



VICTORIA BUSINESS IMPROVEMENT DISTRICT

2015/16

ANNUAL REPORT



Victoria

LONDON STARTS HERE



1



2



3

IN PICTURES

1. Deckchairs for the enjoyment of visitors to Grosvenor Gardens
2. Green space enhancement in Cardinal Place
3. Victoria is at the centre of some of the largest development works in London

Cover image credit: Land Securities

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VICTORIA BUSINESS IMPROVEMENT DISTRICT

2015/16

ANNUAL REPORT

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Introduction

Your overwhelming support for the BID at the renewal ballot last spring gave us a strong mandate to continue delivering enhancements and innovative projects to benefit the business community across Victoria. We take your support seriously and have hit the ground running at the start of our second term – we have lots to do and we have wasted no time in getting on with it, as you will see from this Annual Report.



Nigel Hughes,
Chairman,
Victoria Business
Improvement
District



Ruth Duston,
Chief Executive,
Victoria Business
Improvement
District

The second five-year term has come at a time of vast change and progress on many fronts. The past year has seen rapid transformation across our footprint, with substantial progress made on several of the major projects which are delivering the biggest change in Victoria for a generation. Victoria is now in the top 10 areas in London for year on year growth in commercial property.

Our role as the custodians of Victoria, working holistically with business partners, developers, local authorities and service providers, has never been more important. We are playing a vital role in driving the public realm agenda, implementing and developing a range of projects to ensure the area comes together as a coherent and desirable destination.

Looking at the wider picture, more major infrastructure projects are planned and development opportunities are coming down from Central Government, Regional Government and Local Government, especially since last year's General Election. BIDs have a major opportunity to be a strong force in ensuring this new devolved picture works for local businesses.

As ever, our core activities are rooted in what you have told us you want more of: more green spaces to enjoy; more engaging events in the area; additional street cleaning on top of council funded provision; more visible policing; increased community engagement; and enhanced corporate investment in local communities.

The transformation we are witnessing every day in Victoria reflects change we are seeing across London. Our city has a new Mayor and more big decisions will impact Victoria in the coming months...Crossrail 2, airport expansion, and much needed investment in Victoria Railway Station. There are also big challenges facing the capital, perhaps none bigger than air quality, with pollution claiming up to 4000 early deaths each year. Against this backdrop, the BID will be a powerful voice for the business community of Victoria, lobbying decision makers and developing innovative projects that can make a real difference.

Our focus on harnessing the opportunities in Victoria while tackling some of our challenges is already paying dividends but our work continues. With the ongoing strong support of our business community, we will work to ensure the new Victoria emerges as a leading destination in the capital and an unrivalled gateway to London, for all who work, visit or live in this area.

The story so far has been fascinating, but the next, and arguably most exciting chapter has only just begun...

Nigel Hughes, Chairman, Victoria Business Improvement District
Ruth Duston, Chief Executive, Victoria Business Improvement District



3%	BUSINESS CONTINUITY
2%	COUNTER TERRORISM
1%	CYBER SECURITY
1%	PHYSICAL SECURITY
49%	ANTI-SOCIAL BEHAVIOUR
4%	VOLUME CRIME & CRIME PREVENTION
3%	CYCLE SAFETY
37%	STREET AMBASSADORS

Safe and Secure

The first year of the Victoria BID's second term has seen a focus, within our Safe and Secure programme, on anti-social behaviour. A new Policy and Security manager has worked with local police forces, businesses and charities and the BID's own security team to ensure a joined-up approach to the issues of begging and rough-sleeping.

Other areas of increasing concern for BID members are business continuity and what to do in the event of a major incident. The Safe and Secure programme provides businesses with targeted training on these and other relevant issues with our professional partners.

BUSINESS CONTINUITY

To deliver support to businesses to improve resilience in Evacuation Planning, Disaster Recovery and Business Continuity.

OUTPUTS / ROI

- CSARN membership
- Two Business Continuity Seminars in partnership with CSARN (Building Threats, Crisis Leadership)
- 179 business representatives attended both events in total

COST

£7,395

COUNTER TERRORISM

We work with local businesses to plan, prepare, prevent and protect against all forms of terrorism and improve training and awareness.

