



VICTORIA BUSINESS IMPROVEMENT DISTRICT

2017/18

ANNUAL REPORT



Victoria

LONDON STARTS HERE



1



2



3

IN PICTURES

1. 'Asalto London' by Daniel Canogar was created with 197 volunteers from the local community including local business members, residents and school children
2. Our friendly street teams patrol the BID footprint all year round
3. The Victoria Station Upgrade is due for completion in Autumn 2018

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VICTORIA BUSINESS IMPROVEMENT DISTRICT

2017/18

ANNUAL REPORT

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Nigel Hughes
MBE,
Chairman,
Victoria Business
Improvement
District



Ruth Duston
OBE, OC,
Chief Executive,
Victoria Business
Improvement
District

Introduction

More than two years on from the EU referendum, uncertainty continues to plague the national and international agenda. But while our politicians scratch their heads about the best post-Brexit route for the UK, here in Victoria the world moves on and businesses are looking to grow and invest. The past year has been a positive year for Victoria, with significant improvements to our vital transport infrastructure nearing completion, new businesses moving into the area and some major events taking place.

Our annual report reflects on the continued hard work of the BID team and our partners, with substantial achievements across our core themes of 'Public Realm', 'Clean & Green', 'Safe & Secure', 'Sustainable Prosperity' and 'Destination Victoria'. Building on our work in recent years, we have developed and implemented another ambitious programme of activities, initiatives and events to deliver tangible results for the businesses in the area. Please take some time to read through this document – it's often helpful to see the extensive amount of work going on in Victoria, not all of it visible or immediately obvious.

All in all 2017/2018 has been a big year for Victoria. Major visitor attractions such as the UK's largest light festival, Lumiere (which the BID sponsored), and the arrival of the hit Broadway musical *Hamilton*, have really put Victoria on the London tourism map, and the completion of Landsec's Nova and the opening of several world class food and drink destinations, have bolstered Victoria's day time and night time leisure offer. Ecclestone Yards is also a fabulous new destination for the area.

We are keen to work with partners to continue to attract more leisure visitors to the area, and take advantage of the predicted boost in tourism due to the weak pound. However, we are concerned about the potential threats to tourism growth. We know that economic factors have had an impact on UK visitors to central London, with evidence that the costs of travel, food and drink have played an important part in how and where tourists decide where to visit. The tragic terror attacks in London during 2017 have fortunately had a limited impact on the capital's appeal, but ongoing rail disruption, with many trains in and out of Victoria station disrupted over the past year, can deter both visitors and workers from coming to the area.

All areas in London need to work hard to 'up their game' to appeal to visitors and present the capital as the leading global city we all know it is. The BID is planning and delivering more high profile leisure focused events, showcasing the fantastic offer across Victoria.

We are also not shying away from tackling some of the big issues which pose a threat to the continued vibrancy of the area. During 2017/2018, work lobbying for the long overdue improvement of Victoria Railway Station continued, with the BID bringing key decision makers to the discussion table and commissioning Arup to look at funding options for a major station improvement scheme. Transport infrastructure is vital to Victoria's growth and last year we welcomed the new Cardinal Place entrance and the enlarged Southern ticket hall in Victoria Underground Station, which have significantly improved access to the Victoria Line.

While improving Victoria's stations is crucial, and we take our role as being a lobbying voice for business very seriously, there are other matters that need our attention too. We develop programmes that respond to the issues that concern our businesses most. For example, we continue to work with businesses to ensure they have adequate emergency plans in place and our air quality initiatives continue to grow. A series of Delivery and Servicing studies were undertaken to inform businesses of the impact of their deliveries on the local area, and our 'Zero and Low Emissions Suppliers Directory' is helping businesses make 'healthier' supply chain decisions. Working with the homeless, and the charities that help them, is also a key priority in Victoria.

Over the past year the BID has ramped up its lobbying of decision makers and influencers on many of the big issues facing Victoria, to make sure our priorities are pushed up the agenda. Among a range of activities, we worked with the *New Statesman* magazine to host two high-level roundtable discussions; one on security in London with the Deputy Mayor of London for Policing, Sophie Linden, and the other, about the growth of business in London, attended by the Deputy Mayor for Business, Rajesh Agrawal.

