

Business Improvement Districts

The role of BID's in London's regeneration

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Role of the Regeneration Committee

The Regeneration Committee is tasked with monitoring and reviewing the Mayor's regeneration functions and spending decisions. This includes oversight of the London Legacy Development Corporation (LLDC), the Mayor's powers through the London Plan, which are being used to promote particular areas for regeneration, and the Mayor's regeneration funds.

Further information about the Committee's work is available on the GLA website: www.london.gov.uk

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Chairman's foreword



Our city's high streets and town centres offer Londoners and visitors alike a diverse wealth of experiences. From Camden Market to Brixton, and Kingston to Romford High Street, shoppers can find food and goods from all around the world. But a turbulent economy can leave high streets struggling to attract the footfall they need to sustain local

businesses. The GLA has provided help for high streets through programmes like the Portas Pilots, the Outer London Fund and the Mayor's Regeneration Fund, and 'shop local' initiatives encourage people to support their local area.

Businesses have a clear stake in creating the conditions to revitalise London's high streets and town centres. The Mayor has promoted Business Improvement Districts to bring them together to deliver local improvements. Understanding what BIDs add to high street renewal matters as a new Mayor considers how the GLA should support high streets in the face of shrinking public funds and the localism agenda. We have reviewed the Mayor's work with BIDs, and examined questions about what BIDs do, the extent to which they're engaged in local regeneration, and how their role relates to that of local authorities, which have typically been responsible for leading regeneration.

With the potential growing influence of BIDs, there are important questions about how BIDs engage the business community, and how they work with boroughs and residents. Localisation of business rates may mark changes for how local authorities work with business communities. And while BIDs may have a positive impact on the local environment, our investigation has heard concerns about their accountability to local stakeholders, financial transparency, and legitimacy. Our report identifies steps the next Mayor can take to promote good governance and management for BIDs, and support them to be trusted partners on the high street.

Gareth Bacon AM
Chairman of the Regeneration Committee

Executive summary

Business Improvement Districts' (BIDs) influence on the high street has grown under the current mayoralty, supported by a Mayoral target for 50 BIDs, and grants to establish new BIDs. BIDs have the advantage of being fleet of foot, enabling them to respond quickly to identified business needs and take an experimental approach to innovation on the high street. Although they have only existed in the UK for just over a decade, BIDs have demonstrated their value as key partners in making improvements to the high street, and they look set to stay. However, regeneration is not their core remit, and there is limited hard data on their longer term impact on jobs, skills and new development.

In the future, factors such as further retreating public sector budgets could see BIDs take a greater interest in shaping local town centres, for example, leading campaigns on physical changes to the public realm and improving transport. These activities can improve the local environment, and in turn, support regeneration. But the jury is still out on whether all BIDs will want to move in this direction. What is clear is that the BIDs and wider stakeholders we spoke to agree that BIDs' activities should be additional to, and not replacements for, councils' management of the high street.

Additionality is also important for reasons of accountability. BIDs must work for the businesses that pay for them, who want to see their levies fund activities that support economic growth. We would be concerned to see a BID "industry" propose BIDs, instead of BIDs growing organically. For this reason, BIDs should be instigated by the business community, and not councils or the Mayor.

Addressing concerns about BIDs' legitimacy among local stakeholders will be key to fostering better partnerships between BIDs and their local communities. Concerns about legitimacy are two-fold: BID levies can represent additional burdens for local businesses who may struggle to see the benefit of the BID in the short term, and some groups are concerned that residents are locked out of BIDs.

The Mayor may wish to consider a "London Standard" as a best practice guide for the capital's BIDs to promote good governance and financial transparency. This could provide a framework to build higher levels of trust among the business community. In the longer term, legitimacy will come from BIDs proving their success to stakeholders, who will vote to renew the BID, or not.

The shifting policy landscape, and moves such as business rates devolution, marks the potential for councils working with the business community in new

ways to stimulate growth. We think BIDs can have an important part to play in this relationship.

The next Mayor has the opportunity to nurture effective town centre partnership working. Instead of funding new BIDs, the GLA should turn its attention to supporting existing BIDs to identify how they can make a stronger contribution to local regeneration. While some Central London BIDs enjoy multi-million pound budgets and are forming sub-regional partnerships, others – with smaller incomes and often more levy payers, and typically in outer London town centres – may lack the capacity to maximise their impact and visibility on the high streets. Newer and smaller BIDs would benefit from support from the next Mayor to partner with established BIDs. A mayoral portfolio holder for regeneration could champion BIDs and build links between the London Enterprise Panel and the BID community, to support BIDs as delivery partners in future regeneration funding streams.

1. The influence of Business Improvement Districts (BIDs) on London's high streets

Key issues

Business Improvement Districts (BIDs) can add value by providing additional funding streams for shared local priorities. There is little hard evidence to illustrate their impact on regeneration in terms of new jobs created, or development they facilitate. However, some BIDs are supporting local regeneration at an economic level – building business capacity to increase efficiency and growth – and, in some places, leading changes to the physical environment. BIDs have a wider impact beyond their membership base, therefore, which has implications for their relationships with other interest groups and partners in the local area.

While BIDs carry out some similar activities to local authorities, they should not be expected to do the jobs boroughs no longer prioritise.

Introduction

- 1.1 Over little more than a decade, London's high streets, town centres and industrial estates have become home to 48 Business Improvement Districts (BIDs). Designed to enhance their immediate trading environment, local businesses can vote to establish BIDs following consultation and a ballot on proposals made by the prospective BID organisation. Depending on their priorities and resources, BIDs therefore have considerable scope to influence local regeneration.
- 1.2 BIDs – or their predecessors – have an international 50-year history. In the United States, 'special purpose districts' and 'special assessment districts' existed as early as the 1960s, and today's BIDs can be seen as hybrids of these models.¹ Attracted by their success in the US, the Government first introduced BIDs to the UK in 2004, and there are now over 200 such bodies across the UK.²
- 1.3 London has almost a quarter of the UK's BIDs and has been leading the way on BID development. Kingston was the first UK town centre to adopt the model, establishing the first BID in November 2004. The Committee has chosen to examine the role of BIDs because the Mayor has sought to influence place-shaping and to encourage diverse local businesses to work together as part of his economic strategy by encouraging more BIDs in London.³

- 1.4 The current Mayor has a target for 50 BIDs. His policy has seen the number of BIDs increase from 32 in 2013, to 48 BIDs at the time of writing, with 3 prospective BIDs due to ballot local businesses before May 2016 (Farringdon, Euston and Marble Arch).⁴ The Mayor is therefore likely to meet his target, and the influence of the BID community will arguably increase.

