

# King's Road Business Improvement District Feasibility Study

Concerned about the possible weakening of the iconic status of King's Road, key property owners have decided to explore the possibility of establishing a Business improvement District (BID) for the area. A BID would act as a vehicle to set strategic direction and drive forward the changes needed to ensure that King's Road continues to flourish as unique quarter in London that attracts a specific type of businesses and visitors.

Davout and GJR have been commissioned to undertake a feasibility study to look into the range of current views of King's Road and aspirations for its future and what a BID might look like within this specific setting.

This study is meant as a piece of research which will help inform businesses as they consider options for the future of King's Road.

# Executive Summary

## Strategic appraisal

At a time when high streets are suffering from structural change, the King's Road is performing relatively well thanks to its iconic status and recent investment by landlords. But over time it has lost its cutting edge feel as the home of avant-garde fashion and creativity and is turning into a more bland, generic high street.

Landowners, who are keen to ensure the continued success of the King's Road, have commissioned this study to explore the opportunities for securing its future vitality through the formation of a Business Improvement District with a clear plan for making the best use of the considerable assets that the King's Road district possesses.

Following interviews with key local stakeholders drawn from business, residents, the local council, neighbouring institutions and community leaders, this report looks first at the opportunities for the evolution of the King's Road and then at the practicalities of forming a BID to develop and deliver these opportunities for the good of all elements of the King's Road community.

## What needs to be done

The reports suggest five key areas for possible future development.

### *Recreating the creative district*

Landowners need to reinvent the quirky cultural and fashion creativity that they encouraged to prosper in the 1960's, 70's and 80's in ways that are relevant both to the 21<sup>st</sup> century and to the current economic status of the King's Road. They need to decide broadly what is now appropriately quirky and provide the accommodation and facilities these businesses require at the price they can afford. This means taking a wider view of value that includes not just rents but the value of the overall brand.

### *Engaging the cultural giants*

The King's Road is bordered by significant cultural attractions but there is currently little connectivity with them and their visitors. At a time when high streets are seeking to expand the visitor experience beyond retail, the King's Road has ready-made attractions on its doorstep which, with cooperation and active planning, could create a much more attractive visitor proposition for the benefit both of businesses on the King's Road and those attractions.

### *Extending the day*

Many high streets are looking to enhance their economic performance through longer hours of activity. Stakeholders believe that there is great opportunity for more evening and night-time on the King's Road than is currently taking place. But mindful of the residential nature of the area, these would need to be curated and managed well to minimise noise and anti-social behaviour.

### *Exploring the synergy of medical tourism and the Kings Road*

The combination of three world class hospitals and the global recognition of Chelsea and the King's Road as places for shopping and leisure could well provide an attractive package for people worldwide seeking medical procedures in areas that are appealing to them and their families before, during and after surgery. Depending on the future plans of these hospitals, this could become an additional niche element of the King's Road package.

### *Traffic, public realm and street management*

All of these elements should be supported by improvements in the local environment in terms of traffic, public realm, air quality, street management and security.

## **Realising the Opportunity**

The clear view from stakeholders is that the King's Road has the assets and the potential to retain and enhance its iconic status. But this will not happen by chance. It needs coordinating, curating and a commitment to deliver over time. A Business Improvement District would provide the focus and the momentum to enable the King's Road to regain its position as a thriving, iconic street.

## **Establishing a Business Improvement District**

The current operating environment is challenging. High street trading has been under pressure for a prolonged period and, with the resulting pressure on the retail cost base, Business Improvement Districts have come under increasing focus, both from an affordability and delivery perspective.

At the same time it would seem that there is no better time to establish a business focused group to collaborate and use a collective platform to enhance the trading environment, facilitate a strategic vision for the area and provide a unified voice in communicating and working with the residential community and statutory authorities.

Set within a hinterland of international renown, King's Road presents itself geographically as a linear BID opportunity akin to many of the Manhattan BIDs in New York and indeed Oxford Street and Regent Street in the West End of London. A King's Road BID would embrace in the region of 200 members.

## **Data collection and analysis**

An analysis of rateable values in the emerging geographical footprint, and applying appropriate BID levy rules, would suggest an operational budget can be achievable through the BID mechanism which would be sufficient to deliver services sought by business and wider stakeholders. This utilising a BID levy benchmark within the sector of 1% of rateable value and a possible cap incorporated within the BID rules.

A sample of retailers interviewed along the King's Road have in general support the further investigation towards the establishment of a BID. Many acknowledged the value of enhanced investment into environment and street management activities and in particular tackling the issue of crime.

Experience with other BIDs, particularly in central London, has shown that success in transforming an area depends on the approval and support of all the different communities within the district. While there are occasionally matters that divide opinions, on the vast majority of issues most parts of the community are in agreement. Enhancing a district, if managed sensitively to take account of the ambitions and requirements of each community, enhances both the lives of residents and the prosperity of business.

## **Property Engagement**

Linking the strategic intent to the establishment of a Business Improvement District may lend itself to a combined approach of exploring a voluntary membership with property owners to sit alongside the Occupier BID. This model, which is employed in a number of Business Improvement Districts would align the property and occupier agendas and generate an additional funding stream similar to support the work of the BID.

## **Management**

Given there is an emerging Brompton Road BID and always a wish to minimise the overall management costs of leading and administering an organisation, an opportunity presents itself to manage both a King's Road and Brompton Road BID from one office. This would provide both an opportunity for economies of scale and for a more strategic approach to be taken to the overall management of the retail hinterland.

Embarking upon the programme outlined in this report would potentially see the establishment of a Business Improvement District for King's Road by Autumn 2021.