In the coming months the BID is keen to maximize the opportunities for businesses in the fiscal devolution agenda, and to influence City Hall to reinvest business rate revenues into local priorities. As a BID we are well placed to support this process. We continue to forge close relationships with the GLA, Westminster City Council and Transport for London – believing that productive public / private sector collaboration is the key to creating successful places.

In the coming months and years there is much to look forward to. In recent years we have received many requests to extend the Victoria BID footprint and in the autumn we hope to celebrate the creation of London's 60th BID, the Victoria Westminster BID, to meet this demand. If the ballot is successful, this new BID will operate in its own right and will benefit from working in partnership with the well-established Victoria BID. The current team in Victoria will work with extended street and administrative teams to support both BID's activities. Building on our experience and success, we are delighted that more businesses in the wider area will have the opportunity to enjoy the benefits of being part of a BID community – working collectively and collaboratively to make this area as good as it possibly can be.

By working together, continuing to identify the priorities that matter to you, engaging decision makers and influencers, and delivering innovative and transformative programmes and initiatives, the BID will help this special place thrive even more than it does now.

Thank you for your continued support of Victoria BID. We continue to be committed to deliver the sort of improvements locally that will support the growth of your business, help you retain the best talent and attract more customers.

As ever, your contribution to the BID helps us make this area the vibrant and exciting place it is, but we are always keen to hear more from our members – please do get in touch with the team if you would like to find out how you could get more involved.

Nigel Hughes MBE, Chairman, Victoria Business Improvement District

Ruth Duston OBE, OC, Chief Executive, Victoria Business Improvement District

Safe and Secure



- 10%** Design Against crime
- 3%** Business continuity, counter-terrorism, memberships and seminars
- 25%** Street ambassador cost 40%
- 10%** Community liaison outreach project
- 50%** Community safety
- 2%** Radio link

This year the BID security team has worked closely with local police to ensure a joined up approach to addressing anti-social behaviour. They work alongside the newly-expanded local Community Intervention Team who, through The Passage, focus on daytime outreach activities.

Working with the University of the Arts, London, the BID commissioned an extension piece of work focused on 'Designing Out Crime' in Victoria. The design proposals took the form of physical interventions and system redesign to tackle lasting issues across the footprint.

DESIGN AGAINST CRIME PROJECT

OUTPUTS/ROI

- The BID established a partnership with the Design Against Crime Research Centre of University of Arts London
- A series of workshops with business and other stakeholders to identify the best possible solutions to design out ASB from Victoria hotspots

- The design of a cashless donation platform as one of the "design in" elements of the project
- A comprehensive report and design proposals that aim to design-out anti-social behaviour and rough sleeping from hotspots across the area

COST

£36,949

BUSINESS CONTINUITY, COUNTER-TERRORISM (CT) & MEMBERSHIPS

OUTPUTS/ROI

- Seven Counter Terrorism and Business Continuity Seminars were held in partnership with CPNI, Metropolitan Police and City of London Police
- Over 240 business representatives have attended counter terrorism, information security and business continuity seminars
- A Project Argus, a Project Fairway and two Project Griffin seminars were held to train over 130 local workers on business continuity, Counter Terrorism and the 'Insider Threat'
- Membership of Community Security And Resilience Network (CSARN), the National Association of Business Crime Partnerships (NABCP) and West End Security Group (WESG)

COST

£8,673

STREET AMBASSADOR COST 40%

OUTPUTS/ROI

- Our street ambassadors help visitors and locals 7 days a week
- Four ambassadors are present in the footprint throughout the day, and they report local issues to the council and police

- Over 1.9 million people have now been assisted by the Victoria ambassadors

COST

£93,600

COMMUNITY LIAISON OUTREACH PROJECT

OUTPUTS/ROI

- A full-time, dedicated Community Liaison Officer is sponsored through The Passage; a local day centre dedicated to supporting London's homeless
- The Community Liaison Officer works with local businesses, outreach services and the rough sleeping community to help improve awareness and understanding of the issues facing the local rough sleeping community, and signpost them to services
- 24 South Westminster Street Population Steering Group meetings have been held between the police, Victoria BID, Westminster City Council and commissioned outreach services

COST

£40,000

COMMUNITY SAFETY

OUTPUTS/ROI

- Every day security officers, equipped with radios and bodyworn cameras, patrol the BID area dealing with low-level crime and anti-social behaviour (ASB)