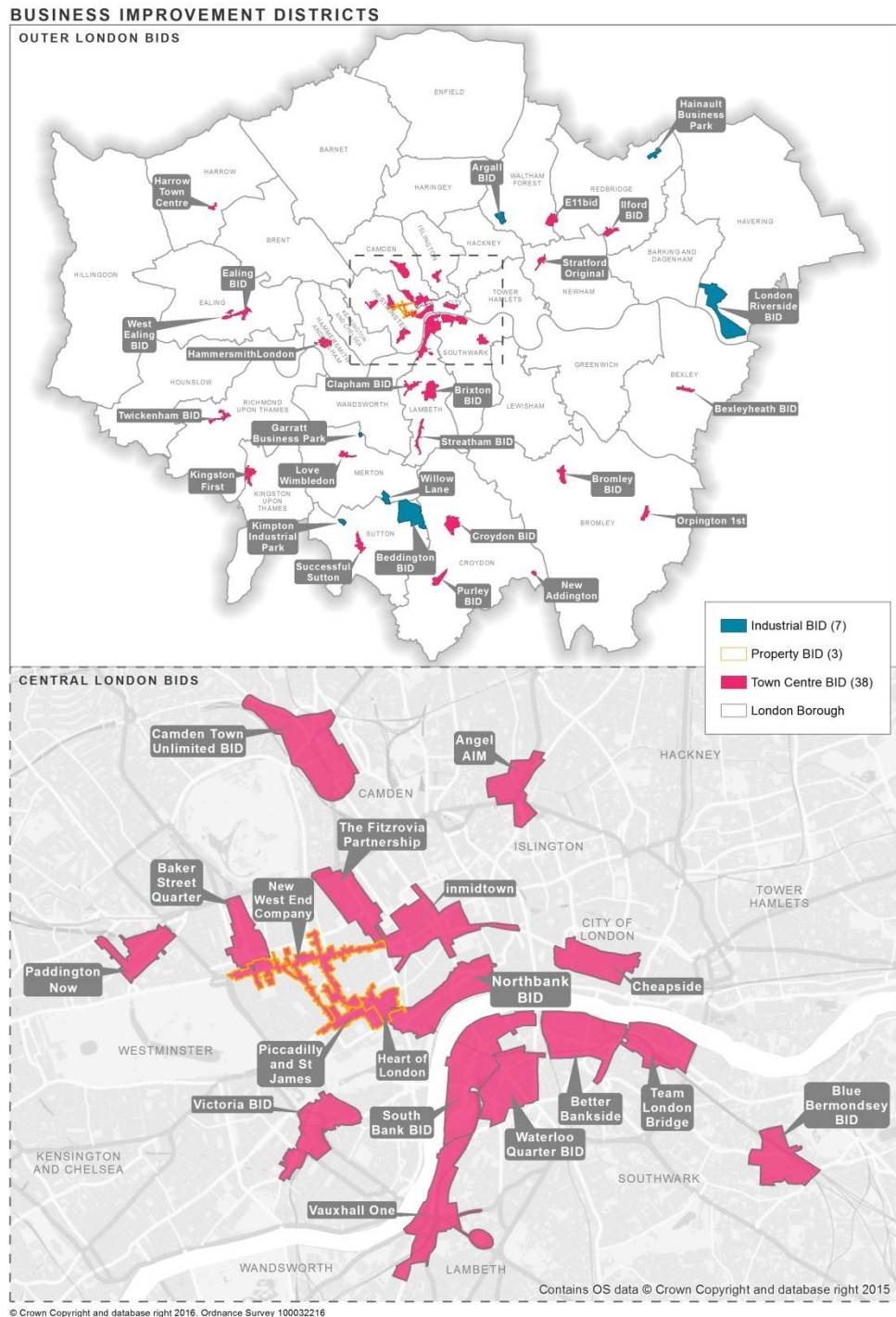
Where are BIDs working?

- 1.5 London's BIDs range widely in terms of location, size and income. For example, the central London BID, the New West End Company, has an annual income of £3.5 million,⁵ while a smaller district centre such as London Leytonstone operates a budget almost 100 times less, collecting just £55,000 from levy payers.⁶
- 1.6 The majority of London's BIDs are in town centres, with 18 in central London (see map over page). Tenant businesses have voted to establish the majority of BIDs. However, there are three BIDs whose members are property owners (landlords), all of which are located in central London. The map on the following page shows BID locations and Table 1 below shows the type of areas BIDs serve, indicating that four fifths are working in town centres and high streets. Just 15 per cent cover industrial estates, mainly serving a business-to-business market. Our investigation focuses primarily on BIDs in high streets and town centres.

Table 1: Breakdown of BIDs in London⁷

Type of BID	Number
Town centres and high streets	38
Industrial	7
Property owner (landlord)	3
Total	48

BIDs exist in many town centres and are frequently found in central London



What do London's BID's do?

- 1.7 BID's core roles vary – because they are agreed locally – but, broadly, they are focused on supporting business processes and enhance the local trading environment to encourage visitor footfall. While they are not vehicles for regeneration in and of themselves, their activities can complement other groups' efforts to deliver regeneration. They provide a forum to combine businesses' interests to collectively improve the local area. In this way, BID's may support place-shaping through changes to the physical environment. Our evidence shows that BID's can have multiple impacts on London's high streets and town centres, and they influence members, their businesses and the wider community.
- 1.8 Some investment by BID's is designed to directly support the businesses that pay BID levies. For example:
- Several of the BID's that wrote to us described work targeted at improving **business efficiency** for their members. This includes measures such as joint procurement for business services. For example, Inmidtown has introduced joint procurement for business-to-business initiatives. It sees the benefits of joint procurement as threefold: *'easing congestion, assisting with air quality and creating a local economy and community.'*⁸
 - We also heard that BID's invest in improving **local security**. For example, InStreatham, Vauxhall ONE, Inmidtown, and Team London Bridge fund additional police officers.⁹ A related – although arguably softer – approach to security takes the form of street wardens.¹⁰ Several BID's fund wardens, and Stratford Original, for example, uses its street wardens scheme to combine business engagement, visitor welcoming, and soft enforcement.¹¹
 - BID's also support **enterprise growth** by providing networking opportunities,¹² or by building business capacity through skills training.¹³
- 1.9 BID's have a wider role in shaping their local area. BID's are involved in cleaning and greening, developing place branding, lobbying on behalf of the business community, upskilling local communities, promoting tourism and culture, improving way-finding and public realm infrastructure, and enhancing security, as the examples below illustrate:
- **Cleaning and greening:** BID's take a keen interest in cleaning and greening the local area to make it more attractive to visitors. For example, InStreatham BID and Brixton BID have funded deep street cleaning, jet washing and removing chewing gum throughout the BID area, and this is a service Brixton BID plans to repeat annually.

InStreatham, Vauxhall One and Team London Bridge have introduced greenery using hanging boxes, planters, and green walls to enhance the streetscape. And Team London Bridge has a contract with Southwark Council to deliver cleaning services to provide a 'spotless public realm' in the London Bridge Area.¹⁴

- **Place branding:** BIDs are helping market local areas to visitors. We Are Waterloo BID, for example, runs public-facing events including a food festival, and manages a consumer-facing website.¹⁵ Similarly, Team London Bridge highlighted its work on 'identity management or guardianship of the place brand', suggesting that the BID sees itself as a custodian of the London Bridge brand. It carries out work on local information stations, visitor data, and local retail to support place branding.
- **Representing local businesses:** BIDs are acting as advocates for the local business community. For example, We Are Waterloo BID works to publicise the contribution businesses make in an area. In addition, Team London Bridge facilitates a Corporate Social Responsibility programme, involving grant funding for educational events, responsible business events, and employment initiatives.¹⁶
- **Supporting local communities:** For example, four BIDs in and around the South Bank area are part of the Employ SE1 initiative, targeted at supporting local people into jobs. The programme has identified 2,487 local jobs and helped 197 people into work. As part of the BID's corporate social responsibility work, Team London Bridge has worked with 2,300 young people, and supported 34 people who were not in education, employment or training, to progress to training or employment.¹⁷
- **Promoting tourism and culture:** BIDs take an active role in promoting tourism and culture to encourage footfall. Four BIDs told us they employ street ambassadors,¹⁸ with Successful Sutton seeing footfall in the town centre rise by 3 per cent in the first year as a result.
- **Improving the public realm:** Several central London BIDs highlighted their work to improve the public realm and encourage sustainable travel. This includes pedestrian and cycling improvements, such as upgrading signage and way-finding.¹⁹ Better Bankside BID, in Southwark, told us it had improved the character and attractiveness of local roads, routes and thoroughways in north Southwark. At our meeting, Ros Morgan of KingstonFirst pointed to Team London