# 1. Background – King’s Road

- 1.1 The Longman Dictionary of Contemporary English defines King’s Road as “a road in London which was a very fashionable place for young people to spend time and buy clothes in the 1960s. It is now known for its fashionable, expensive shops.”
- 1.2 The street’s international reputation in the 1960s, 70s and 80s was built on cutting edge fashion, music and art which established the 1.8-mile road as one of the coolest places for the young and avant-garde to visit, shop and play. In the following decades the street lost much of its reputation as a vanguard of fashion and its clientele and businesses became more upmarket mainstream
- 1.3 A recent Times article observed that “this 20th-century centre of the avant-garde was becoming bland and borderline suburban, outclassed by the resurgence of east London neighbourhoods such as Shoreditch”.
- 1.4 But King’s Road is reinventing itself. A coordinated approach by the major landowners to the curation of the street is already showing results as the district starts to build on its history and assets to create a destination that once again has a unique and compelling appeal to the type of national and international visitors who appreciate a place that is avant-garde but in a cool and sophisticated way.
- 1.5 In 2019 Silkfred undertook a study of London’s 10 coolest Neighbourhoods. Covent Garden came top, closely followed by Chelsea with Duke of York Square, King’s Road and other local attractions pushing the district high up the coolest neighbour rankings. Its 7 million Instagram posts dwarfed the 1.1 million of Covent Garden.
- 1.6 Changing the unconscious drift into borderline suburban to re-establish, in a 21<sup>st</sup> century way, the global reputation of King’s Road does not come by chance. The landowners’ focus is clearly starting to pay dividends, for the benefit of property owners, occupiers and local residents. But there is more to be done and it requires constant and conscious effort to maintain the progress and to continue to adapt in ways that respond to evolving trends of the customers and respects the interests of local residents.
- 1.7 King’s Road does not exist in isolation. It operates in an environment of structural change in the retail industry and its impact on high streets. This requires strategic thinking about how to attract, retain and bring back visitors by creating a physical and commercial offer that produce an experience that appeals to an identified audience. King’s Road also needs to respond to large scale investment into similar iconic London streets such as Carnaby Street, Chinatown and Marylebone High Street. And King’s Road needs to decide whether and how it benefits from its proximity to an International Centre, some of the world’s top museums and cultural institutions, and a diverse and wealthy local population.
- 1.8 To provide a vehicle that is properly funded and with a remit to deliver a district that enhances values for both property owners and occupiers in ways that are acceptable and welcomed by the local residential community and local authority, the three major landowners are considering the merits of establishing a King’s Road Business Improvement District.
- 1.9 Throughout London and the wider UK Business Improvement Districts (BIDs) have been established as a local vehicle to focus efforts on enhancing a specific geographical area. The BID is a business led legal entity which mobilises the resources and experience of occupiers and (increasingly in London) property owners to create and deliver a bespoke plan for the improvement of their area.
- 1.10 Although business led, to be successful the BID must work in close cooperation with local authorities, the Mayor and TfL, local residents and other interested organisation to deliver a shared vision for the future of the district.
- 1.11 This study explores the possibility of establishing a King’s Road BID. First it examines the views of key stakeholders about the area and a BID. Then it outlines the possible shape and scope of a BID. Together these will inform the decision making of King’s Road Group when considering the merits and practicalities of establishing a BID.

## 2. Research Findings

- 2.1 To help inform strategic thinking about the future of King's Road, we have interviewed 77 key stakeholders and retailers on and close to King's Road.
- 2.2 Our experience with other BIDs, particularly in central London, has shown that success in transforming an area depends on the approval and support of all the different communities within the district. While there are occasionally matters that divide opinions, on the vast majority of issues – from an agreed vision to establishing priorities and on specific proposals – most parts of the community are in agreement. We want to focus on those areas of agreement. Halting decline and improving a district, if managed sensitively to take account of the ambitions and requirements of each community, enhances the lives of residents and the prosperity of businesses.

### Key stakeholder views

- 2.3 The study has been informed by 30 interviews with local stakeholders drawn from resident and amenity societies, local councillors, major owners and major institutions in neighbouring areas. The full list of interviewees and their (anonymised) comments are included as appendix A & B. In this section we highlight the main issues raised.

#### *What do you think of King's Road currently?*

- King's Road is doing relatively well in a difficult retail environment
- Duke of York Square is particularly good and the eastern end works, but it peters out the further west you go
- King's Road is losing its unique identity and becoming more like a bland, anonymous high street
- King's Road's iconic status is built on the past, in the 60s and 70s when it was cool and edgy and a leading-edge fashion destination, but it has largely lost this feel
- Now there are too many voids and shop closures. They come and go too quickly and, over time the smaller independents have been driven out by the multiple chains and generic high street stores.
- Merging smaller units into bigger ones has ruined the diversity for which King's Road was known
- Art dealer and antique sellers have been pushed out too.
- Not certain who King's Road is trying to attract now. Is a retail-led high street the future?
- There is too much traffic and not enough pedestrian space and what there is feels tiered
- The area feels dead after 7pm. The pubs and restaurants that are there aren't very exciting for Chelsea
- King's Road doesn't reflect the needs to the local community. Its shops are too expensive for locals (and don't feel good value) and, although it has some good essentials (e.g. supermarkets) it lacks good mid-range restaurants.
- Sloane Square is unexciting and doesn't connect well with King's Road – it should be a gateway
- There is little linkage between King's Road and the neighbouring major institutions – there is very little fluidity between the various attractions (retail, entertainment, culture, medical) and the different visitors they attract
- There is little coherence of narrative throughout the area which would make it a strong area to market, but it loses out to Shoreditch, Notting Hill and Portobello Road

#### *What is your vision for the future of King's Road?*

##### *General view*

- King's Road's is well positioned to evolve. It is recognised, has a history and stands out amongst most other high streets
- But landlords need to decide what King's Road wants to be and work to achieve it. It needs curating and patient landlords
- We should not live in the past but should celebrate King's Road's history

### *Mix of uses*

- King's Road should be a destination that attracts certain types of visitors, not just a general shopping street
- It should be quirky but not exclusive
- Should have more smaller, younger, energetic, independent stores and pop-up shops
- Need reasons to go from point to point along the whole road, particularly further west
- Needs alternative uses in addition to retail
- Should support diversity, creativity and arts - edgy people and artisans living above the shop
- Encourage creative talent to come forward and thrive with managed workspaces and short lets
- Look towards collection points to blend online with high street retail
- But it must incorporate the needs of residents. Needs a mix of stable stores and restaurants for locals and employees

### *Links with neighbouring institutions*

- Make better use of attractions surrounding King's Road to create a broader Chelsea village brand, feel and attraction – wake up these sleeping cultural giants
- Signpost, showcase, incorporate and engage these institutions so that King's Road district is more than just shopping