- We piloted a night-time security patrol on Westminster Cathedral Piazza with support from partners in the area
- Monthly joint operations have been established between the Metropolitan Police, Westminster City Council Inspectors and VBID Security to tackle anti-social behaviour

- Three ASB Impact Statements have been collected from local businesses to report specific incidents of anti-social behaviour to the Police and support Criminal Behaviour Orders for prolific offenders
- The BID Security officers have been collecting intelligence to pass on to the Metropolitan Police under our Information Sharing Agreement; for counter-drug and illegal immigration operations

COST

£185,164

CRIME PREVENTION SEMINARS & MATERIALS

OUTPUTS/ROI

- The BID has supported regular Metropolitan Police Service crime prevention surgeries
- 3,000 crime prevention items have been distributed via BTP and MPS engagements in the area including personal alarms and anti-skimming card defenders

- 8 regular cycle safety events have been held in partnership with British Transport Police and Metropolitan Police with over 50 bicycles security-marked

COST

£945

CYBER SECURITY & ONLINE FRAUD

OUTPUTS/ROI

- A 'cyber threats and information' security briefing was held to share information on the latest cyber-crime trends and how to protect businesses from online fraud
- Over 25 business delegates attended

COST

£420

RADIO LINK

OUTPUTS/ROI

- A security scheme of more than 185 local radios has been managed
- Radios are carried by the BID's on-street teams and local police
- The radio antennae and associated equipment were relocated due to the refurbishment of the host building