Bridge's help in designing the public realm around London Bridge Station:

*'Team London Bridge had a very good example of place-shaping. At the time leading up to the London Bridge Station redevelopment, it was the BID that brought its businesses together and commissioned a jointly funded piece of work, led from the BID, about the planning requirements and planning consultation on London Bridge Station and there was significant take-up of those recommendations.'*²⁰

- **Enhancing security to attract new businesses:** The London Borough of Sutton told us that better security at KIPPA Industrial BID has stimulated greater demand for business units, leading to expansion of the industrial park area. Likewise, Hainault Business Park BID's work to improve its offer to businesses – through support with issues such as deliveries, broadband, security and the provision of a mobile app and website – has helped encourage new businesses to the Park and turn around perceptions of the business park as a former crime hot spot.²¹ In this way, both industrial BIDs are having a direct impact on economic activity.²²

What value do BIDs add to existing regeneration efforts?

1.10 Local authorities have, traditionally, undertaken many of these place-shaping activities. And we have limited hard evidence about the extent to which BIDs deliver regeneration, as measured by economic indicators such as jobs and homes growth. However, the BIDs we heard from were keen to highlight the fact that they provide *additional* support to local areas, building on the local authority offer, in the following ways:

- First, BIDs and their supporters argue that they provide areas with a sustainable income stream to support local improvements.²³ With a five year term, BIDs have the benefit of a medium term timescale to develop business plans that respond to the needs of individual areas. For example, Cheapside BID had its origins as a voluntary retail partnership in 2007.²⁴ The City of London Corporation (which runs the BID) claims it formalised an existing partnership structure, and provided it with funding to act on shared priorities.
- Second, we heard that BIDs can extend their reach by using their income as leverage to attract other funding. BIDs can be members of town centre partnerships that pool funding for agreed initiatives, partnering with boroughs, TfL, and others. For example, the London Borough of Sutton estimated that its two existing BIDs provide an additional £470,000 through BID levies and services for a range of

regeneration initiatives in the borough each year. Furthermore, with the opening of a new BID – Beddington for Business – Sutton Council expects its BIDs to jointly attract £1 million in external funding over the term. Similarly, Vauxhall ONE BID cited its work to improve the public realm through ‘Greening Vauxhall Walk’ as an example of a proactive partnership with Lambeth Council and TfL, through which it leveraged financial and logistical support from its partners.²⁵

- 1.11 Both BIDs’ member – and external – facing activities focus on using businesses’ collective capacity and voice to invigorate high streets. Evidence from BIDs suggests that they add value by giving the business community shared ownership over regeneration initiatives. BIDs prove their worth, therefore, by helping businesses create the economies of scale necessary to make local improvements that they lack capacity or resources to do alone.

Why does BIDs’ value added matter?

- 1.12 The BIDs we spoke to are acutely aware of a shrinking public sector presence in town centres. It is clear that reduced local authority funding and staffing resources is having an impact on the services councils can provide on high streets, as We Are Waterloo explained:

‘Rents are rising, office space is becoming scarcer and local investment in the management and maintenance of the public realm is declining due to a reduced government settlement.’²⁶

- 1.13 Declining public investment will therefore have implications for how councils work with local partners, including BIDs. As we heard in the case of Brixton BID, there is evidence that some places have established BIDs in response to falling resources for town centre management:

‘Within the Lambeth context, BIDs are seen as essential also due to the budget cuts and the loss of approximately £200 million in government grants, including funding for town centre management. The presence of the BID has created a new dynamic; changing the former model based on the council as the primary organisation proposing and consulting with local businesses.’²⁷

This has led to some predicting an increased role for BIDs in the near future.

- 1.14 However, where there is overlap between the work of BIDs and local councils – for example, in functions such as environmental services and local security – BIDs are wary of picking up the pieces. Vauxhall ONE told us that it is likely to have to review its baseline agreement with the council once local services drop (which the BID is not able to cover), adding that it will be important to explain to businesses why their services are being reduced.²⁸
- 1.15 Budget cuts aside, BIDs have equally little appetite to take responsibility for a range of services from local authorities afforded by the Government’s

localism agenda. The most direct way in which BIDs can formally replace local authority provision is through the Community Right to Challenge (introduced in the Localism Act 2011), which enables BIDs to tender to run some public services. Yet most BIDs writing to the Committee told us they had no intention to tender for local services in this way. They gave several reasons for this, including public services not being part of their remit, a lack of resources to apply, or no demand among BID members.²⁹ As Westminster BIDs explained, their services are designed to supplement those of local authorities:

*'We do not see it as our role to directly replace or challenge existing service providers, but to enhance the quality of services or deliver new services which are needed by our local areas and contribute to local regeneration.'*³⁰

- 1.16 Only a minority of BIDs we spoke to have – or intend to – tender(ed) to run public services. KingstonFirst BID, for example, has taken over a number of services, including community events, open space management, street activities, and the market (formerly run by the Royal Borough of Kingston upon Thames). Speaking to the Committee, Ros Morgan explained that:

*'...these services were critical to the success of the town centre and we believed they were being delivered to an incredibly poor standard and were having a negative impact on the town centre as a whole... We felt we could do a much better job in the driving seat.'*³¹

- 1.17 And if BIDs do take on services, they may only be keen to do so under strict conditions. Morgan stressed that the BID agreed to the transfer on the condition that it did not cost the BID, or adversely affect its core business. Brixton BID is also considering the possibility of becoming involved in managing local street markets; however, a decision had not been reached at the time of our site visit.³²

- 1.18 Away from a formal transfer of power from local authorities, the next few years could see BIDs take a greater interest in using their soft power to influence strategic placemaking. For example, Camden Town Unlimited (CTU), working closely with Camden Council's campaign and other stakeholders, has influenced the Government's proposals for a planned link between HS1 and HS2. CTU argued the proposed link would threaten local businesses, resulting in the Government withdrawing the plans.³³ Inmidtown BID told us that BIDs should get more involved in land use planning because planning influences physical and economic regeneration. Similarly, the Association of Town and City Management (ATCM) suggested that if local authorities consulted BIDs earlier in the planning process, they could act as 'powerful sounding boards' and could have a say on projects of regional or national significance, avoiding negative impacts on local areas.³⁴

Conclusions

- 1.19 Where BID add value is their ability to provide additional funding for locally agreed improvements. By marshalling funding sources dedicated to improving economic activity, they present an effective partner to local councils and other bodies seeking to make local improvements.
- 1.20 But not all BIDs are alike. BIDs' size and location affects their remit. Some BIDs may be at the forefront of physical regeneration; taking a proactive role in redesigning some of London's major transport infrastructure, such as Baker Street, Vauxhall Cross, and Oxford Street. Industrial BIDs may invest in other measures – such as security – and they also create economic value by encouraging new businesses to an area. This diversity in the BID landscape will require differentiated partnership approaches between BIDs and local stakeholders.
- 1.21 While the changing public sector landscape has led some to anticipate a greater role for BIDs in town centre management, BID revenues should not become a substitute funding source for cash-strapped public services. If businesses see this happening, they may vote against BIDs.³⁵ Given that few BIDs want to formally tender for services, the Mayor and boroughs should focus on harnessing the soft power BIDs have to influence place-shaping.