### *Events*

- Build on the buzz created by existing events such as Duke of York Square Market, Chelsea Flower Show and Chelsea History Week but also devise a wider series of events like late night shopping events

### *Evening and night-time economy*

- There is surprisingly large support for more evening and night-time activity but carefully curated and well managed to minimise any negative impact on local residents
- High end evening and night-time activities rather than pubs and fast food take away could be acceptable but with opening hours and management to designed to placate resident concerns

### *Medical tourism*

- There is a great synergy between the three world class hospitals adjacent to King's Road and the global reputation of Chelsea which should be explored more

### *What are your views on a BID?*

- There is great support for a BID across all the key stakeholder groups
- The geographic scope needs exploring
- The BID should involve neighbouring institutions and resident groups
- The BID should set a strategy, curate the district, promote it and manage services better

## **Retailer views**

- 2.4 A total of 47 retailers have been visited and interviewed as part of the study. The full list of interviewees and comments are included as appendix C. In this section we highlight the main issues raised.
- 2.5 Feedback from retailers during a sample survey of 46 interviews have provided good insight into the issues and observations of local businesses. Their primary concern, above all else, and mentioned by almost every business, was crime. It seems a significant issue and feedback would suggest it is worsening. Businesses feel unsupported by local police and would like to see a more visible deterrent on the street and greater use of CCTV. 2.6 Much of the crime appears to be organised, gangs of well-dressed individuals working

together in a very slick, organised and speedy manner and despite most of the businesses employing their own security they feel overwhelmed and under-supported.

- 2.7 The other key issue reported was the level of footfall. The majority of businesses expressed a concern that footfall on King's Road had been steadily declining in recent years, citing in particular a difficult summer during 2019. Many retailers noted that the demographic of shoppers seemed to have changed, with less younger shoppers and more tourists. Many of the managers spoke with had worked on the road for over 5 years and expressed a feeling that King's Road had lost its 'higher end/niche/ boutique/upmarket/classy' feel and had become like any other shopping district, with some noting that the Christmas lights had become tired and less extravagant in recent years.
- 2.8 Many felt the layout of the district didn't lend itself to encouraging shoppers to spend a whole day there, many mentioned it would be helpful to have more areas to sit and pass time, more restaurants with outside seating etc to increase dwell time. Another issue cited was the break in the road at the point of the Fire Station, when engaging with businesses situated to the west of this point, they felt 'forgotten' feeling that many shoppers did not realise there are many more shops and restaurants if they were to continue along the road past this point.
- 2.9 Overall businesses were very keen on the concept of working together and exploring the establishment of a BID, particularly with regards to assistance with crime prevention and improving and promoting the area to increase footfall and the look and feel of King's Road.
- Out of 46 businesses consulted, 45 were positive about the idea of a BID for King's Road, particularly in terms of crime prevention and marketing/promotional events to increase footfall and dwell.
  - Out of 46 businesses consulted only 2 did not mention crime, it appears to be a major issue for retailers on the road. Most people we spoke to said it was professional, organised thieves and they felt they were not supported by the police and would like to see CCTV on the road. One business was subject to a night-time smash and grab within a week of opening.
  - Footfall was mentioned by almost all retailers/restaurants as being significantly down on previous years, even relatively new businesses that I spoke with were surprised at how much quieter the road was than anticipated, noting a lack of local residents shopping in the area and 'too many tourists.'
  - Many of the store/restaurant managers we spoke to who had worked on King's Road for over 5 years had concerns the road has lost its "niche, chic, upmarket, classy, high-end" feel and that younger people were no longer coming to the area to shop and eat and drink.
  - Many businesses mentioned a lack of eating and drinking terraces/spaces to encourage people to pass time in rather than just walking up and down the road and to increase evening trade.
  - Waste Collection seems to be well managed, with most businesses having contracts with First Mile.
  - When consulting businesses on the stretch of the road which runs past Chelsea Townhall/Fire-Station we noted that footfall and street appearance were of even greater concern to people. Most of the businesses on this stretch of the road said they did not feel like a part of King's Road and felt that shoppers often don't realise there are stores after the Fire Station. They would like to see more signage indicating what is available further along the retail stretch, or events/markets to draw people there. Businesses felt there was no investment in making this end of the road attractive (in particular street animation). An initiative called the 'King's Road Curve' was mentioned who work together to help promote an improvement to this stretch of King's Road.

- Given the sample interviews were undertaken during the run in to Christmas many businesses mentioned the lack of inspiring festive lighting events/markets. We took away from conversations that businesses often felt that compared to a number of the other high-profile shopping districts in London, King's Road did not feel very festive at all.

### 3. Current operating environment

#### The future of the high street

- 3.1 It has been a decade since the Conservative-led government of David Cameron declared its austerity programme during which time significant cutbacks have been made in public-sector funding. Investment into town centres has been reduced and an increasing emphasis has been placed upon the role of business improvement districts as an investment mechanism to support local high streets.
- 3.2 High street retailing is facing a perfect storm of structural change, rising costs and falling consumer spending.
- 3.3 The structural change sees consumers making increasingly greater use of the internet for shopping and expecting high streets to provide more experiential activities to attract them and their spending.
- 3.4 Business rates, which hit high street businesses far more than other sectors (because shops use more space in more expensive areas than many other businesses), continue to divert business planning from making the changes necessary to evolve into short-term cost-cutting exercises. The revaluation introduced in April 2017 hit central London businesses particularly hard.
- 3.5 Adding to business rate pressure are increases in the National Living Wage (and the London Living Wage), the Apprenticeship Levy, the rising costs of stock as the value of the pound falls and rents.
- 3.6 These cost increases are taking place at a time of uncertainty arising from Britain leaving the EU which has a negative impact on consumer confidence and willingness to spend on shopping.
- 3.7 The future of the high street is currently a key political issue against a backdrop of store closures. The Ministry for Housing, Communities and Local Government has established a High Streets Expert Panel and a Future High Streets Fund. The House of Commons Select Committee on Housing, Communities and Local Government has just published a report on Town Centres and High Streets 2030. And the Treasury Select Committee is undertaking an inquiry into business rates.
- 3.8 The role of BIDs as a way forward is highlighted throughout these reports.