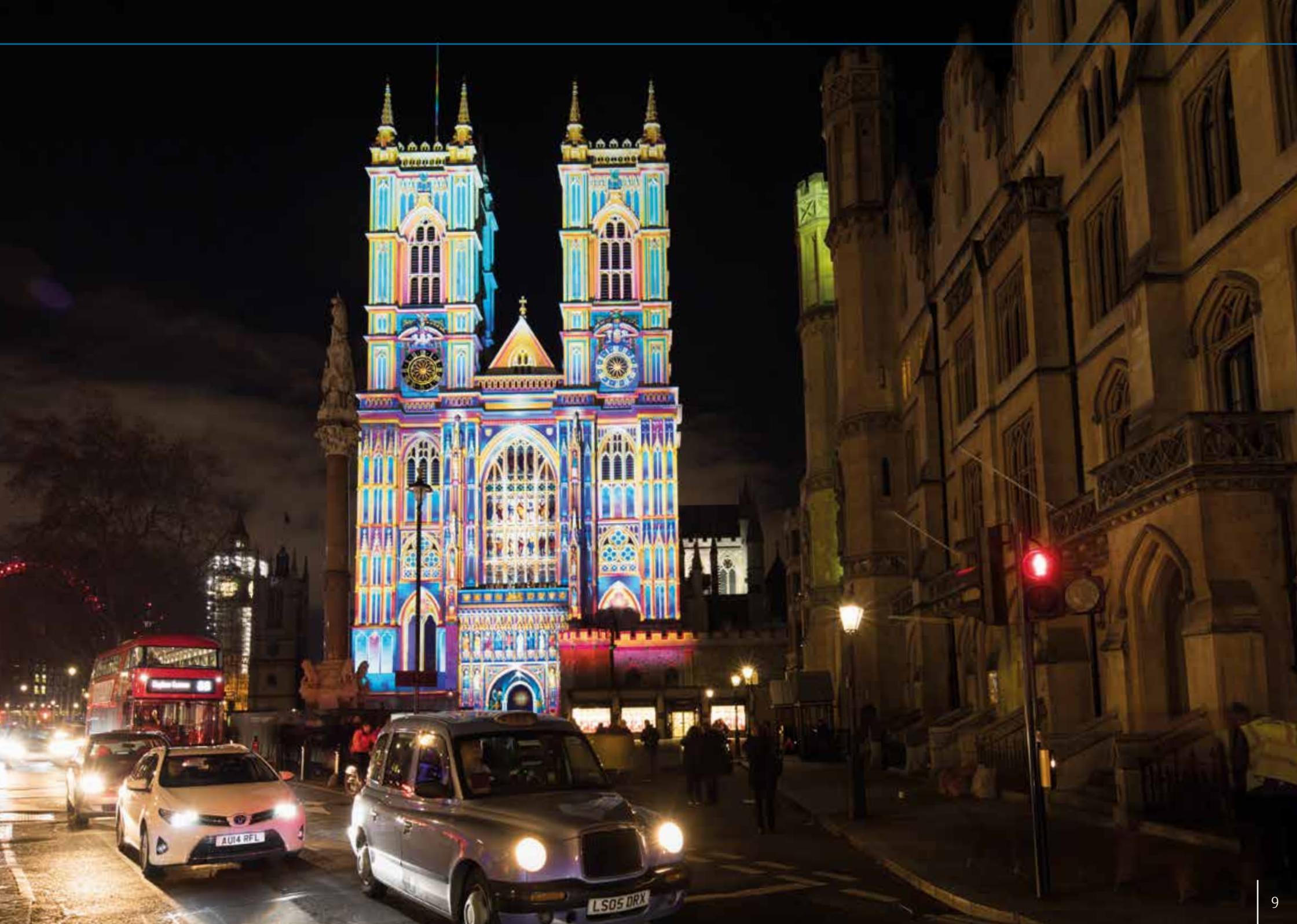
COST

£5,876



IN PICTURES

- 1. Each member of the security team is equipped with a body worn camera
- 2. Our ambassadors report local issues to the police
- 3. Over 185 businesses are part of the Radio Link scheme
- 4. Our security team are on duty 7 days a week in the footprint



Clean and Green



93% Enhancing the Victoria BID

7% Public space enhancement

Clean streets and welcoming open spaces remain a top priority for our Victoria 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

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

OUTPUTS / ROI

- Five nights a week between 10pm and 6am our night team removes chewing gum and general grime from Victoria’s pavements
- Our dedicated cleaning teams, working from Monday to Friday between 6.30am and 5pm, litter pick across the area, remove graffiti and offer a responsive cleaning service to business members, to enhance the BID footprint
- A dedicated cleaning supervisor ensures the team’s efforts are best directed and that they can be more responsive to any issues

COST

£298,164

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, with a particular focus on the Summer months
- Areas regularly covered include; Westminster Cathedral Piazza, Lower Grosvenor Gardens, Upper Grosvenor Gardens and Ebury Square Gardens

COST

£23,275



1



2



3

IN PICTURES

1. A new electric vehicle is used by the Cleaning team
2. Floral installations brightening the local landscape
3. The Victoria BID Cleaning team have cleaned 55,925 sqm of pavement over the past year

Public Realm



- 33% Christchurch Garden
- 9% Air quality
- 3% Greening
- 33% Strategic Projects
- 1% Communications
- 21% On street enhancement

The character of Victoria’s public realm is central to the impression of the area: much improvement has been made, yet limited access to relaxing green spaces, congested transport hubs and busy traffic can still dominate our experiences and affect our wellbeing. This year the BID has built on previous work to take forward plans for a transformational public realm scheme for Christchurch Gardens.

CHRISTCHURCH GARDENS

OUTPUTS/ROI

- The BID has commissioned a landscape architect to develop an attractive and transformational scheme for an underused and, currently, underwhelming green space in Victoria
- Additional experts have been engaged to complete thorough archaeological and ecological surveys and soil investigations of the site

- A lighting designer and project manager have been commissioned to assist with design and planning and a quantity surveyor, principal designer and legal expert have worked on ensuring the proposed scheme is viable and well planned
- Fundraising is underway with the aim to secure full funding and take the scheme forward over the next financial year

COST

£127,131

AIR QUALITY

OUTPUTS/ROI

- We updated the Zero and Low Emission Suppliers Directory. This invaluable resource now lists 67 suppliers using low emission forms of transport – a 63% increase on the 2017 version
- We worked with King's College London and business volunteers to track their exposure to poor air quality over two weeks with air quality sensors
- We continued our Air Quality Champions project with new BID members signing up to the project including NatWest Victoria, The Goring Hotel and the Taipei Representative Office in the U.K.
- We undertook Delivery & Servicing Plan data collection and analysis studies on 3 properties comprising 22 business occupiers
- We developed and shared bespoke posters to be installed on BID members' internal digital display screens and intranets to nudge workers to try new ways of getting their personal deliveries and handed out air quality literature on the street during rush hour to raise awareness of poor air quality impacts and solutions