2. BIDs in town centre partnerships

Key issues

If local areas do adopt BIDs, it should be the business community that proposes them, not the local authority. BID activities must be additional to those of local authorities, rather than replacements for them.

As London's BIDs mature, lessons from places both with and without BIDs should inform their role in the next mayoral term. Key to this is improving BID engagement with local residents, especially in the early stages of BID development where currently engagement is weaker. The Mayor should take steps to establish a London Standard as a best practice guide for the capital's BIDs to foster good governance and transparency. Promoting these principles could support BIDs to strengthen their local legitimacy among both the business and residential communities. Ultimately, local legitimacy is likely to depend on BIDs proving that they deliver tangible economic benefits.

Introduction

- 2.1 The distribution of BIDs across London is uneven. Map 1 in Chapter 1 shows the location of BIDs. Two boroughs – Lambeth and Westminster, with six BIDs each – contain a quarter of London's BIDs, but 17 of London's 33 boroughs have no BIDs. There may be several reasons why BIDs are clustered in some areas and absent in others. However, our evidence suggests that relationships between boroughs and prospective BID organisations are likely to have a significant bearing on whether local BIDs exist (or how many there are).

Where do BIDs work well?

- 2.2 The BIDs we spoke to reported good relationships with councils. This is partly because BIDs require the support of local authorities in order to be set up. Particularly strong support for BIDs within some local authorities – such as the City of Westminster and Lambeth – may explain why some boroughs have many more than others.
- 2.3 Some local authorities have acted as a major driving force behind BIDs. While proposals for BIDs typically come from within the business community, local authorities can also instigate them. The City of London told us that it lobbied the government for a change to legislation that would enable local authorities to promote BIDs. This power was introduced in 2013, and the City of London subsequently established the Cheapside BID.³⁶ Likewise, on our site visit to Brixton BID, we heard that the BID developed from a joint proposal by the local authority and business community. Our evidence suggests that relationships work where boroughs and BIDs view each other as partners. Sometimes the establishment of a BID is the first time a local authority has

worked directly with local companies. As an illustration, Hainault Business Park BID reported that becoming a BID (in 2004) has moved businesses on the Park from having few links with the local authority, to having *'a really good working relationship with the council.'*³⁷ Likewise, Lambeth Council told us they saw the BID-borough relationship as *'a partnership between the local authority and the BID to work together to manage and improve the local economic area.'*³⁸

- 2.4 It is not just local authorities that see BIDs as valuable partners. TfL has had a positive experience. It recognises the value BIDs can add to town centre place-making, both through the additional investment they secure, and how they engage businesses in proposals for new transport infrastructure. TfL's work with the New West End Company (NWECC) has provided over half the funding for improved footways and links to the cycle network on Bond Street.³⁹ In a related project, the NWECC BID is one of several partners with TfL, including the local borough (Westminster City Council), retailers and landowners working on improvements to Oxford Street.

Why do some areas have no BIDs?

- 2.5 Half of London's boroughs do not have a BID. We heard varying reasons for this. Some boroughs are in the process of developing plans for BIDs, and others have alternative arrangements to help develop town centres.
- 2.6 BIDs are not universally popular. And in some cases, local authorities have actively resisted them. For example, the London Borough of Hackney does not see a case for introducing BIDs in the borough. Cllr. Guy Nicholson, Cabinet Member for Regeneration, told us that efficient, publicly-owned services mean that councils can deliver services for the benefit of both residential and non-residential communities, making BIDs unnecessary. He was also keen to emphasise that public bodies should be liable and accountable for responsibilities such as the public realm. In his view, the local authority was best-placed to do this, as it understands the views of both residential and business stakeholders. Whether councils such as Hackney may view BIDs differently in the wake of further local authority cuts remains to be seen, however.
- 2.7 In some cases, stakeholders other than the local authority may be resistant to BIDs. Not all have experienced smooth community relations. Some areas have encountered significant tension between local businesses, BIDs, and councils. In Leytonstone, for example, concerns over the E11 BID company's financial mismanagement and a lack of transparency over how it spent its levy income led some local businesses to refuse to pay the levy and question the validity of the BID. There are also media reports that the London Borough of Waltham Forest considered action to close the BID in 2013, however, it was allowed to continue.⁴⁰

- 2.8 In other areas, the BID levy may represent too heavy a toll on local businesses. Businesses may also question the validity of a BID levy and risk court summons if they do not pay.⁴¹ In central London, some businesses in the Tottenham Court Road area have claimed that the Inmidtown BID levy threatens their viability. They argue that the additional levy is unaffordable, contributing to a financial burden exacerbated by Crossrail works which have reduced local revenues.⁴² BIDs are not a panacea for improving all town centres and high streets. In some cases where BID levies may be unsustainable for local businesses, other initiatives may be more appropriate to support regeneration. For example, there may be arguments for targeting these areas for grant support from regeneration funds such as the former Outer London Fund, the London Regeneration Fund,⁴³ and their successors.
- 2.9 Importantly, we must also remember that BIDs are not the only “game in town” when it comes to brokering partnerships between businesses, local authorities and others. Other partnership or network approaches may be more appropriate. For example, the Knowledge Quarter (KQ), in the Kings Cross and Euston Road area, brings together organisations from the private, public and third sectors working in the knowledge industry. Partner organisations pay an annual membership fee based on the number of employees.⁴⁴ KQ told the Assembly that it aims to engage with the GLA and TfL to improve the local public realm and the severance caused by high volumes of fast-moving traffic on Euston Road.⁴⁵ With its principal focus on networking among members and increasing visitor footfall, this partnership operates differently to a BID, yet it has some similar objectives. With this in mind, the Mayor must acknowledge that the BID model may not be what every area needs.

The BIDs model: the downsides

- 2.10 The BIDs model is also potentially problematic because it can take high streets and other places in a direction which benefits only some groups. There are also questions about their accountability.
- 2.11 Critic Anna Minton warned the Committee that a proliferation of BIDs could make high street spaces more homogenous: *‘it is a certain type of management approach to the city that promotes a certain kind of business.’*⁴⁶ She recommended that London should take a nuanced approach to town centre management to retain creative industries – such as artists and innovators – in the city, and avoid the risk of high streets losing their uniqueness. If town centre management focuses solely on revenue generation, players in the creative economy risk being pushed out.
- 2.12 We also heard that BIDs may risk sanitising local areas by displacing certain groups. Anna Minton cited evidence from her research on BIDs in Sheffield, observing tensions between businesses favouring private security on high streets, which she warned could lead to high streets feeling like private malls.⁴⁷ She also explained that some BIDs may be keen to rid their areas of

antisocial issues, such as homelessness, or street drinking. This is consistent with concerns about BID in the US, where critics have accused BID of displacing social problems.

- 2.13 BID-funded programmes such as street wardens could be perceived as exclusionary by the non-business community. We would be concerned to see public areas under private control (an issue the Assembly's Planning and Housing Committee has previously raised),⁴⁸ however, alternative approaches – such as Baker Street Quarter's street ambassadors scheme⁴⁹ – illustrate how this does not have to be the case. BID have an important balance to strike between supporting the business community and meeting the needs of the wider community.