#### BID sector

- 3.9 There are over 300 BIDs in the UK, approaching 10% more than 2017, suggesting an increasing benefit to the local business communities where BIDs are operating. There are currently c50 BIDs at a development stage, double that at the same time in 2018 further confirming their increasing popularity, not just amongst the business community but within the public and third sectors given the significant reductions in public funding over the past 5-10 years.
- 3.10 However, the growing number of BIDs has resulted in national retail chains incurring a cumulation of costs across the country which is making a number of them question the value of BIDs. This makes the formation of new BIDs more difficult as they seek the necessary support from occupiers. However, it can be argued that, if an occupier is to invest in a BID, one that enhances an International Centre is most likely to give the best returns.
- 3.11 Against the challenging economic backdrop, a King's Road BID positioned positively will be strategically relevant and able to tackle issues important to business, raising the profile of the area and delivering both added value and return on investment.

## 4. The Way Forward

- 4.1 The stakeholder and business interviews provided a fairly consistent views on the current state of King's Road and a range of constructive suggestions for ensuring a vibrant future. It is up to those who own, manage and operate in and around King's Road to decide how they wish to proceed and which of these suggestions they wish to take forward. But it is clear that there needs to be a plan of some form to ensure that King's Road retains and builds on its iconic status together with a vehicle to bring together all of the relevant partners to deliver that plan over time.

### The current state of King's Road

- 4.4. At a time when high streets across the UK are suffering from a perfect storm of increasing costs and declining footfall and revenues, mainly due to structural changes in the retail sector, King's Road is performing relatively well. A combination of its local market, its history as an iconic street and recent significant investment has ensured that King's Road retains its vitality.
- 4.5. But this is not consistent along the whole length of the road. The further west a visitor travels the less there is to attract them. Sloane Square is not a gateway but a relatively featureless entrance with a series of road barriers for pedestrians heading for King's Road.
- 4.6. And as time goes on, its iconic status as a district of cool, creative, leading-edge fashion and culture which it achieved during the sixties, seventies and eighties is fading as the current reality replaces its history. Those visiting, attracted by tales of its history, may leave disappointed and not return. Those in the know who want to experience cutting edge fashion and creativity go instead to places like Shoreditch. These two elements can only increase over time to reduce visitor numbers and drive further the decline of any remaining elements of creativity and quirkiness that was once the attraction of King's Road.
- 4.7. There will be many reasons why artists, emerging fashion designers, and owners of art galleries and antique shops have left King's Road to migrate to other more appropriate and welcoming districts. London is very fluid, and areas rise and fall in popularity over time, some surprisingly and unpredicted. But stakeholders were consistent in their views that rising costs and changes in the availability of appropriate commercial space - for example the loss of smaller units, merged to create larger, more valuable retail units – is key reasons why the smaller, independent, creative entrepreneur have sought other more welcoming and more affordable locations to gather.
- 4.8. Landlords clearly have both the incentive and the duty to maximise their returns when deciding how to manage their estates and individual properties. There is a feeling amongst stakeholders that the drive to maximise rents on individual building has resulted in a loss of that less easily defined value that arises from the creation of a wider district brand that attracts visitors.
- 4.9. The view is that the creation of larger units and the drive for highest rents has driven out those businesses that cannot afford or do not need these spaces in favour of those who can and do. And the concern is that this results in an evolution of King's Road in the wrong direction. As high streets are moving ways from domination by large retail stores towards a mix of uses and smaller, independent businesses, King's Road is moving in the opposite direction.
- 4.10. The investment in, and curation of, Duke of York Square and Pavilion Road has shown what can be achieved by development with a clear vision and direction. Some stakeholders were concerned that both developments are aimed at a market than excluded them, but the point is that they are successful and have a clearly defined future in a way which King's Road as a whole does not.
- 4.11. Yet the potential for King's Road is still far greater than for many other London high streets. Its history and name recognition still has a unique value. Its major landowners are aware of the need to act and are open

to ideas to do so in a coordinated way. And the value of the great national institutions bordering King's Road has not yet been exploited for the benefit of all. All of these factors provide the clear potential for King's Road to be one of those high streets that has successfully made the change from the declining traditional model to one that works well within the era of internet shopping and experience-based visiting and spending.

- 4.12. But as King's Road evolves to meet the changing demands of the businesses and visitors it wishes to attract it needs to win the support of local residents who live with the consequences of change in business activity and visitor numbers. If these potential consequences are recognised, appreciated and managed sensitively then change can actually enhance the quality of life of residents, not diminish it. Engaging and involving residents right from the start, as is already happened through this study, makes the regulatory support needed to enable change to take place - for example through planning and licencing – far easier to achieve and the future day to day management of the district much less difficult.

### **What needs to be done?**

- 4.13. The physical, cultural and historic assets of King's Road, together with vision and cooperation, points to the potential of a bright future of the district. But what should that vision be and is it one that works commercially and satisfies the priorities of the various communities? The stakeholder study produced many different views of what King's Road should be but there was a strong level of consistency on certain issues across the range of interests interviewed. This section suggests possible ways forward to help inform future debate. It is not a blueprint for the future and those with financial interest in King's Road will have views on the merits of different propositions.

#### *Recreating the creative district*

- 4.14. It clearly makes sense that the future of King's Road should build on its assets and history. It could go off in a totally different direction, but no one interviewed suggested that there was no future for the type of iconic brand that King's Road currently enjoys by past reputation if not by current actuality. So, the suggestions made focus on how King's Road can recover its past standing, not by going back in time but by adapting and applying the values and attributes it developed in the sixties, seventies and eighties to the twenty-first century. It's not about creating a pastiche, it's about creating King's Road experience for the modern audience. Although not an exact parallel, the management and curation of Carnaby Street (albeit largely under a single landowner) has shown how the sixties success can be updated to success in the present after years of decline.
- 4.15. The success of the sixties was not created by landlord's hand picking potential cultural winners and enticing them to the area. It was because the environment, atmosphere and accommodation were appealing to people who went on to create global fashion brands and whose presence, even in their early days before fame, attracted "the right type of people".
- 4.16. The question, then, is who is the "right type of people" for the twenty first century King's Road? One of the attractions previously was relatively low rents. But does King's Road want to – or could it afford to – go back to that? The answer is probably not. So, an area for further discussion must be what today are the types of businesses that King's Road needs to attract to reclaim its true iconic status and establish its position in a way that the avoids the decline that faces traditional high streets? And having decided that, what needs to be done to attract them to, and retain them in, King's Road rather than anywhere else? What type of accommodation? What type of business costs? What type of communal facilities? What type of promotion? And this must be done in a way that, overall, is commercially viable.
- 4.17. The study was fairly consistent in its view of the mix of uses needed on King's Road. There needs to be some big stores. There needs to be some iconic world brands. There definitely need to be shops, facilities