OUTPUTS/ROI

- Two Counter Terrorism Seminars in partnership with CSARN (Attack on the transport hub, CBRNe attacks)
- 164 business representatives attended both events in total
- 5 Counter Terrorism Security Advisors (CTSAs) surveys/briefings of local businesses carried out

COST

£6,100

CYBER SECURITY

The field is of growing importance due to increasing reliance on computer systems and networks in most business sectors.

OUTPUTS/ROI

- One bespoke Seminar on Cyber Threats and Information Security (5hrs) organised in partnership with CSARN
- 55 business representatives attended

COST

£2,412

PHYSICAL SECURITY

We offer advice to businesses when planning and reviewing their security requirements via seminars, workshops and in-house training.

OUTPUTS/ROI

- 21 body cameras are currently in use by local Police Teams
- 7 body cameras in use by VBID Security Guards
- 9 Cardinal Place Security Guards accredited under the Community Safety Accreditation Scheme (CSAS)

COST

£1,972



1



2



3



4

IN PICTURES

1. Victoria is one of the safest areas in the City of Westminster as reported crime rates have followed a downward trend
2. 1,200 cycle safety leaflets have been distributed in the past year
3. Our security guards patrol the area 7 days a week to assist our partners in reducing homelessness and tackling anti-social behaviour
4. Physical security remains one of our top priorities

ANTI SOCIAL BEHAVIOUR (ASB) INCLUDING ROUGH SLEEPING & BEGGING

The Victoria BID works with local homelessness centres and other partners to reduce homelessness and tackle ASB.

OUTPUTS/ROI

- 7 day security coverage delivered by a private security contractor throughout the year (Two pairs of SIA accredited Security guards patrolling the BID footprint on a daily basis from 6am until midnight)
- 24 South Westminster Street Population Steering Group meetings held (VBID, BTP, MPS, PASSAGE, St MUNGOS, WCC)
- Funded a 10 week dedicated BTP night patrol in and around the Victoria Station dealing with ASB and alcohol related disorder
- A 'Crime and ASB' survey was designed and ran by the BID to determine priorities for the years to come. 182 business members responded to the survey
- An ASB Impact Statement template was devised in cooperation with the Metropolitan Police, which enables local businesses follow an easy procedure in reporting ASB related incidents to the Police

COST

£125,746

VOLUME CRIME & CRIME PREVENTION

Victoria is now one of the safest areas in the City of Westminster. Reported crime rates in Victoria have followed a downward trend including statistically high types of crime in the area.

OUTPUTS/ROI

- 500 crime prevention items (personal alarms) distributed to local business Members in Victoria
- 5,000 Bogus Police leaflets distributed to local businesses and members of the Public in Victoria
- 250 Chelsea clips distributed and installed in bars, cafes and restaurants in Victoria
- 8 new business members joined Facewatch; an online crime reporting and intelligence platform
- 100 licensed premises engaged in the Westminster South Licensed Premises Group
- 187 radios distributed to local businesses under the Radiolink
- Dedicated Information Sharing Agreement signed with MPS
- National Association of Business Crime Partnership (NABCP) Safer Business Accreditation Award following a successful assessment

COST

£9,609

CYCLE SAFETY

Cycle Safety is of great importance in the Victoria area as more and more people take up cycling.

OUTPUTS/ROI

- 1,200 cycle safety leaflets distributed
- 14 Cycle Safety Surgeries held (6 with MPS and 8 with BTP)
- Over 200 bicycles marked and registered on Bike register
- 3,000 cycle safety items distributed to cyclists (hi-vis backpack covers, LED lights, hi-vis wrist bands)

COST

£6,659

STREET AMBASSADORS (40%)