How could BID strengthen their legitimacy, transparency and accountability?

- 2.14 BID can do more to benefit residents as well as local business. And they also need to do more to establish their legitimacy with local businesses. Local legitimacy will depend on local support for, and engagement with, BID.
- 2.15 First, it is worth reviewing how proposers establish BID. A planned BID can only go ahead with the agreement of the voting business community. In the UK, if a BID is to be established, the ballot needs to be won by straight majority as well as majority of rateable value. Successful BID then fund their activity through a levy on businesses within a defined geographical boundary.
- 2.16 If local businesses are to establish a BID, the benefits for constituent businesses must be clear. Changes to the consultation and voting arrangements for BID could help (Box A).

Box A: BID ballots

BID levies represent an additional financial burden for businesses, and some businesses are resistant to the extra costs for unknown benefit (for example, when going to ballot for the first time). While BID give businesses a collective voice, without a minimum threshold for voting to establish them, there are risks for local buy-in. This is because once a BID is established, all the businesses within the BID boundary are automatically included in the BID, and required to pay the levy (subject to a minimum rateable value threshold in some places). Stakeholders rightly argued that receiving a bill for the BID levy should not be the first time businesses hear about it.⁵⁰

Some stakeholders, including the British Retail Consortium and the City of London Corporation, called for minimum turnout thresholds to establish BID, with suggestions ranging between 30-55 per cent.⁵¹ British BID told us engagement and consultation could be stronger, with BID proposers required to prove they have consulted ahead of a ballot.⁵² We support calls to introduce minimum turnout thresholds and a set of agreed principles about good practice in BID consultation.

- 2.17 Second, BIDs could do a better job of involving landlords, as well as tenants. Currently, just three London BIDs are linked to corresponding property owner (landlord) BIDs (NWECC, Piccadilly, and St James⁵³). With an arguably longer term interest in local areas than tenants, there are clear incentives for landlords to invest in improvements to the local area. Involving landowners would also boost BIDs' spending power to invest in activities that will sustain longer term regeneration.
- 2.18 Third, BIDs could put more information in the public domain about how they operate. We heard that some scepticism about the validity of BIDs stems from concerns around the limited transparency of BID operations. The British Retail Consortium was keen to stress that *'...not all BIDs are created equal. A strong indicator of their success is the amount of transparency and accountability BIDs have with their levy payers.'*⁵⁴
- 2.19 Specifically, information about how BIDs spend their income could be clearer and more accessible. Existing BID legislation does not require BIDs to publish accounts,⁵⁵ although some, such as BIDs in Sutton, have committed to publishing theirs online.⁵⁶ The umbrella group British BIDs has produced a good practice guide, setting out principles for effective transparency and accountability, governance and management, and communication and reporting⁵⁷ but it is not compulsory. The next Mayor should require London BIDs to adopt this good practice as a condition of set up support.
- 2.20 Fourth, our evidence suggests that BIDs could be more proactive in developing their links with non-business communities. As BIDs' influence across London has grown, concerns over their democratic accountability have become more apparent. London Councils pointed to the fact that BIDs *'currently lack any formal 'duty to engage' with community groups, residents and other business organisation in their areas.'*⁵⁸ And at our meeting, Anna Minton explained that the decision to set up a BID excludes local communities:
- 'I cannot see why the ballots do not involve residents. This is an organisation for businesses that recreates place in the image of business. That is a very different way of looking at the city.'*⁵⁹
- 2.21 While residents do not vote for BIDs, we heard that several have active links with residential communities (see Box B).

Box B: Engagement with residents

We heard several examples of positive links between BIDs and local communities:

- InStreatham and the Westminster BIDs told us they have good relationships with specific established local groups, such as residents' associations.
- In addition, Team London Bridge describes its relationships with residents as '*consultative partnerships*', delivering projects in partnership with a number of local area groups, and sitting on the steering group of a local Neighbourhood Forum, for example.⁶⁰
- Likewise, Waterloo BID considers engagement with the residential community important, and has plans to engage with them more. The BID is also providing a coordinating role for residential communities, taking on responsibility for delivering the Neighbourhood Plan,⁶¹ for a neighbourhood of 500 members.
- Vauxhall ONE BID engages two community groups (Vauxhall City Farm and Vauxhall Society) as non-voting board members.⁶²

2.22 Involving residents in the governance of BIDs is one model that works in some places. Involving a broader range of interests in their governance models should lead to greater perceived legitimacy among local communities. Vauxhall ONE BID's board, for example, includes representation from the Cabinet Member for Jobs and Growth, along with a senior manager from LB Lambeth.⁶³ A key message from both the Committee's meeting and the written evidence is that where BIDs are successful, the interests of BIDs and councils are likely to be aligned. Encouragingly, London Councils see the value of BIDs as a convener:

*'BIDs can play an important role in creating and enhancing relationships between the businesses in a BID, and between the business community and other key stakeholders. BIDs can create the conditions for a more coherent conversation about how a location can more effectively serve the needs not just of businesses but other occupiers including residents and community organisations.'*⁶⁴

2.23 However, other BIDs described resident engagement as weak (see Box C).

Box C: Community engagement challenges

Our evidence points to opportunities to improve engagement between BIDs and residents. For example:

- Stratford Original BID, which is less than one year old, has no relationship with the residential community.
- On our site visit to Baker Street Quarter, where the BID is leading a proposal to introduce two-way traffic on Baker Street, we heard that the BID has encountered significant opposition from some residents. The BID is campaigning to change the transport flow in order to improve the local environment by reducing traffic throughput and pollution. While the BID has experienced constructive engagement with formal residents' organisations, it has had problems engaging with informal groups and individuals who have concerns about the proposals.⁶⁵

Conclusions

2.24 Following the Mayor's drive to establish new BIDs, they are now a feature of many high streets and town centres. Where there is local demand among the business community, BIDs can capitalise on businesses' collective resources to support investment in agreed priorities, and in turn, drive economic growth.

2.25 That is why "who" establishes a BID is important: the business community should instigate new BIDs, not local authorities. If local businesses themselves do not drive BIDs, there is a risk that the growing "BID industry" promotes BIDs from above where there may not be demand from the "bottom up". BIDs should develop organically and be integrated in the fabric of the local area. They should be self-financing and not rely on funding from elsewhere.

2.26 Linked to this, we would be concerned if the Mayor or local authorities sought to promote more BIDs with the explicit aim of filling public sector funding gaps. As InStreatham BID explained, there are risks that BIDs may be expected to meet shortfalls in some public services:

*'We have a very good working relationship with Lambeth Council and have lots of support from Councillors and Cabinet members, however we have struggled with the huge cuts to public services by Lambeth particularly around cleaning and greening which have ultimately meant that some of the levy income reserved for additionality has had to be invested in core services such as additional street cleansing.'*⁶⁶

2.27 However, town centres stand to benefit where BIDs and councils work together on shared objectives, therefore local authorities do have an important role to play in supporting new BIDs to be set up.