COST

£35,069

WESTMINSTER CATHEDRAL PIAZZA

OUTPUTS/ROI

- We put 18 tables and 34 chairs on Westminster Cathedral Piazza each dry weekday over the Summer months to enable locals and visitors to enjoy this historic space
- We maintained the tables and chairs and ensured the project was managed by daily cleaning and security visits

COST

£865

GREENING

OUTPUTS/ROI

- Three Victoria BID parklets, originally displayed at the Chelsea Flower Show, were maintained for use by the public across the footprint
- Planters on Buckingham Gate were maintained and the plants upgraded with help from local residents
- The Bridge Place ivy screen was maintained for another year
- We contributed to installed shrubbery at the Westminster Cathedral Piazza planter

COST

£9,925

STRATEGIC PROJECTS

OUTPUTS/ROI

- Research was commissioned from Arup to look at the potential future of Victoria Station
- We received funding of £83,000 from Network Rail and £20,000 from local landowners to finance the redevelopment and financing strategy
- An initial workshop was held to seek views on the local gyratory system and frame potential future work or studies in this area

COST

£127,566

COMMUNICATIONS

OUTPUTS/ROI

- Regular Steering Group meetings and Strategic Developer Group meetings have been held to share information and direct, oversee and inform public realm projects

COST

£3,103

ON STREET ENHANCEMENT

OUTPUTS/ROI

- Our Environmental Ambassador continues to report street issues to WCC and Transport for London – 2905 have been reported over the past year
- Christmas Lights were installed in Victoria during the festive period including a Christmas tree on Westminster Cathedral Piazza and inside Victoria Station

Cost

£78,598



1



2



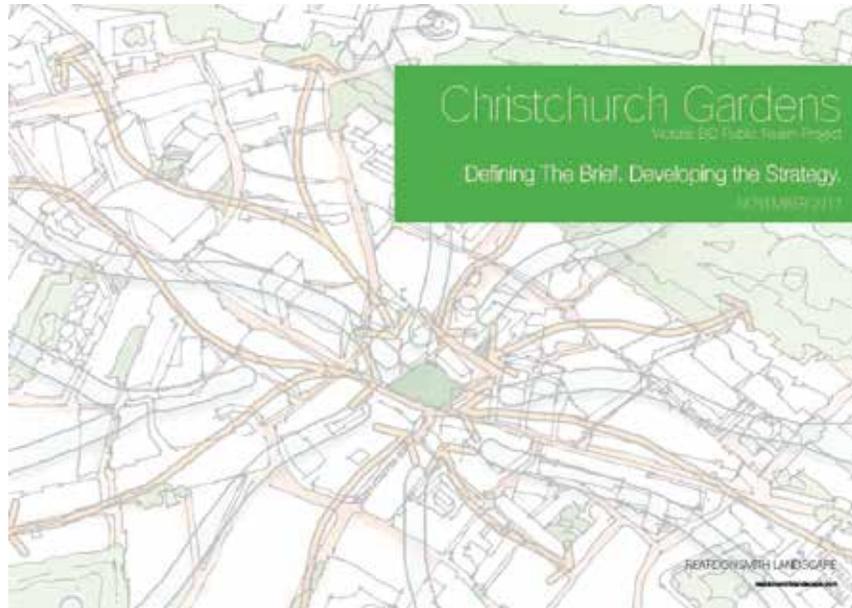
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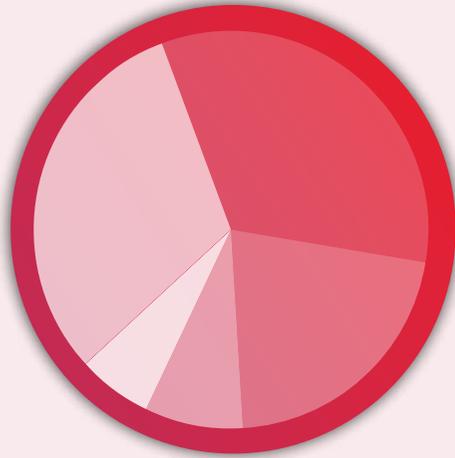
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IN PICTURES

1. Victoria BID Christmas Tree on Westminster Cathedral Piazza
2. Tables and chairs are free to use on Westminster Cathedral Piazza in the Summer
3. Our Gillingham Street Parklet is used by locals and visitors
4. Over the past year posters to be used on local businesses internal screens and intranets have been developed to show alternative more environmentally-friendly ways of receiving personal deliveries



Destination Victoria



- 31%** Victoria BID Ambassador Programme 60%
- 34%** Events programme
- 21%** Promotional materials
- 8%** Online promotion
- 6%** PR support and media

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.