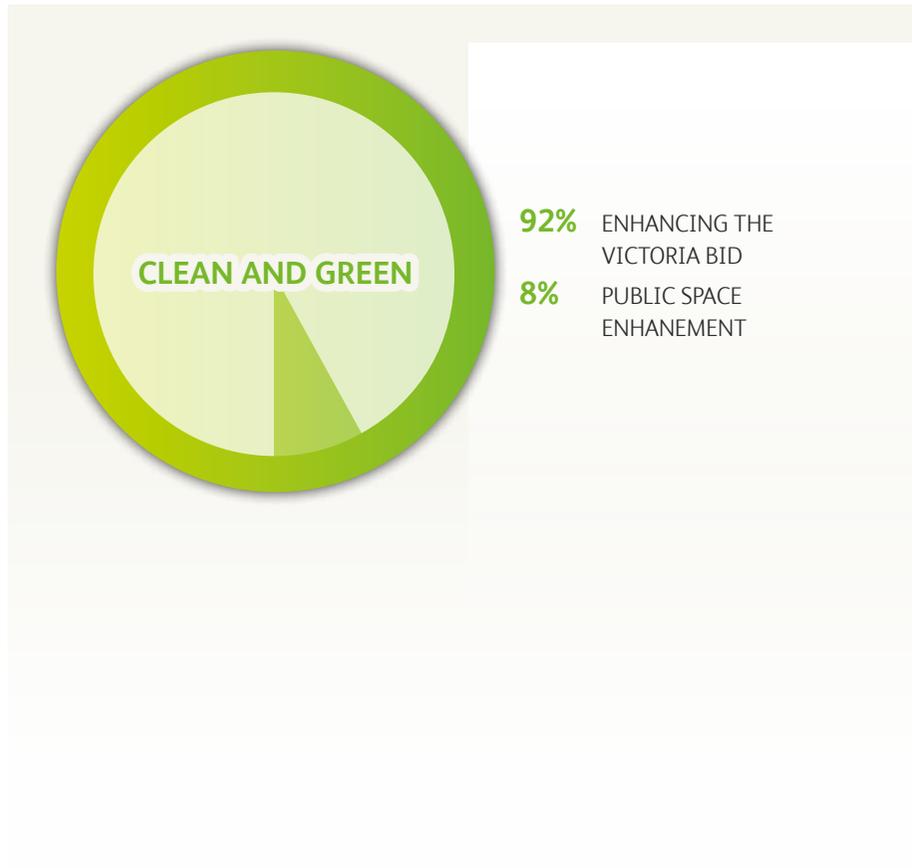
OUTPUTS/ROI

- Our Victoria ambassadors help visitors and locals 7 days a week
- Four ambassadors are present in the footprint throughout the day
- The kiosk at Victoria Station provides a knowledge hub for travellers and visitors alike
- Over 1.5 million people have now been assisted by the Victoria ambassadors since they first appeared in the area

COST

£93,600

Clean and Green



A survey of businesses in the Victoria BID area showed a pleasant environment and clean streets are priorities for our members.

Working with Westminster City Council to properly maintain this busy part of Central London, and ensure an attractive area that is welcoming and positively memorable for workers, residents and visitors are priorities for the Victoria BID.

ENHANCING THE VICTORIA BID 110-ACRE FOOTPRINT

OUTPUTS / ROI

Area-wide cleaning each weekday and night helps ensure the area looks even better when passers-by return the next day.

- 3,872 hours a year between 10pm and 6am our night team removes chewing gum and general grime from Victoria’s pavements
- 9,438 hours covered by our dedicated cleaning teams working from Monday to Friday between 6.30am and 7.30pm and pick up litter across the BID footprint
- A new dedicated cleaning supervisor ensures the team’s efforts are best directed and that they can be more responsive to any issues

COST

£266,303

PUBLIC SPACE ENHANCEMENT

Working with professional falconers to deter pigeons from Victoria’s public spaces and protect historic facades.

OUTPUTS/ROI

- 133 falconry visits to Victoria’s public spaces
- Areas covered include;
 - Westminster Cathedral Piazza
 - Lower Grosvenor Gardens
 - Upper Grosvenor Gardens
 - Ebury Square Gardens
 - Christchurch Gardens
 - Rooftop of the Victoria Palace theatre (occasional)
 - Buckingham Gate planters (occasional)

COST

£24,333



1



2



3

IN PICTURES

1. Our cleansing team cover 13,310 hours annually
2. Our Harris Hawks have visited Victoria 133 times in the past year
3. Green spaces enhance the Victoria area



- 1%** STRATEGIC DEVELOPMENT GROUP
- 21%** THE PUBLIC REALM
- 30%** ENVIRONMENTAL AMBASSADOR
- 12%** AIR QUALITY
- 30%** VICTORIA BID CHRISTMAS TREE & FESTIVE LIGHTS
- 3%** JOHN LEWIS RAIN GARDEN
- 3%** BATS AND BEEKEEPING

Public Realm

The public realm comprises spaces between buildings and holds the Victoria area together. We walk through these areas every day yet traffic and pedestrian congestion can dominate our experiences and affect our wellbeing.