- 2.28 As important players in town centre regeneration partnerships, BIDs could strengthen their local legitimacy. BIDs could build higher levels of trust and support among both businesses and other stakeholders if they developed stronger governance and accountability mechanisms, which the Mayor could support by promoting a 'London Standard' for BIDs. A London Standard would promote good governance and financial transparency for BIDs. In turn, better governance should encourage more businesses to call for and support local BIDs in the set up stages. However, over the longer term, BIDs' local legitimacy can only be secured by BIDs fulfilling the remit agreed with members and stakeholders; largely that they help boost local economic activity and footfall.
- 2.29 First, BID boards must be more accountable to those they influence indirectly. They must do a better job of involving residents and wider stakeholders, particularly in BID areas with greater numbers of residents, outside the Central Business District. The evidence suggests it is good practice for residents to have a voice through BID boards.
- 2.30 Second, BIDs should take steps to strengthen their legitimacy within the business community. While the Mayor cannot and should not undertake a regulatory role, the next Mayor should promote better engagement before, during, and after the ballot process. One way the Mayor could strengthen buy-in is by encouraging areas to adopt a minimum turnout to vote to establish a BID. The Mayor should also encourage greater property owner (landlord) involvement in BIDs. This would ensure that the wider business community – which stands to benefit from economically successful places – contribute to long term improvements in the local business environment.

Recommendation 1

The next Mayor should encourage all BIDs in London to sign up to a set of principles governing BID management, by establishing a London Standard as a good practice code for BIDs. As part of this:

- a) The Mayor should consult on adopting the principles set out in British BIDs' publication, *The Principles of Effective BIDs*.**
- b) The Mayor should review and promote good practice for involving residents and non-business stakeholders in BID governance.**
- c) Minimum turnout thresholds should be introduced when establishing a London BID, to incentivise more thorough outreach among the local business community.**
- d) The next Mayor should promote landowner involvement in BIDs.**

3. The role of the next Mayor

Key issues

The next Mayor has an opportunity to review how the GLA and boroughs work with BIDs. Rather than set a target for new BIDs, the next Mayor should focus on building the capacity of existing BIDs, through networking and coaching support. The GLA should also facilitate links between BIDs and the LEP and enable BIDs to apply for a wider range of funding sources, which will extend their ability to leverage further investment for local regeneration.

Introduction

- 3.1 The next Mayor should review how best the GLA can best support BIDs to add value to high street regeneration. A 'London Standard' for BIDs, as introduced in the previous chapter, represents an action the Mayor could take to strengthen BIDs in the short term. Here we identify other decisions the Mayor could take in the medium to long term to ensure that the GLA supports BIDs to contribute effectively to the regeneration of London's high streets.

The impact of business rates changes

- 3.2 It is as yet unclear whether localisation of business rates will affect local authorities' approach to high street management, and with it, their appetite for new BIDs. The Chancellor's announcement that local government will retain 100 per cent of business rates revenue could, in principle, incentivise local authorities to promote economic development in town centres.
- 3.3 Since April 2013, London's local government (the GLA and local authorities) has retained 50 per cent of business rates, and there are signs that some boroughs have taken advantage of this to drive business growth. For example, Westminster City Council has used revenues from its business rates retention scheme to fund a Civic Enterprise Fund for entrepreneurs and start-ups, supporting the local economy through new jobs.⁶⁷ Full localisation could mean the Mayor and boroughs taking a fresh look at what BIDs can bring to the high street.
- 3.4 However, there is no guarantee that business rates retention will incentivise councils to spend more on town centres, as the policy intends. Indeed, with business rates expected to be offset by reductions in other government grants, boroughs may decide to spend any extra revenue generated on statutory services facing shortfalls. Regeneration is not a statutory service, and as councils are being 'structurally reformed', Cllr Nicholson of Hackney Council warned that they may have to divert this funding to plug gaps in other services.⁶⁸

3.5 Ros Morgan argued that BIDs will remain valuable to local areas:

*'I do not think it needs to be either/or, the local authority or a BID. There is always the opportunity to work better together, and there are always things that businesses will want above and beyond what their business rates can deliver, and whether that is security or whether that is development, still, there is a role.'*⁶⁹

BIDs have the advantage of building relationships among their members and with external stakeholders.⁷⁰ They can therefore collaborate and partner with diverse groups to encourage high street renewal. And with stronger accountability and governance – as this report proposes – they could become more trusted local partners.

The Mayor's role in establishing and supporting BIDs

- 3.6 The Mayor has played a significant role in supporting BIDs. BIDs have welcomed mayoral grant funding for the set-up phase, which helps prospective BIDs consult local businesses. The Mayor provided grants of up to £30,000 to assist prospective BIDs with start-up costs. This has resulted in the GLA (through the LEP) providing support worth £660,000 to 13 BIDs going to ballot.⁷¹ Several BIDs – such as InStreatham, Stratford Original, and the Westminster BIDs – observed that set up costs for BIDs would be prohibitive without this support.
- 3.7 The Mayor's support for established BIDs has been less effective. The GLA facilitates a regular meeting for all BIDs. But we heard that the group does not provide an effective forum that caters to BIDs' different stages of development. The BIDs in Westminster observe that the meetings *'have lost some of their focus.'* In response, a group of central London BIDs – which share characteristics such as the size and nature of member businesses, and types of activity – has formed a network to support BIDs and lobby government on issues affecting them. To improve the GLA's offer, some commentators suggested it should provide differentiated support for BIDs. For example, the GLA could facilitate forums for BIDs in a particular geographical area or to address specific issues (for example, promotion).⁷² Alongside this, we would like the Mayor to consider providing coaching support for BIDs, pairing less experienced organisations with more established ones. This could support newer or struggling BIDs by providing support with governance and stakeholder engagement, for example.
- 3.8 At a pan-London level, BIDs could benefit from closer working with the LEP. A BID working group reports to the SME Working Group, but it is not part of the formal LEP structure. We also heard calls from BIDs (such as Vauxhall ONE and the Westminster BIDs)⁷³ for more funding streams to be open to them, and for more information on how the BID can be involved in the LEP programme, which would enable them to deliver more local improvements. The London Regeneration Fund (part of the Growth Deal, administered by the LEP)

enabled organisations other than local authorities – including BIDs – to apply for funding, and the signs are that the LEP will continue this approach for other funds.⁷⁴ The next Mayor should continue to promote BIDs at the LEP and commit to expanding the funding opportunities for which they are eligible.

- 3.9 Linked to this, the Committee heard calls for the Mayor to nominate a mayoral representative for BIDs. For example, Inmidtown BID considered *‘the Mayor should have a clear champion for economic growth and regeneration, and that individual should be accessible to all BIDs.’*⁷⁵ Similarly, Camden Town Unlimited BID and British BIDs saw value in a mayoral portfolio holder for regeneration, whose role would include making the case for BIDs’ involvement in town centre renewal.⁷⁶ This suggests BIDs may have “fallen through the gaps” following the Mayor’s decision to reallocate parts of the former Deputy Mayor for Business and Enterprise’s portfolio to a number of mayoral appointees and GLA officers.⁷⁷

