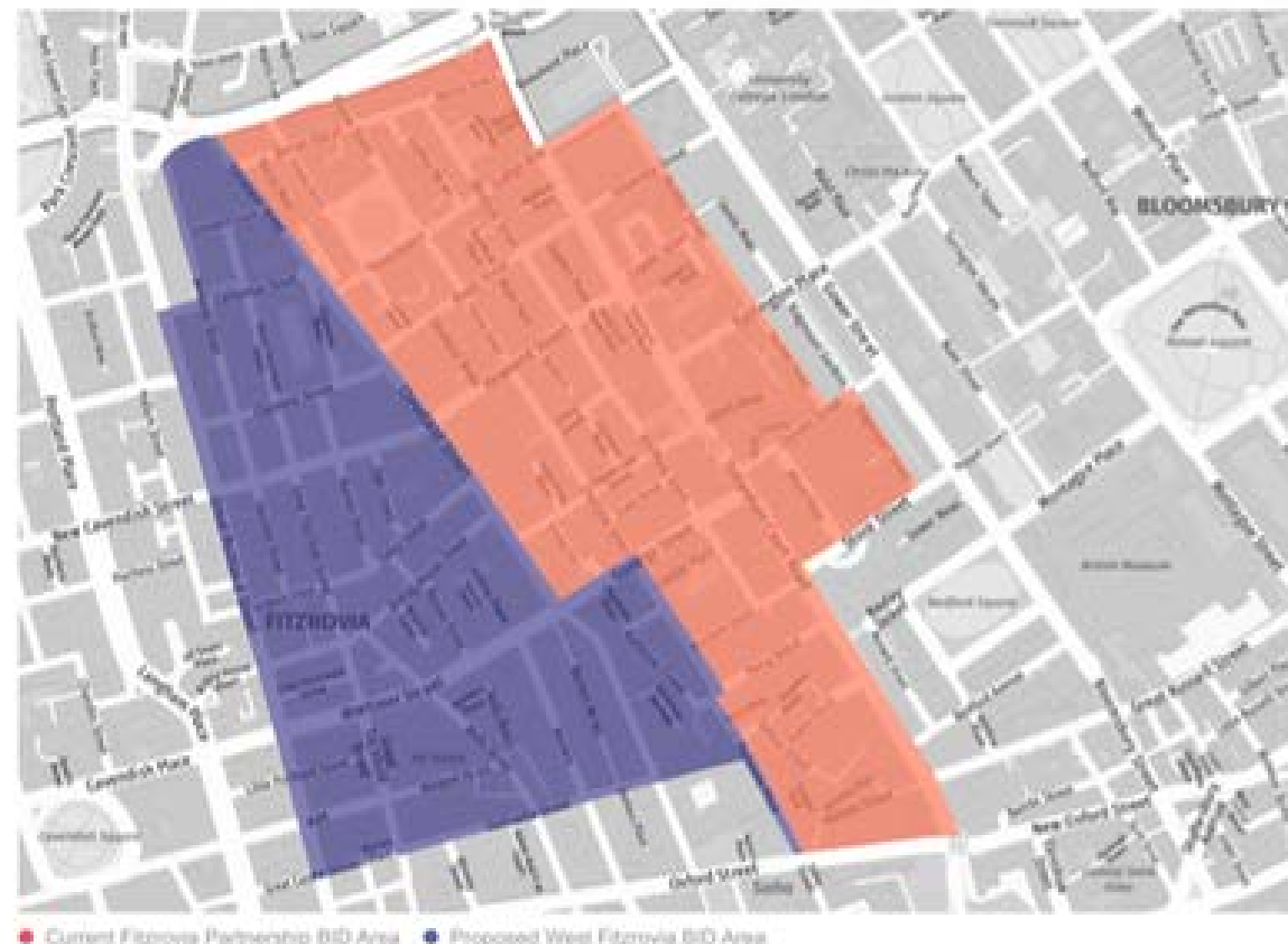
West Fitzrovia is bordered by a number of Business Improvement Districts which have established themselves over the past 20 years. The most recent being the Harley Street Medical Area Partnership.