In early 2015, we published the Public Realm Vision for Victoria comprising twelve key principles to guide the development and upgrade of Victoria's public realm. This document forms the backbone of our efforts to improve people's experiences of public spaces.

Indeed, because of its importance to the continued vitality of Victoria, the BID Board approved making the public realm a work theme in its own right so as to focus our energy and efforts of working with others to create and upgrade spaces that we can all enjoy.

STRATEGIC DEVELOPER GROUP

Comprising land owners, developers, transport operators, Westminster City Council and the BID this group was set up to manage the development pipeline for Victoria by regularly reviewing the works carried out by each developer, monitor wider urban regeneration issues for Victoria and work to maximise opportunities for inward investment.

OUTPUT/ROI

- 2 scheduled bi-annual developer meetings held

COST

£1,213

THE PUBLIC REALM

Championing the coherent upgrade of the public realm in Victoria.

OUTPUTS/ROI

- 4 public realm meetings held with the Public Realm Steering Group and Zone sub-groups to discuss specific project locations
- 5 key project sites selected for development
- 2 large scale planning applications reviewed and commented on to Westminster City Council

- 2 green infrastructure projects designed, including initial Chelsea Flower Show planning
- Communicating our vision project and tracking developments
- Attending and supporting information seminars and policy fact finding events
- Preparing a planning application for Westminster Cathedral Piazza tables and chairs
- Supporting the Buckingham Gate planters and Beeston Place landscaping projects and continuing the Bridge Place ivy screen

COST

£26,845

ENVIRONMENTAL REPORTING

- Our Environmental Ambassador, walks the BID every weekday, noting and reporting issues such as graffiti, illegal advertising, abandoned bicycles, dangerous broken paving and damaged street furniture to Westminster City Council and TfL.
- 2612 street issues reported, resolution rate of 99%
- 166 cleaning issues reported, resolution rate of 100%

COST

£40,000

AIR QUALITY

Air pollution is a major environmental risk to health. The latest maps illustrating air pollution in Victoria (for 2013) continue to show annual mean concentrations of NO₂ – one of the worst pollutants – at levels significantly above which are harmful. Our efforts involve speaking with business to encourage changes in business practices to improve air quality in Victoria and this year we published the Low Emission Suppliers Directory enabling businesses to choose suppliers using these types of vehicles.

OUTPUTS/ROI

- 21 businesses engaged to discuss air quality
- 2 low emission vehicle seminars held
- Low Emission Suppliers Directory published on our website and in soft copy
- Ambassador PDAs updated to include a vehicle idling data record option to gather data on pollution hotspots
- 1000 leaflets printed to discourage engine idling
- 3 cycling events held with Cycle Confident trainers

COST

£16,145

VICTORIA BID CHRISTMAS TREE & FESTIVE LIGHTS

Enhancing the Victoria area during the festive season especially the Westminster Cathedral Piazza as a unique part of the public realm in Victoria.

- A 10m UK-grown Christmas fir tree was on Westminster Cathedral Piazza, and festive lights were installed to animate a key retail area of the BID footprint
- Festive lights in Victoria BID brand colours were installed on Victoria Street

COST

£39,967



IN PICTURES

1. Maintenance was carried out on the John Lewis Rain Garden
2. 1,000 leaflets printed and distributed to discourage engine idling
3. The Diamond Garden is a much-loved local green space
4. A Low Emissions Suppliers Directory is available on the Victoria BID website

JOHN LEWIS RAIN GARDEN

One of our major greening projects, the one year maintenance contract with the installers, Landform, came to an end in March and the maintenance is now arranged by John Lewis. This adheres to our approach where the BID primes environmental schemes with the aim of the owners ultimately taking the lead.

OUTPUTS/ROI

- 1 year maintenance of the John Lewis rain garden completed including infill planting where required
- 1 launch event completed

COST

£3,343

BATS

Our long-term environmental indicator project continues this year with bats acting as a proxy for the quality of the local environment for wildlife in Victoria.

OUTPUTS/ROI

- 15 deployments of SM2 bat detectors between May and October
- Hand held bat detectors for BID member use

COST

£1,241

BEEKEEPING

Between February and October, beekeepers work hard to keep the beehives that the BID installed in tip top condition – and regularly crop honey which is processed via Bee Collective in Eccleston Place and then sold for charity funds or consumed on site.