This year's activity has been wide-ranging; from participating in major large-scale events like the Lumiere London Festival to focused panel discussions like International Women's Day.

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 Londonwide destinations.

OUTPUT/ROI

- 255,803 visitors welcomed to Victoria which means the ambassadors have now greeted over 1.9m people in total and an average of 710 people per day
- 1,985 ad hoc drop-in store visits took place during the year where Ambassadors share up-to-date relevant information, distribute promotional materials, discuss ways of supporting businesses and identify issues

COST

£140,400

EVENTS PROGRAMME 2017/2018

COST

£149,742

SUMMER EVENTS

OUTPUTS/ROI

- A networking wine tasting event was held for 40 local business people at neighbourhood wine bar M
- A seasonal flower arch was installed at the Victoria Place Shopping Centre which enjoys very high footfall to promote local business, Isle of Flowers, and celebrate the arrival of the Chelsea Flower Show. Over 300,000 people saw the installation as they passed by and Isle of Flowers sales increased by nearly 10% compared to the same week the previous year
- Our popular, branded, deckchairs returned to Grosvenor Gardens for another year
- The annual Victoria Football Cup tournament took place with over 120 players taking part and team entries three times the 16 places. The Cup was won by World Fuel Services in a final that saw them play IQPC
- The Victoria BID's first outdoor pop-up cinema was erected in Grosvenor Gardens showing 'La La Land' with pop up food and drink stalls. Over 80 local workers and residents attended
- Summer fitness bootcamps and 'walkfit' events were held to encourage local workers to get fit on their breaks

VICTORIA FOOD AND DRINK FESTIVAL

OUTPUTS/ROI

- Our first footprint-wide food and drink festival was held over many days and included 13 events; from cocktail-making classes to chocolate-tasting, over 120 local people attended these events showcasing the best of Victoria's food and drink offering

FESTIVE ACTIVITY

To complement the installation of the BID's Christmas tree and lights, and to build on the success of last year's event, we held a prize draw with 1,500 Christmas crackers; each with either a donated prize or local discount.

OUTPUTS/ROI

- A networking drinks event was held at the St James' Court Hotel with over 70 attendees
- A giant snow globe was installed at the Victoria Place Shopping Centre for three days over the festive period. Passersby could have photos taken in it with Victoria BID bags and receive promotional crackers for retailers based in the shopping centre and across Victoria
- We provided prosecco and mince pies to local retailers to help their customers get into the festive spirit

LUMIERE LONDON

- The BID participated in sponsoring the Lumiere London Festival, with three installations in the Victoria and Westminster areas attracting very high footfall
 - A launch event was held for local businesses to celebrate the arrival of Lumiere and have a first look at 'The Rose' Window on Westminster Cathedral Piazza
 - The Victoria BID arranged for local stakeholders to take part in one of the interactive Lumiere pieces *Asalto* by Spanish artist Daniel Canogar which saw local Victoria businesspeople appear to scale the heights of Westminster City Hall on Victoria Street
 - We received funding of £50,000 from local landowners Landsec for the Lumiere London project
- ### VIBRANCY REPORT LAUNCH
- A networking event was held at The Goring Hotel to celebrate the launch of the Victoria BID's new Vibrancy Report

IN PICTURES

1. Our first Food & Drink Festival was held in the Autumn
2. Our panel discussion to celebrate International Women's Day was attended by over 60 local workers
3. The winners of The Victoria Football Cup 2017, World Fuel Services
4. La La Land was screened at Upper Grosvenor Gardens



SPRING PROMOTIONS

- Spring fitness classes were held including dance, boxercise, yoga and HIIT with over 50 attendees
- A Valentine's week 'Chubby Hearts' installation went into Westminster Cathedral Piazza to stand in solidarity with the rest of London and animate the space. Chocolate hearts were handed out to complement the installation
- A panel discussion on the place of women in 100 years was held on International Women's Day including local business panel-members and over 65 attendees
- Also to mark International Women's Day; a flashmob appeared in Victoria Station to 400 surprised passersby. The flashmob attracted 22,000 Twitter impressions and the dancers from Combination Dance Company closed the Channel 4 News that evening