During the last renewal of The Fitzrovia Partnership, the area of West Fitzrovia was identified as a potential area for the current BID to explore, particularly given the alignment of agenda and interest amongst a number of businesses in the area.

It was subsequently agreed in the 2017 renewal plan to review the possible establishment of a BID in West Fitzrovia to work alongside the current Camden based BID. A BID in the area will bring with it a collaborative approach and sustainable income stream to support locally driven initiatives and aspirations, many of which are outlined in the Neighbourhood Plan.

Early engagement with businesses in West Fitzrovia has shown a broad appetite to further explore the establishment of a business collective for this part of Fitzrovia. Business interviews undertaken have suggested an agenda focused on enhancing the economic wellbeing, COVID-19 recovery, responding to the ongoing issues of air quality, congestion and environmental improvement and maintaining the strong heritage of the area.

To facilitate the development process the initiative will be championed by The Fitzrovia Partnership, who will bring resource and energy to the project, as well as expertise in setting up the formal and informal elements of a Business Improvement District. The new entity working collaboratively with the existing BID area will deliver added value, alignment and synergy across the full extent of Fitzrovia.



09. FINANCE

The levy that provides the BID's funding is governed by a set of BID rules.

Essentially, when the BID is approved at ballot all eligible businesses will pay 1% of their rateable value to fund the action plan set out in this Business Plan.

The BID will be in place for five years and all retail, leisure, food and beverage and office businesses at or above the £160,000 threshold of rateable value level will be liable for contributing to the BID.

The BID Rules

- The BID term will be a period of five years from 1 Aug 2022 until 31 July 2027;
- The BID levy will be applied to rated properties in the BID district with a rateable value of £160,000 or more;
- The levy will be a fixed rate of 1% rateable value as at April 1, 2022 using the 2017 list for all eligible ratepayers;
- Properties that come into the rating list during the BID term will be subject to the levy from the effective date that the property is brought into the rating list and the rateable value effective at that time;
- Where the rateable value for an individual hereditament changes and results in a lower levy, then this comes into effect only from the start of the financial year in which the change is made and no refunds will be made for previous years. This is known as the closed year rule;

- The levy will assume an annual growth rate for inflation of 3% to be applied on April 1 each year;
- There will be no VAT charged on the BID levy;
- There is no distinction to be made between occupied or unoccupied hereditaments;
- The liability for the daily BID levy will fall on the eligible ratepayer;
- The eligible ratepayer will be liable for the BID levy for empty properties with no void period. Listed properties will be exempt;
- Charitable organisations in receipt of mandatory charitable relief from rates will receive an 80% allowance;
- Specifically the NHS Trust Hospital will receive an 80% relief allowance;
- The BID levy will not be increased other than as specified in the levy rules;
- The BID levy rules and BID area cannot be altered without an alteration ballot.

BUDGET

	Year 1 £	Year 2 £	Year 3 £	Year 4 £	Year 5 £	Total £
Income						
BID levy	1,05 0000	1,0 81,5 00	1,113,9 45	1,147,363	1,181,784	5,574,592
Property Voluntary Contributions	6 0,000	61,8 00	63,65 4	65,5 6 4	67,531	318,549
Commercial Income	5 0,000	51,5 00	53,0 45	5 4,63 6	5 6,275	265,456
Public Funding	5 0,000	51,5 00	53,0 45	5 4,63 6	5 6,275	265,456
Total Income	1,21 0,000	1,24 6,3 00	1,283,6 8 9	1,322,1 9 9	1,3 6 1,8 6 5	6,424,053
Expenditure						
Voice & Representation	95,000	97,850	100,786	103,809	106,923	504,368
ESG	100,000	103,000	106,090	109,273	112,551	53 0,914
Environment & Place	25 0,000	257,500	265,225	273,182	281,377	1,327,284
Reducing Costs	100,000	103,000	106,090	109,273	112,551	530,914
Insights	6 0,000	61,800	63,654	65,564	67,531	318,549
Engagement & Communication	25 0,000	257,500	265,225	273,182	281,377	1,327,284
Administration & Management	200,000	206,000	212,180	218,545	225,102	1,061,827
Contingency	105,000	108,150	111,395	114,736	118,178	557,459
Total Expenditure	1,1 6 0,000	1,194,800	1,230,645	1,267,564	1,305,590	6,1 5 8,59 9
Annual Surplus	5 0,000	51,500	53,044	54,635	56,275	
Cumulative reserves		101,500	154,544	209,179	265,454	265,45 4