OUTPUTS/ROI

- 2 beekeeper meetings held to share stories and best practice among Victoria's beekeepers
- 5000 x seed packets comprising seed for pollinator friendly plants

COST

£2,033



56%	VICTORIA BID AMBASSADOR PROGRAMME
10%	SEASONAL EVENTS
1%	VICTORIA BID CHRISTMAS
12%	BRANDING, PROMOTION & ADVERTISING
16%	VICTORIA MAGAZINE
5%	DIGITAL MEDIA PRESENCE

Destination Victoria

Our integrated marketing activities and events calendar engage the local workforce and attract visitors all year round, showcasing Victoria as a vibrant destination offering cultural entertainment, theatre, cinema, fashion, retail, restaurant and hotel experiences.

The Victoria BID actively markets the area on our own website and uses social media to promote our own events and activities and those run by our business partners.

VICTORIA BID AMBASSADOR PROGRAMME (60%)

Our multilingual seven-strong team of Ambassadors help visitors, commuters, tourists and Londoners find their way around the immediate area and to London-wide destinations.

OUTPUT/ROI

- 343,048* visitors welcomed to Victoria which works out at an average of over 940 people a day
- 792 recorded arranged store visits over the year to share local security information, support businesses and identify issues
- 1366 ad hoc drop-in store visits where Ambassadors share up-to-date relevant information, discuss ways of supporting businesses and identify issues

COST

£140,400

*Correct at time of going to print

EVENTS PROGRAMME 2015/2016

Over the last year we hosted more than 50 events.

- 48 Victoria BID branded deckchairs are situated in Lower Grosvenor Gardens during the Summer annually for local workers, residents and visitors to use to enjoy time outdoors
- 12 tables and 36 chairs were situated on Westminster Cathedral Piazza during the Summer for local workers, residents and visitors to enjoy time outdoors
- Further details of specific events are below

VICTORIA FOOTBALL CUP 2015

The objective was to reach out to businesses to engage their staff in competing in teams across the Victoria BID footprint for a consecutive annual Victoria Football cup.

- The four week long five-a-side football tournament involved 350 players in 32 teams representing 50 levy-paying organisations
- The winning team came from Sky Media with IQPC in second place and NatWest in third place

COST

£4,608

SEASONAL CRAFT MARKETS

The objective was to hold four seasonal craft markets throughout the year on the Westminster Cathedral Piazza.

- Seasonal markets were held in April, June and September 2015, and February 2016. With 20 stalls, the market attracted over 28,000 local workers and visitors over the period and helped to animate the historic Westminster Cathedral Piazza space

COST

£5,817

VICTORIA BID SOCIAL CLUBS

The objective was to offer a mix of interactive and fun social clubs for everyone who lives and works in Victoria, in order to make it easy for local workers and residents to spend their leisure time doing something they enjoy in the area.

- Successful running clubs, film clubs and 'boot camp' were created and involved over 170 employees from 55 levy-paying organisations

COST

£4,594

VICTORIA BID WALKING TOURS

Delivering a summer programme of themed walks for local employees and residents to enjoy outdoor spaces in Victoria and raising the profile of Victoria BID.

- Over 50 people took part in Street photography, Victoria Development & History of Victoria walks

COST

£4,500

VICTORIA BID'S SECOND TERM LAUNCH

- A networking drinks reception was held to launch the BID's second five-year term. The event reached out to the Victoria business community to engage with the BID and to network with other members

COST

£6,050

IN PICTURES

1. One of our Friendly ambassadors, Serena
2. The Victoria Football Cup 2015 Winners, Sky Media
3. Our networking events allow the Victoria Business community to meet other members
4. The BID Christmas tree on Westminster Cathedral Piazza



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3



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VICTORIA BID CHRISTMAS

- Hosting a mince pie reception on Cardinal Place rooftop garden during Land Securities's Christmas carol service activity
- Hosting a Christmas drinks reception for the Victoria BID levy-paying business community to network and celebrate successes of the year

COST

£2,575

BRANDING, PROMOTION & ADVERTISING

- 26,000 pocket sized location maps distributed by ambassadors
- Branding and messaging exercise carried out with external consultants
- 1,000 branded Oyster card wallets distributed
- 500 branded ponchos distributed
- Other support including website, welcome packs and database upgrade

COST

£29,560

SOCIAL MEDIA

To grow and establish a robust and social media presence raising awareness of Victoria with relevant news and development pipelines.