and supermarkets to serve local people and employees. But to move beyond a generic high street King's Road needs more accommodation for creative and artistic businesses in fashion and other creative areas. This requires smaller units; possible live and work areas; units that combine shops and workshops; incentives for start-ups (e.g. reduced rents for limited periods).

- 4.18. This is clearly a cost to landlords in immediate rent returns but that has to be balanced against the added value and the appeal of a district with a distinct brand that attracts a distinct type of visitor in addition to residents, employees and casual visitors. And individual landlords will need to be satisfied that they are not taking all the costs while others are reaping the benefits. Maybe it is possible for a collaboration of landowners to create a vehicle for establishing these types of facilities anywhere along King's Road no matter who is the landowner.
- 4.19. But this creative and artistic focus is just one aspect of the mix that will make King's Road a more attractive place to visit. There are other elements that can add to the wider appeal of the area. There are three that are worth exploring in more detail.

#### *Engaging the cultural giants*

- 4.20. King's Road is blessed with an array of major national institutions any one of which would, in any other area, be that anchor that attracts visitors who then spend money in local shops. Developers of major shopping centres and planners of high street transformations stress the need for cultural and entertainment experiences that attract people who then shop in the area. King's Road doesn't need to invest time and massive resources in creating such attractions because they are already there. They are just disconnected. How many other high streets would jump at the chance to have just one of the Saatchi Gallery, the Chelsea Physic Garden, The Royal Hospital (with the world-famous Chelsea Flower Show), The National Army Museum, two fine theatres and a world-renowned arts centre, all within walking distance?
- 4.21. Each one of these attracts its own visitors. Stakeholders seem to suggest that the various cohorts of visitors (for each institution and event and for the King's Road) operate in isolation. People come to an exhibition in the Saatchi Gallery and then go back to the West End rather than shopping and eating locally. The well-signed trail from Sloane Square tube to the Chelsea Flower Show noticeably steers thousands of people away from the Kings Road, not even enticing them to stop by on their way home. But similarly, the institutions seem to benefit little from the mass of visitors at the very popular Duke of York Square Saturday market. Encouraging people leaving Sloane Square tube to keep walking straight ahead deprives them of experiencing the pleasures of the Royal Court Theatre. As one stakeholder said, "it is a remarkably static environment with little fluidity between the shops, restaurants and institutions".
- 4.22. Any future planning for King's Road should look at creating a wider King's Road District that incorporates and integrates much more closely the retail, entertainment and cultural mix of the area which, if managed and promoted properly, could rival the best in the country. Not only would all benefit by sharing between each other their own specific visitor groups but combined they create a district that has an even greater attraction. Two and two can equal five.
- 4.23. At its most simple level it's about creating and promoting the whole package. Then there is sign posting and wayfinding; joint initiatives to maximise the benefit to the district of existing individual events; creating bespoke events together; or providing a presence for these institutions on King's Road. The point is, the normally expensive and hard part is already done (establishing the institutions) – what is missing is actively connecting them together to work symbiotically and enhance both the appeal and performance of King's Road district
- 4.24. As an adjunct to this point any plan should also look at the benefits of promoting the wider shopping district to include Pavilion Road, Sloane Street and the Knightsbridge International Centre.

### *Extending the day*

- 4.25. Those advising on the future of town centre stress the need to extend the day to make best use of the assets and enhance both the appeal and the local economic benefits. Yet many stakeholders commented how the King's Road seems dead after seven pm. Clearly there are some pubs and restaurants as well as some less appreciated fast food outlets. But the point was made that there is a dearth of quality mid-range restaurants to match the small number of high-end establishments. It was mentioned that people visiting a Saatchi Galley exhibition in the evening (it opens until 7 pm and later on special occasions) do not then end their trip with a meal in a local restaurant.
- 4.26. There is another great potential, then, in growing the night-time economy as an additional attraction and boost to the economy and local jobs. Residents are rightly concerned about the possible impact of night-time activity with increased noise and anti-social behaviour. So, any planned growth must be carefully curated and effectively managed to minimise any negative impact. This is clearly possible through a combination of tenant choice, licencing and good management. Speakeasies, good restaurants, gastropubs, quality cinemas and activity bars create a night-time economy without excessive noise and anti-social behaviour because of the way they operate and the type of clientele they attract.

### *The synergy of medical tourism and King's Road*

- 4.27 Three world renowned hospitals border King's Road. They each have their own plans for their future, either on current sites or beyond. Private medical tourism is a growing industry in the UK (subject to a successful break from the EU) and the UK's health provision has a global appeal. But these hospitals compete with others both in the traditional areas such as the USA and Switzerland and in emerging sites in the Middle East and Far East.

When choosing a hospital, potential visitors weigh-up a number of factors. One is the surrounding environment both because their families are likely to be with them during and procedure and because there may be long recuperation time after procedures before they are able to fly home. Being close to a globally recognised shopping, cultural and entertainment centre such as Chelsea and King's Road (and close to Harrods) is a feature that many other private hospitals worldwide cannot match.

- 4.28 The potential for exploiting this other synergy should be explored and, if feasible, it should be built into any future plan for King's Road District.

### *Traffic, public realm and street management*

- 4.29 In encouraging visitors to visit, dwell and return while treating the area with respect, any future plan needs to explore ways of making the local environment welcoming and safe. This includes exploring how to minimise the impact of traffic and seemingly constant road works; improving air quality and the green environment; enhancing public realm; better street cleaning services; improving safety and security; discouraging anti-social behaviour; helping those who are genuinely homeless and tackling those for whom it is a profession. All of these public realm and street management issues could form an element of the BID's activity in partnership with the local authority, TfL, businesses, charities and residents.