PROMOTIONAL ACTIVITIES

PROMOTIONAL MATERIALS

- We published and distributed 20,000 copies per quarter of our popular local magazine; *Victoria, London Starts Here*
- Materials including pens and branded bags were printed to promote the Victoria BID locally
- A branding exercise was undertaken for Victoria BID by external consultants
- A phase one feasibility study was commissioned from artist Martin Firrell to explore a possible public art installation
- A new hardback book looking at the history of the Victoria area was commissioned as well as a short leaflet showcasing Victoria's investment and growth potential
- We reprinted Victoria BID documents where necessary, including this term's Business Plan

COST

£91,868

ONLINE PROMOTION

- We circulated monthly electronic newsletters to over 4,000 people about events and news in Victoria
- We worked to enhance our social media presence with a regular programme of engaging updates on local activity over Twitter, Facebook and Instagram
- The Victoria BID website and database was maintained

COST

£37,333

PR SUPPORT AND MEDIA

- We engaged a consultant to support part-time in promoting Victoria BID and the wider area
- We joined other Central London BIDs to address London-wide issues and lobby together

COST

£28,703

Sustainable Prosperity



- 10%** Victoria Wi-Fi
- 17%** Education and skills and CSR
- 2%** Neighbourhood planning
- 6%** CSR Priorities
- 26%** Public affairs
- 21%** Sponsorship
- 18%** Privilege card

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.

Enabling the wider community to share in the success of Victoria is also a priority. The BID's CSR programme seeks to include the local community and connect business with young people.

VICTORIA WIFI PROJECT

OUTPUT/ROI

- Two new free Victoria BID wifi zones were installed in Victoria: one covering Terminus Place and Grosvenor Gardens, the other covering Westminster Cathedral Piazza. The aim is to roll the scheme out further next year

COST

£18,100

EDUCATION AND SKILLS AND CSR

OUTPUT/ROI

- The Ahead Partnership was engaged to connect schools with local businesses to raise aspirations for students in Westminster, open their eyes to the world of work and career pathways. This was achieved through a range of events such as: Career Days, Speed Networking, Mentoring and Interview Practice
- A project with the St Andrew's Youth Club showcased students' artwork, reflecting the 5 strategic themes of VBID
- VBID collaborated with Beanstalk and The Other Palace to host a workshop for local primary school students, inspired by their production *Little Beasts*

- An apprenticeship event was held in collaboration with Westminster City Council to inform businesses of the Government's introduction of the Apprenticeship Levy

COST

£28,618

CSR PRIORITIES

OUTPUTS/ROI

- Small grants were given to 3 local charities to deliver projects within Victoria focused on education and skills in line with the Steering Group's priorities
- The Annual Christmas Gift Drop was held again with 650 presents donated to the local community
- VBID sponsored Community events, such as Westminster South Police Christmas Carol service, which had 200 attendees

COST

£11,378

PUBLIC AFFAIRS

OUTPUTS/ROI

- Two roundtable events were held with business members and the Deputy Mayor for Policing and Crime, and the Deputy Mayor for Business, in conjunction with The New Statesman. These events provided a unique opportunity to raise Victoria business issues at a strategic level and the events were followed with a Victoria-specific insert in the New Statesman magazine
- The Victoria BID joined the business group at the think tank Localis to join conversations related to Business Improvement Districts and other relevant policy
- A Vibrancy Report was commissioned to provide an up to date economic profile of the area

COST

£47,227

SPONSORSHIP

OUTPUTS/ROI

- The BID sponsored several local charitable and visitor activities including The Passage Summer Party, a classical concert at Eaton Square, West End Live, the Lord Mayor's Show, Beating the Retreat, a fundraising dinner for victims of the Grenfell Tower tragedy and a Veteran's Aid carol concert

COST

£38,069

NEIGHBOURHOOD PLANNING

OUTPUTS/ROI

- The BID has supported the establishment of the Victoria Neighbourhood Forum and continues to support the Steering Group as they move towards the drafting of a Neighbourhood Plan