- 1,501 Twitter followers
- 517 x Facebook likes
- 33,970 unique visitors on the BID Website

COST

£6,484

VICTORIA BID WEBSITE:

Continuing to develop an accessible and dynamic web portal promoting the Victoria BID brand and showcasing expertise and delivery across all our work programmes.

- Interactive Victoria BID directory of hotels, restaurants, retail, fashion and beauty, health and wellbeing, financial and other services in the area has now been created to allow visitors of the website to see what is in the area
- Development of Victoria BID e-newsletter to be communicated to 4,000 member databases
- Further support and development of the website

COST

£2,907

VICTORIA MAGAZINE

Produced a high-quality seasonal magazine to communicate information and news to and about local businesses, BID projects and community activities to local stakeholders and levy payers.

- Three issues of Victoria London starts here produced for Summer and Winter 2015 and Spring 2016 featuring local advertising, news and content
- Each issue has a 20,000 controlled local distribution, BID members requested 500 additional copies of each edition

COST

£40,065

DIGITAL IMAGES & VIDEO

To build up the digital database of photographs, images and video for marketing collateral and online promotion of the Victoria BID.

- 300 unique images added to the image database owned by the Victoria BID. The image gallery is available for partners to use

COST

£3,025



22%	PRIVILEGE CARD
4%	NEIGHBOURHOOD PLANNING
58%	CORPORATE SOCIAL RESPONSIBILITY
16%	EMPLOYABILITY PROJECT

Sustainable Prosperity

Victoria BID is committed to working in partnership with businesses to sustain a prosperous local economy over the short, medium and long term.

Ensuring that Victoria is a good place to do business is essential to the future success of the area. Focusing on connectivity, retail vibrancy and employee benefits are key to this.

It is important during the BID's second term that local partners from all sectors are included in a thriving Victoria. SME networks, partnerships with local charities and connecting businesses with a local skills-base all go towards making sure that happens.

PRIVILEGE CARD

We work with Victoria businesses to provide a great range of unique and exciting offers on eating, drinking, leisure, shopping, health and wellbeing opportunities in the area with our free Victoria Privilege Card available for everyone living or working in Victoria, London SW1.

OUTPUT/ROI

- 5,614 new Privilege cards in circulation over the last year (approx. Over 26,000 cards in total)
- 4651 Privilege cards activated
- 40 new businesses joined the scheme
- 12 e-newsletters circulated
- 2 Christmas offer blast e-newsletters circulated in the month of November

COST

£22,310

NEIGHBOURHOOD PLANNING

Working with WCC the Victoria BID has facilitated the planning of the Victoria Neighbourhood Forum engaging local residents.

OUTPUT/ROI

- The Neighbourhood Forum was successfully established in July 2015
- Dedicated Victoria Neighbourhood Forum website
- VBID facilitated the election of a VNF Steering Committee which will drive forward the neighbourhood plan for the area
- VBID actively participating in the VNF Steering Committee acting as a collective voice for local businesses

COST

£3,502

POLICY

Responding to local and national policies that have an impact on the Victoria BID.

OUTPUT/ROI

- The Victoria BID submitted a response to Crossrail 2 Consultation and is a Member of the Crossrail 2 Community Engagement Panel for Victoria
- The Victoria BID responded to 8 further consultations and planning applications that impact the Victoria area over the year

COST

NONE



IN PICTURES

1. Over 26,000 Privilege Cards are now in circulation
2. Business and pupil mentoring sessions at a local school
3. The Victoria Neighbourhood Forum was successfully established in July 2015
4. The BID has engaged with new businesses when they arrive in the area

CSR

The objective was to develop a suitable Corporate Social Responsibility (CSR) scheme for the Victoria BID with a focus on working with charity partners in the area who are engaged in the local community.

OUTPUT/ROI

- Partnered with the Ahead Partnership to deliver a well-rounded CSR project on education and skills, linking up local businesses with local schools and offering 1:1 mentoring, interview training, workplace visits etc
- Part-funded the Passage Project Worker who supports homeless individuals and helps them get off the streets and back into employment – 62 homeless individuals were offered jobs
- 10 Gift Drop boxes distributed in businesses across Victoria. More than 320 presents collected and donated to local charities (e.g. Beanstalk, The Cardinal Hume Centre, The Passage)
- Supported events with West End Live and the Sir Simon Milton Foundation, and hosted roundtable policy lunches on issues pertinent to the area
- Supported two local musical events: a Veteran's Aid Christmas Carol concert and a concert at St Peter's Eaton Square

COST

£55,623

VICTORIA WIFI

By investing in local digital upgrades over the next four years, Victoria BID will play a significant role in helping Victoria become a highly networked and digitally integrated part of central London.