### *A plan for the future viability of King's Road that benefits businesses, landowners, residents and visitors*

- 4.30 The survey of stakeholders gave some clear messages when considering the formation of a BID.
- King's Road needs to plan for its future if it is not to decline;
  - It has great potential to build on its past to create a viable future in response to structural change in UK high streets;
  - To build on its history of creativity, fashion and arts by reintroducing this back into the mix of uses;
  - It should engage with the amazing neighbouring institutions for the benefit of all;

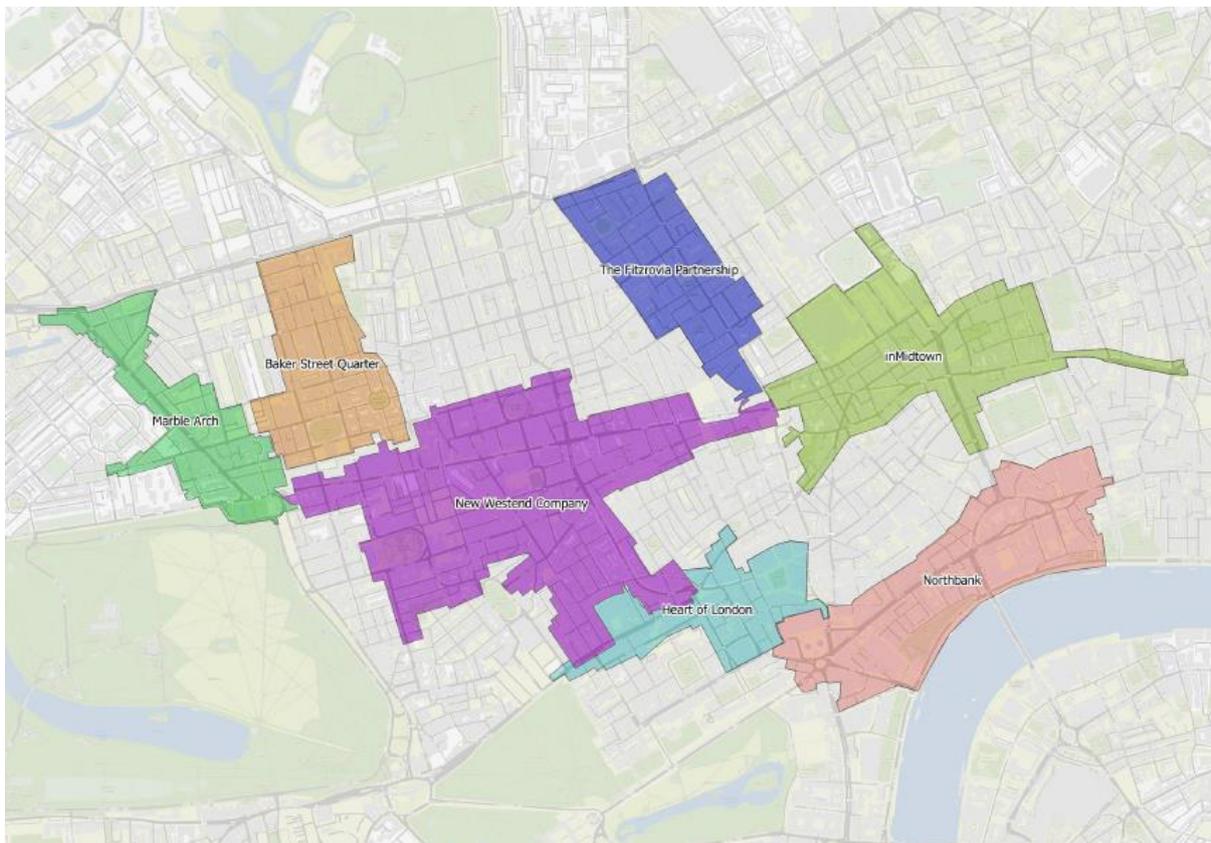
- It should develop an appropriate and well managed night-time economy;
- It should explore the benefits of creating a better-defined centre for medical tourism;
- It should improve its public realm and street management.

4.31 There is a clear sense of direction for King’s Road, but it needs to bring together all the various partners to define it and deliver it over time. The following sections show how a Business Improvement District could provide the vehicle for achieving this.

## 5. Business Improvement Districts

5.1 Business Improvement Districts (BIDs) are not for profit partnerships within a defined area, in which the local businesses have voted to invest together to improve their environment. A BID is brought in through a democratic ballot process and the services provided are additional to those delivered by the Council.

5.2 Approaching 15 years since their inception, BIDs are becoming more mature and within a few years Central London will ‘read’ as a patchwork of BIDs aligning to each other’s boundary.



London’s West End Business Improvement Districts

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

5.4 A BID seeks to provide greater strategic context for business, galvanize the business community, statutory authorities and wider stakeholders behind a common vision for the district and generate an enhanced income stream which would benefit the whole area in terms of service provision. It would provide the business community with an ability to influence and help shape the future.