COST

£4,400

PRIVILEGE CARD

OUTPUTS/ROI

- As in previous years, our very popular Privilege Card scheme has grown with over 46,000 now in circulation and an average of 5 new offers per month

COST

£31,979



1



2



4



3

IN PICTURES

1. There are now over 46,000 Privilege cards in circulation
2. Schoolchildren engaging with local businesses at a Careers Day
3. We launched our 2017 Vibrancy Report at a local hotel
4. The Deputy Mayor for Policing and Crime, Sophie Linden speaks at our Roundtable event



Profit and Loss Account

For the Year ended 31 March 2018

	BID Levy £	Voluntary £	Total 2017/18 £	Comparative BID Levy £	Comparative Voluntary £	Comparative Total 2016/17 £
TURNOVER						
BID Levy	2,100,381		2,100,381	1,706,620		1,706,620
Victoria Westminster Voluntary Income		40,000	40,000		50,000	50,000
Voluntary Contributions and Other Income		226,718	226,718		107,804	107,804
	2,100,381	266,718	2,367,099	1,706,620	157,804	1,864,424
COST OF SALES						
Safe and Secure	403,051	30,000	433,051	349,823	300	350,123
Clean and Green	319,354	2,600	321,954	316,549	4,765	321,314
Public Realm	376,028	103,313	479,341	336,385		336,385
Destination Victoria	467,973	50,000	517,973	357,560		357,560
Sustainable Prosperity	235,549	186	235,735	203,596	2,000	205,596
	1,801,955	186,099	1,988,054	1,563,912	7,065	1,570,977
GROSS PROFIT	298,426	80,619	379,044	142,708	150,739	293,446
ADMINISTRATIVE EXPENSES						
Core Salaries	86,779	40,000	126,779	17,894	100,000	117,894
Rents and Rates	30,773	-	30,773	20,328	-	20,328
Water and Electricity	4,131	-	4,131	4,138	-	4,138
Printing	5,564	-	5,564	5,990	-	5,990
Postage and Carriage	4,189	-	4,189	7,302	-	7,302
Telephone	3,307	-	3,307	3,287	-	3,287
Office Stationery	1,154	-	1,154	1,483	-	1,483
Repairs and Maintenance	799	-	799	6,245	-	6,245
Legal and Professional Fees	3,520	-	3,520	123	-	123
Audit Fees	6,300	-	6,300	5,700	-	5,700
Office Consumables	7,819	-	7,819	7,071	-	7,071

ADMINISTRATIVE EXPENSES (CONTINUED)	£	£	£	£	£	£
Cleaning	11,028	-	11,028	1,904	-	1,904
Bank Charges	376	-	376	445	-	445
Insurance	5,936	-	5,936	5,596	-	5,596
IT Running Costs	16,737	-	16,737	13,863	-	13,863
Victoria Westminster Partnership	55,000	40,000	95,000	21,568	50,000	71,568
BID Statutory Requirements	20,592	619	21,211	5,472	739	6,211
BID Levy Collection Fee	28,593	-	28,593	27,662	-	27,662
Depreciation	9,347	-	9,347	8,862	-	8,862
Taxation	118	-	118	148	-	148
	302,062	80,619	382,681	165,082	150,739	315,821
Surplus brought forward			592,794			615,169
Profit/(Loss) for the year			-3,637			-22,375
Surplus carried forward			589,158			592,794



Board Members

The Board

Nigel Hughes MBE (Chair)	Grosvenor
Ruth Duston OBE, OC (Chief Executive)	Victoria Business Improvement District
Claudia Binkert (Vice-chair)	EDF Trading
Lorrie Dannecker (Vice-chair)	Telegraph Media
Ruth Hart Leverton	Ørsted
Justine Brown	DP World
Peter Terry	John Lewis
Harry Foster	LandSec
Kathy Joyce	Natwest
Michelle Wells	Park Plaza
Stuart Geddes	The Goring Hotel
Toby Garden	The Grosvenor
Caroline Hanson	Victoria Palace Theatre

Board Observers

Greg Ward	Westminster City Council
Joelle Bailey	Network Rail
Fr Alexander Master	Westminster Cathedral
Pete Ayling (Borough Commander)	Metropolitan Police
PI Cheryl Ling	British Transport Police
Mick Clarke	The Passage

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