OUTPUT/ROI

- Victoria BID footprint was assessed and the intention to install a free WiFi network across the area was agreed by the Steering Group
- The project was put out to tender and 3 contractors expressed interest in the scheme
- A contractor was chosen by the Steering Group and the final proposal is pending approval

COST

None

EMPLOYABILITY PROJECT

OUTPUTS/ROI

- Working with a local charity, the BID has supported the delivery of employability services which led to 75 formerly homeless people securing employment

COST

£15,000

Profit and Loss Account

For the Year ended 31 March 2016

	BID Levy £	Voluntary £	Total 2015/16 £	Comparative BID Levy £	Comparative Voluntary £	Comparative Total 2014/15 £
TURNOVER						
BID Levy	1,528,597		1,528,597	1,793,842		1,793,842
Voluntary contribution and other income		108,480	108,480		189,503	189,504
	1,528,597	108,480	1,637,077	1,793,842	189,503	1,983,345
COST OF SALES						
Safe and Secure	304,584		304,584	167,039	22,724	189,763
Clean and Green	290,635		290,635	147,815		147,815
Public Realm	194,846	7,500	202,346	251,602	40,000	291,602
Destination Victoria	372,231		372,231	462,188	750	462,938
Sustainable Prosperity	154,305		154,305	249,213	25,380	274,593
	1,316,600	7,500	1,324,100	1,277,856	88,854	1,366,711
GROSS PROFIT	211,997	100,980	312,977	515,986	100,649	616,635
ADMINISTRATIVE EXPENSES						
Core Salaries	18,577	100,000	118,577	82,074	100,000	182,074
Rates	20,160		20,160	18,562		18,562
Water and Electricity	4,786		4,786	4,127		4,127
Printing	4,383		4,383	2,715		2,715
Postage and Carriage	6,610		6,610	7,669		7,669
Telephone	3,163		3,163	3,657		3,657
Office Stationery	1,990		1,990	2,494		2,494
Repairs and Maintenance	450		450	577		577
Legal and Professional Fees	3,008		3,008	4,915		4,915
Audit Fees	5,700		5,700	5,000		5,000
Office Consumables	6,989		6,989	6,430		6,430

ADMINISTRATIVE EXPENSES (CONTINUED)	£	£	£	£	£	£
Cleaning	2,940		2,940	6,637		6,637
Bank Charges	352		352	396		396
Insurance	5,437		5,437	5,304		5,304
IT Running Costs	13,780		13,780	13,412		13,412
BID Renewal				51,384		51,384
BID Statutory Requirements	11,948	980	12,928	26,035	649	26,685
BID Levy Collection Fee	27,271		27,271	30,144		30,144
Depreciation	12,200		12,200	31,232		31,232
Taxation	196		196	119		119
	149,938	100,980	250,918	302,884	100,649	403,533
Surplus brought forward			553,111			340,008
Profit/(Loss) for the year			62,059			213,103
Surplus carried forward			615,170			553,111

Board Members

The Board

Caroline Hanson	Delfont Mackintosh Theatres
Ruth Hart-Leverton	Dong Energy
Justine Brown	DP World
Claudia Binkert (Vice-chair)	EDF Trading
Nigel Hughes (Chair)	Grosvenor
Ian Fletcher	Guoman Hotels
Peter Antonissen	Hema Retail Ltd
Amanda Cheston	House of Fraser
Benjamin Ridgwell	Land Securities
Kathleen Joyce	NatWest
Robert Flinter	Park Plaza Victoria London
Lucy French (Vice-chair)	St James Theatre
Lorrie Dannecker	Telegraph Media Group
David Morgan-Hewitt	The Goring Hotel
Ruth Duston (Chief Executive)	Victoria Business Improvement District

Board Observers

Haylea Asadi	Westminster City Council
Joelle Bailey	Network Rail
Fr Alexander Master	Westminster Cathedral
Insp. Ian Rawlins	Metropolitan Police
PI Cheryl Ling	British Transport Police
Mick Clarke	The Passage





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