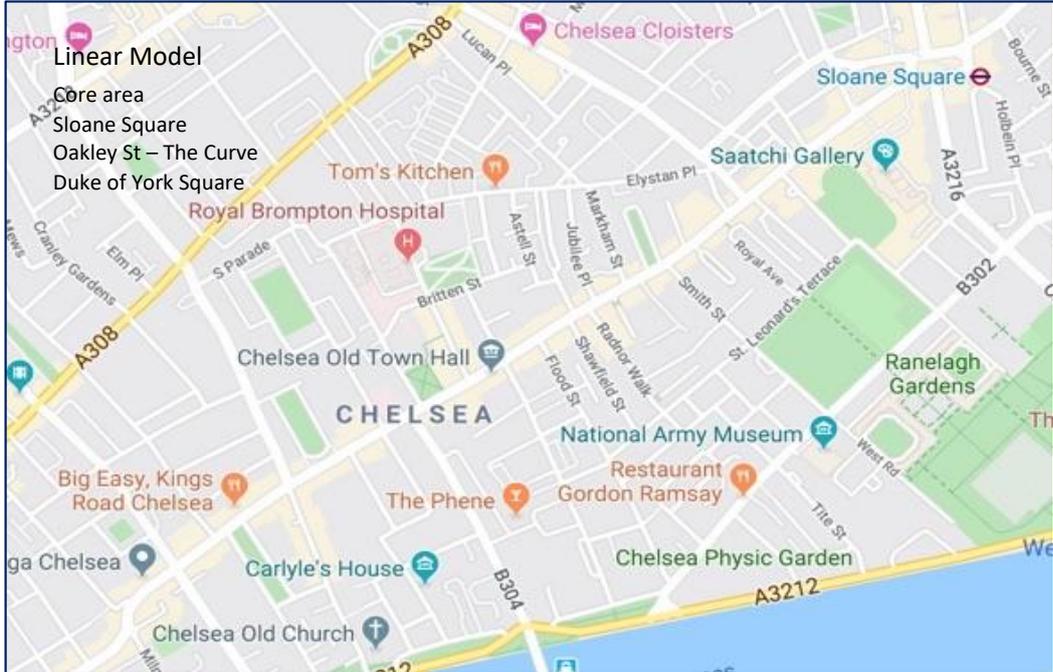
- Return on investment.
  - A better environment for business.
  - A more effectively managed and sustainable district.
  - A destination of choice for visitors, businesses and residents alike.
  - Effective engagement with the wider community
- 5.5 Governed by Government legislation and regulations, BIDs are statutorily established once voted for by the majority of businesses in an area and have a maximum term of five years before returning to their electorate for renewal. Once a majority vote had been achieved, a BID levy becomes mandatory on all defined ratepayers.
- 5.6 The ballot needs to satisfy two tests – a majority in number of those voting and a majority in proportion of rateable value of those voting. The BID levy can only come into effect if these two tests are met. The BID levy is then applicable to all eligible businesses. All eligible businesses in a proposed BID area are entitled to one vote per hereditament. Some businesses occupying more than one hereditament within the area may therefore be entitled to more than one vote.
- 5.7 To ensure neutrality, the BID ballot is administered by the Council Returning Officer and their electoral services staff. It is arranged in line with rules set out in the BID regulations (2004) as approved by Parliament.

### **Property Business Improvement Districts**

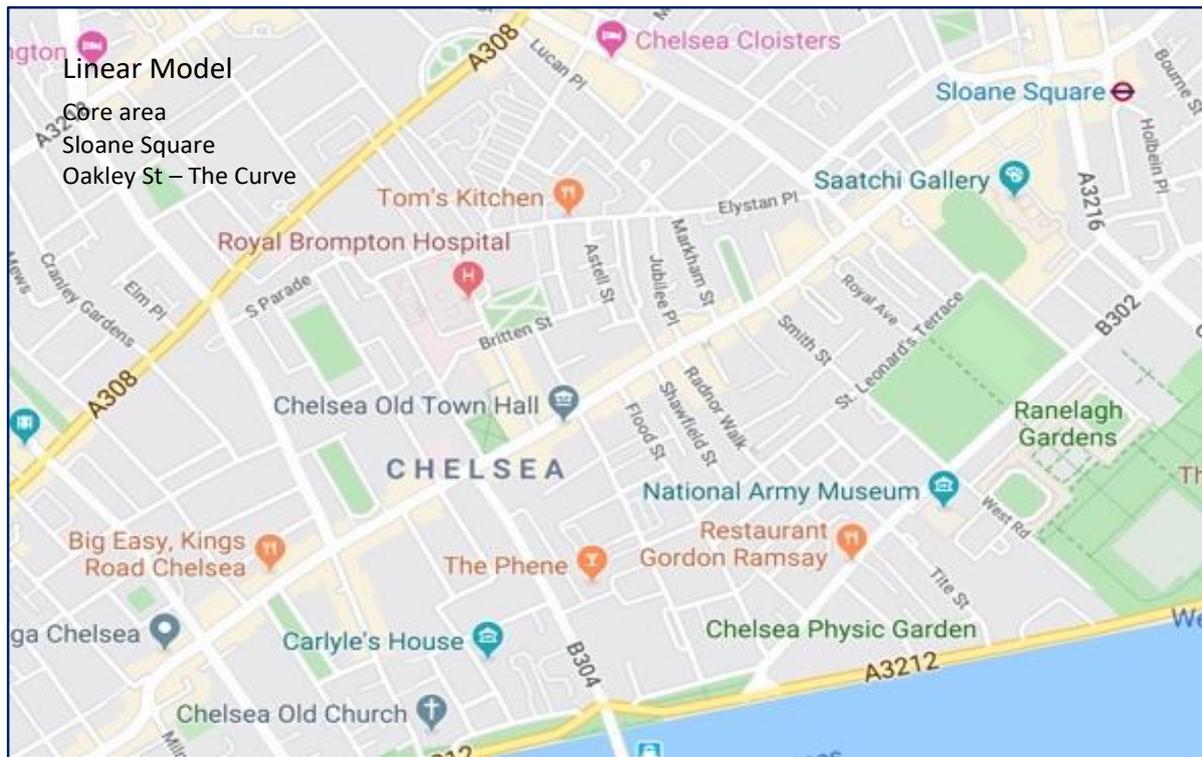
- 5.8 Property owner BIDs are relatively new by comparison with occupier BIDs, with the regulations for their creation only passed into law in 2014. There are currently only three property BIDs in the UK, two managed by Heart of London and one by New West End Company.
- 5.9 Property BIDs were created to allow owners to contribute to their area in a similar way to that achieved by the successful occupier BID model over a number of years, ultimately benefitting the property owners through increases in the value of their property and growing prosperity of the area.
- 5.10 Current legislation means that property owner BIDs can only be created in London. This is because property BIDs can only be created where a Business Rate Supplement (BRS) and an occupier BID are already in place, and the only BRS in force is in London (levied to help meet the cost of Crossrail).
- 5.11 The key difference between the mechanics of occupier BIDs and its property counterpart surrounds the composition of the business constituency where rather than being provided the list of potential voters from the Council rating lists the BID proposer is charged with providing an audited list of owners within the defined geographical footprint of the proposed BID. The proposer is also asked to define the owner as they apply to the emerging BID area.