Conclusions

- 3.10 The new Mayoral term presents opportunities to learn where BIDs’ strengths lie, build on lessons for governance and accountability, and adapt the GLA’s offer to the BID community accordingly.
- 3.11 Business rates devolution to local government may affect the way that local authorities work with BIDs. The Mayor and boroughs will need to negotiate on the proportion of revenue that the GLA and boroughs retain, respectively. It will be several years before full devolution is introduced and there are question marks over what it means for the roles BIDs and local authorities play on high streets. However, the incentive for boroughs to support rates growth presents an opportunity for local authorities to refresh their approach to working with business communities. As more detail emerges, the Mayor should continue to examine how the BIDs can support growth.
- 3.12 The GLA’s £660,000 funding for prospective BIDs over the last four years has driven the creation of new BIDs, but the next Mayor should take a different approach. In view of the maturing BID landscape, BIDs and wider stakeholders agree that the Mayor should support BIDs where there is demand for them, without setting an arbitrary growth target. And there is a risk that incentivising new BIDs with mayoral funding could lead to BIDs being set up where they are not needed.
- 3.13 Furthermore, focusing the Mayor’s support on new BIDs has come at the expense of support for established BIDs, who would welcome greater support from the Mayor. The best advert for a new BID is a successful existing BID. The Mayor could also support more BIDs to build effective relationships with the LEP, to develop a better understanding about the work of BIDs, and explore opportunities for BIDs to access funding. As a starting point, the LEP could establish indicators by which to measure the qualitative and

quantitative impact of BIDs. This would help inform the London Standard we call for in Chapter 2. We also support calls for the next Mayor to appoint a portfolio holder for regeneration to champion BIDs' involvement in town centre regeneration.

Recommendation 2

The next Mayor should continue to fund BIDs in the set-up phase where there is local business community demand for them, but the GLA should also use some funding to support a diversified offer to established BIDs.

Recommendation 3

In areas with limited capacity to support BIDs, the next Mayor should investigate options for providing a coaching mechanism to enable emerging BIDs to receive support from established BIDs.

Recommendation 4

The next Mayor should commit to strengthening links between London's BIDs and the LEP. The SME Working Group should also examine options to expand BIDs' eligibility to bid as delivery partners for more LEP and GLA funding programmes.

Conclusion

From modest beginnings, the number of BID's has grown over the current mayoralty, in large part thanks to a mayoral target for 50 BID's by 2016. Their ability to inject additional funding into measures to improve town centres for businesses and wider stakeholders shows they can be effective vehicles for encouraging vibrant high streets. In this way, while regeneration is not BID's' core business, they can support the efforts of local authorities and the Mayor to regenerate local areas. However, BID's do not want to become substitutes for local authorities, and few want to tender to run local services through the Community Right to Challenge. The next few years could see them making more of their soft power, as several want to use their voice to shape local places by influencing planning and strategic infrastructure proposals.

As this report shows, a major benefit of BID's is their ability to respond to local economic priorities in an agile way, by acting on the mandate of local businesses. But while BID's can support and invigorate high streets, they need better governance if communities are to trust them. This is important if they are to play a larger role leading strategic place-making. Public confidence also matters in a context where local authorities seek to work entrepreneurially with diverse partners to regenerate local places.

The next Mayor should take steps to better integrate BID's into the fabric of local regeneration and place-shaping efforts by promoting good governance. They can do this by establishing a 'London standard' for BID's, promoting minimum turnouts, transparent reporting to show BID organisations have spent business levies, increased resident involvement, and more landowner BID's. While a 'London standard' by itself will not make BID's legitimate in the eyes of local businesses, it should promote good governance. Over the longer term, BID's can only gain legitimacy by proving their value to the local area through the local improvements and economic benefits they bring to communities.

Not every London town centre wants, needs, or is suitable for, a BID. Stakeholders gave a clear message that the next Mayor should not set a new target for more BID's, but should focus on measures to strengthen existing BID's, to enhance their contribution to the high street they serve. The Mayor should examine options for a buddying system for struggling BID's, and develop the GLA's steering group offer to ensure different types of BID receive tailored support.

Appendix 1 – Recommendations

Recommendation 1

The next Mayor should encourage all BIDs in London to sign up to a set of principles governing BID management, by establishing a London Standard as a good practice code for BIDs. As part of this:

- a) The Mayor should consult on adopting the principles set out in British BIDs' publication, The Principles of Effective BIDs.
- b) The Mayor should review and promote good practice for involving residents and non-business stakeholders in BID governance.
- c) Minimum turnout thresholds should be introduced when establishing a London BID, to incentivise more thorough outreach among the local business community.
- d) The next Mayor should promote landowner involvement in BIDs.

Recommendation 2

The next Mayor should continue to fund BIDs in the set-up phase where there is local business community demand for them, but the GLA should also use some funding to support a diversified offer to established BIDs.

Recommendation 3

In areas with limited capacity to support BIDs, the next Mayor should investigate options for providing a coaching mechanism to enable emerging BIDs to receive support from established BIDs.

Recommendation 4

The next Mayor should commit to strengthening links between London's BIDs and the LEP. The SME Working Group should also examine options to expand BIDs' eligibility to bid as delivery partners for more LEP and GLA funding programmes.

Appendix 2 – Views and information

On 13 October 2015, the Committee agreed the following terms of reference for an investigation into Business Improvement Districts:

- To assess the contribution of BID's to local regeneration in London;
- To examine whether BID's should have an expanded and more strategic role in regenerating local areas;
- To assess the implications of any expansion of BID's' activities for local accountability arrangements;
- To examine the effectiveness of the financial and leadership support that local authorities, the Mayor and the LEP provide to BID's; and
- To make recommendations to the next Mayor about whether to encourage growth in the number of BID's and if so what further support is required to set up and sustain them.

The Committee agreed to gather evidence for its investigation using site visits to two BID's, a formal meeting with invited expert guests, and written evidence.

Site visits

On 2 September 2015, the Committee visited Brixton BID and Baker Street Quarter BID. A summary of the issues raised at both visits is available [here](#).

Committee meeting

The Committee invited the following expert guests to its meeting on 13 October 2015 to discuss the role of BID's in London's regeneration:

- Dr Julie Grail, Chief Executive, British BID's;
- Debbie Jackson, Assistant Director - Regeneration, GLA;
- Anna Minton, Writer, Journalist and Reader in Architecture at the University of East London;
- Ros Morgan, Chief Executive, Kingston BID; and
- Councillor Guy Nicholson, Cabinet Member for Regeneration, LB Hackney.

The meeting transcript is available [here](#).

Written evidence

We invited BID's and wider stakeholders to write to the Committee. We received written submissions from:

- 12 BID organisations, representing 17 BID's in total; and
- 9 wider stakeholders (including 4 boroughs)
- 1 individual