Notes to Budget

Budget figures are indicative based on the anticipated levy income using 2017 rateable values. Assumed 3% annual inflationary increase and 100% levy collection rate. Levy income may fluctuate in relation to occupancy and is subject to the market at the time of the ratings assessment.

Allocations reflect current priorities; these may change causing variances and re-allocations across the five year term. Any material variations of the budget will be approved by the Board. Contingency based upon 10% of BID levy.

Our management and overhead will be maintained beneath the industry benchmark of 20%, currently reflecting 19% of expenditure. We seek to leverage voluntary income, which will help enable more of our members' contributions to be allocated to work programmes, which directly benefit business and the local area in general.

FINANCE

Levy Monitoring

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

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

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

Leveraging additional Non-BID Levy Funding

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

10. GOVERNANCE



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

The Fitzrovia Partnership will have two categories of membership:

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

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

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

GOVERNANCE

ORGANISATION STRUCTURE

The Board of Directors, which is chosen from the businesses that form the constituency of the organisation, will lead and guide the work of The Fitzrovia Partnership BID. The Board will have the appropriate balance of skills, experience, independence and knowledge to enable them to discharge their respective duties and responsibilities effectively. It will also seek diversity and ensure a representative mix of its membership.

The Board drives our stated aims and objectives and maintains good governance, overseeing the budget and monitoring performance.

The BID Board will meet quarterly and drive the set aims and objectives of the Company, as well as maintaining good governance, overseeing the budget and monitoring performance. The Board will consist of between 12-18 non-Executive Directors including the Chair. Directors will be appointed by the Board subject to ratification by the BID members at annual meetings of the company.

* Further details available in the Company Articles of Association

* To view the Operating Agreement and Baseline Agreement go to <https://www.fitzroviapartnership.com>

Observers can be appointed by the Board subject to ratification by BID members at annual meetings of the company.

The BID seeks to embrace the business and wider community with a programme of work that meets its stated aims and objectives. To help guide the BID in this pursuit, Board sub-groups might be set up to encourage participation and add value to the decision-making of the BID. Areas of focus will include finance and governance.

Board Members

David Whittleton, Arup (Chairman)
David Byrne, The Doctors Laboratory (Deputy Chair)
John Bonning, The Building Centre
Jason Parker, Make Architects
Rebecca De Souza, Heal's
Vasiliki Arvaniti, Denwent London
Neil Robbie, City of London
Fiona Clark, David Miller Architects
Simon Wolny, UCLH
Aristos Papasavva, Gigs
Niccolo Consigli, MyBloomsbury
Jimmy Munoz, Metro Bank
Warren Fry, McDonalds
Richard Jackson, UCL
Rebecca Hossack, Rebecca Hossack Gallery

Management Team

The delivery of the BID's business plan will be led by the Management team, accountable to the Chairman and Board. The team will work with the Board and sub-group members, partners and specialist service providers to ensure the effective implementation of the agreed annual action plan.

The Council

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

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

Observers

Cllr Adam Harrison, Cabinet Member, Camden Council
Inspector Paul Clarke, Metropolitan Police
Abbas Raza, Transport for London

Voluntary members

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

This is the BID Renewal Business Plan
2022 > 2027.

The Fitzrovia Partnership

11–13 Bayley Street, London WC1B 3HD

**The
Fitzrovia
Partnership**
Business Improvement District