Appendix 3 – Endnotes

- ¹ Peyroux, E., Putz, R. and Glasze, G. (2012) *Business Improvement Districts*
- ² British BIDs (2015)
- ³ <https://www.london.gov.uk/what-we-do/business-and-economy/supporting-business/about-business-improvement-districts>
- ⁴ Information provided by officers to the Scrutiny Team, 7 January 2016. Euston and Marble Arch were due to go to ballot in February 2016, with Farringdon expected in March.
- ⁵ British BIDs, *Nationwide BID Survey 2015*, p. 8
- ⁶ Information supplied to officers by E11 BID
- ⁷ Breakdown provided by the GLA
- ⁸ Written submission from Inmidtown BID
- ⁹ Written submissions from InStreatham, Vauxhall ONE, Inmidtown and Team London Bridge
- ¹⁰ Written submissions from Vauxhall ONE, Stratford Original, and Summary of the Committee's site visit to Baker Street Quarter
- ¹¹ Written submission from Stratford Original
- ¹² Written submission from Cheapside BID
- ¹³ Written submissions from Cheapside and KIPPA BIDs
- ¹⁴ Written submissions from Team London Bridge
- ¹⁵ Written submission from We Are Waterloo
- ¹⁶ Written submissions from We Are Waterloo and Team London Bridge
- ¹⁷ Written submission from Team London Bridge
- ¹⁸ Written submissions from Cheapside, Baker St, Inmidtown and Successful Sutton
- ¹⁹ Written submissions from Team London Bridge and Cheapside BID
- ²⁰ Ros Morgan, Regeneration Committee, 13 October 2015, p. 13
- ²¹ Written submission from Hainault Business Park BID
- ²² Written submission from LB Sutton
- ²³ Ros Morgan and Julie Grail, Regeneration Committee, 13 October 2015
- ²⁴ Written submission from City of London Corporation
- ²⁵ Written submission from Vauxhall ONE
- ²⁶ Written submission from We Are Waterloo BID
- ²⁷ Written submission from Brixton BID
- ²⁸ Written submission from Vauxhall ONE
- ²⁹ For example, see written submissions from Hainault Business Park BID, InStreatham, and Stratford Original
- ³⁰ Written submission from Westminster BIDs
- ³¹ Ros Morgan, Regeneration Committee, 13 October 2015, p. 3
- ³² Summary of site visit to Brixton BID and Baker Street Quarter, 2 September 2015
- ³³ Written submission from Camden Town Unlimited
- ³⁴ Written submission from ATCM
- ³⁵ Written submission from ATCM
- ³⁶ Written submission from the City of London Corporation
- ³⁷ Written submission from Hainault Business Park BID
- ³⁸ Written submission from London Borough of Lambeth
- ³⁹ Written submission from TfL
- ⁴⁰ Guardian, 21 May 2015, *A group of 33 Leytonstone business owners have lost their battle against Waltham Forest council in court over refusal to pay an annual levy to the E11 Bid company*

- ⁴¹ For example, see concerns expressed by a local business in Brixton, <http://www.brixtonbuzz.com/2014/11/lambeth-council-issues-court-summons-to-141-brixton-businesses-for-non-payment-of-brixton-bid/>
- ⁴² Fitzrovia News, 3 June 2014, *Rates, BID levy and Crossrail are killing electronics shops, not the internet*
- ⁴³ <https://www.london.gov.uk/what-we-do/regeneration/funding-opportunities/funds-being-delivered>
- ⁴⁴ <http://www.knowledgequarter.london/partners/>
- ⁴⁵ Knowledge Quarter briefing to the London Assembly, 20 January 2016
- ⁴⁶ Anna Minton, Regeneration Committee, 13 October 2015, p. 8
- ⁴⁷ Anna Minton, Regeneration Committee, 13 October 2015, p. 8
- ⁴⁸ Planning and Housing Committee (June 2011) *Public life in private hands*
- ⁴⁹ Summary of site visit to Brixton BID and Baker Street Quarter, 2 September 2015
- ⁵⁰ Written submissions from InStreatham, and British BIDs. British BIDs gave an example of 19 per cent turn out for a BID in Great Yarmouth which caused frustration among business owners.
- ⁵¹ Written submissions from the BRC and City of London Corporation
- ⁵² Written submission from British BIDs
- ⁵³ Information provided by GLA officers
- ⁵⁴ Written submission from the British Retail Consortium
- ⁵⁵ Written submission from the City of London Corporation
- ⁵⁶ Written submission from LB Sutton
- ⁵⁷ British BIDs, *The guiding principles of a well-managed BID*
- ⁵⁸ Written submission from London Councils
- ⁵⁹ Anna Minton, Regeneration Committee, 13 October 2015, p. 7
- ⁶⁰ Written submission from Team London Bridge
- ⁶¹ Neighbourhood planning is an alternative model for non-statutory groups to shape town centres. Not everyone we spoke to is agreed on how BIDs should interact with neighbourhood planning. For example, London Councils do not think BIDs should be eligible to become Neighbourhood Forums, without meeting membership requirements involving significant representation from residents.
- ⁶² Written submission from Vauxhall ONE BID
- ⁶³ Written submission from Vauxhall ONE BID
- ⁶⁴ Written submission from London Councils
- ⁶⁵ Summary of site visit to Brixton BID and Baker Street Quarter, 2 September 2015
- ⁶⁶ Written submission from InStreatham BID
- ⁶⁷ Devolution Working Group (September 2015) *A New Agreement for London*
- ⁶⁸ Guy Nicholson, Regeneration Committee, 13 October 2015, p. 22
- ⁶⁹ Ros Morgan, Regeneration Committee, 13 October 2015, p. 32
- ⁷⁰ Written submission from LB Sutton
- ⁷¹ <https://www.london.gov.uk/sites/default/files/BIDs%20Set%20Up%20Programme%20Statement%20Of%20Requirements%20September%202015%20version.pdf>
- ⁷² Written submission from Westminster BIDs
- ⁷³ Written submissions from Vauxhall ONE and Westminster BIDs
- ⁷⁴ Information provided by officers
- ⁷⁵ Written submission from Inmidtown BID
- ⁷⁶ Written submissions from Camden Town Unlimited and British BIDs
- ⁷⁷ Kit Malthouse AM MP stepped down from his role as Deputy Mayor for Business and Enterprise in March 2015, following which his responsibilities were shared between deputy

mayors and senior advisors. <https://www.london.gov.uk/press-releases/mayoral/deputy-mayor-and-lfepa-chair-step-down>

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Chinese

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Vietnamese

Nếu ông (bà) muốn nội dung văn bản này được dịch sang tiếng Việt, xin vui lòng liên hệ với chúng tôi bằng điện thoại, thư hoặc thư điện tử theo địa chỉ ở trên.

Greek

Εάν επιθυμείτε περίληψη αυτού του κειμένου στην γλώσσα σας, παρακαλώ καλέστε τον αριθμό ή επικοινωνήστε μαζί μας στην ανωτέρω ταχυδρομική ή την ηλεκτρονική διεύθυνση.

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Punjabi

ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਸੰਖੇਪ ਅਪਣੀ ਭਾਸ਼ਾ ਵਿਚ ਲੈਣਾ ਚਾਹੋ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਇਸ ਨੰਬਰ 'ਤੇ ਫ਼ੋਨ ਕਰੋ ਜਾਂ ਉਪਰ ਦਿੱਤੇ ਡਾਕ ਜਾਂ ਈਮੇਲ ਪਤੇ 'ਤੇ ਸਾਨੂੰ ਸੰਪਰਕ ਕਰੋ।

Hindi

यदि आपको इस दस्तावेज़ का सारांश अपनी भाषा में चाहिए तो उपर दिये हुए नंबर पर फोन करें या उपर दिये गये डाक पते या ई मेल पते पर हम से संपर्क करें।

Bengali

আপনি যদি এই দলিলের একটি সারাংশ নিজের ভাষায় পেতে চান, তাহলে দয়া করে ফো করবেন অথবা উল্লিখিত ডাক ঠিকানায় বা ই-মেইল ঠিকানায় আমাদের সাথে যোগাযোগ করবেন।

Urdu

اگر آپ کو اس دستاویز کا خلاصہ اپنی زبان میں درکار ہو تو، براہ کرم نمبر پر فون کریں یا مذکورہ بالا ڈاک کے پتے یا ای میل پتے پر ہم سے رابطہ کریں۔

Arabic

الحصول على ملخص لهذا المستند بلغة تذك،
فرجاء الاتصال برقم الهاتف أو الاتصال على
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