# 6. A BID Model for King's Road

Options for the emerging Geographic Footprint for King's Road



## Preferred Option



## King's Road Curve

- 6.1 King's Road Curve neighbourhood business group was set up in October 2018 by the small independent shops, galleries, restaurants and bars located on the curve in King's Road Chelsea London between Beaufort Street and Limerston Street. It aims to promote and revive the area for businesses and draw on the iconic history of the area, participating in local activities for the benefit of local residents, local groups and charities, and visitors to the area.

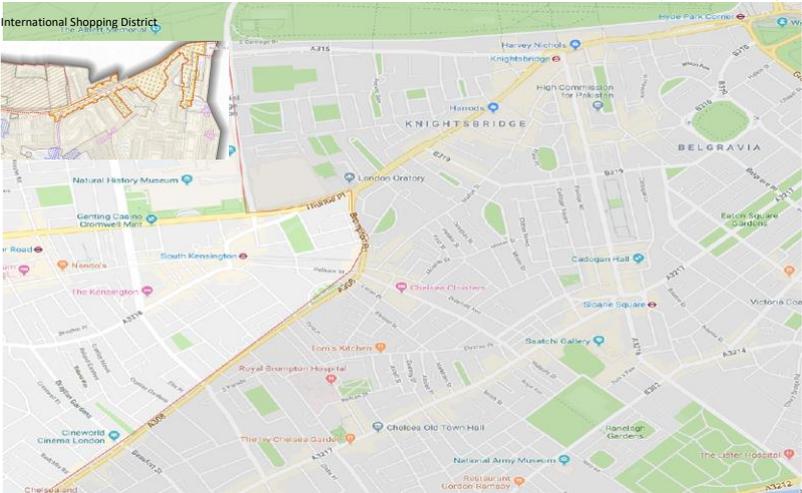


6.2 Member businesses "on the curve" includes health & beauty outlets, baby & children's shops, home interiors, wine & food, art galleries, fashion boutiques, a car showroom, bookshop, Post Office, a cycle shop, bars & restaurants.

- 325 King's Road - Velorution
- 341 King's Road - Blink Brow Bar
- 359 King's Road - Bretz
- 366 King's Road - The Cherrymoon
- 382 King's Road - Handbag Clinic
- 387 King's Road - Kings of Chelsea Roberto Cavalli Home
- 402 King's Road - Box Galleries
- 404 King's Road - AntikBar Original Vintage Posters
- 406 King's Road - Daniela de Montby Handbag Boutique
- 408 King's Road - The BabyCot Shop
- 410 King's Road - Blanco & Gomez Wine Merchants
- 414 King's Road - Opium
- 416 King's Road - Pingo Pongo
- 428 King's Road - Kingsland Pre-Prep School
- 434 King's Road - Silian
- 436 King's Road - Tanya Baxter Contemporary

6.3. Geographically King's Road cannot be seen in isolation of its neighbouring hinterland.

- The Brompton Road forms the heart of a shopping district designated, along with the West End, as one of just two International Centres in the London Plan. Anchored by two world renowned stores – Harrods and Harvey Nichols.
- Sloane Street is internationally recognised as one of the world's most exclusive shopping destinations. Today it is home to the world's leading fashion houses, attracting a truly global clientele.
- Cromwell Road comprises the Museum Mile. The Natural History Museum, The Science Museum and The Victoria and Albert (V&A) Museum reside a 'stone's throw' from the retail hub of Brompton and a short walk to King's Road.
- Combined, the Knightsbridge International Centre is a draw for millions of domestic and international visitors each year.
- Fulham Road is roughly parallel to King's Road and is the westerly continuation of Brompton Road running towards Fulham Palace. There are numerous antique dealers and specialist interior furnishing shops, and designer couture outlets have begun to arrive at the eastern end. The section known as The Beach is home to various trendy bars, pubs and clubs



Kensington and Chelsea

## Rateable Value Analysis

Kings Road					Sloane Square				
RV Threshold	Total RV	1% RV (£)	1.5% RV (£)	No. Businesses	RV Threshold	Total RV	1% RV (£)	1.5% RV (£)	No. Businesses
200,000	41,088,000	410,880	616,320	83					
150,000	47,437,000	474,370	711,555	120					
100,000	54,648,600	546,486	819,729	179	100,000	3,130,184	31,302	46,953	13
75,000	58,715,100	587,151	880,727	227					
50,000	64,005,800	640,058	960,087	312					
<b>Potential Budget at RV threshold of £100,000 / 1% RV</b>				<b>577,788</b>					
				(192 business)					

\*RV's subject to K&C review

### Emerging BID rules

- The Renewal BID term will be five years, 1 April 2021 to 31 March 2026.
- The BID levy will be applied to rated properties with a Rateable Value of £100,000 or more.
- The BID levy will be fixed at 1% of rateable value using the business rating list as at 1st April 2017.
- The BID levy will not be increased other than as specified in these levy rules.
- The BID levy will be applied to the retail, Leisure and hotel sector.
- There will be no VAT charged on the BID levy.
- Refunds will be at the discretion of the BID.
- Where the rateable value for individual hereditaments (rated properties) and results in a lower BID levy, it will only come into effect from the start of the financial year in which the change is made. No refunds of the BID levy will be made for previous years.
- The liability for the daily BID levy will fall on the eligible ratepayer.
- Charitable organisations in receipt of mandatory charitable relief from rates will receive 80% allowance.

6.4 This emerging model would provide for c200 businesses across retail, leisure and hotel returning a potential budget of c£600,000 with a BID levy of 1% RV.

### Property Engagement with the BID Model

- 6.5. While the analysis above is occupier driven there are two opportunities for property owners to be more formally involved in the establishment and management of a Business Improvement District.
1. Join the BID as a voluntary member which is ordinarily accompanied by a financial contribution towards the delivery of the overall business plan, or
  2. Following the creation of the occupier led BID owners in the same geographical area pull together to establish a property led BID to work alongside the occupier BID and its delivery plan.

Both models ensure property owners are involved and contributing to the direction of the BID and both offer the opportunity of being part of the formal governance structure.

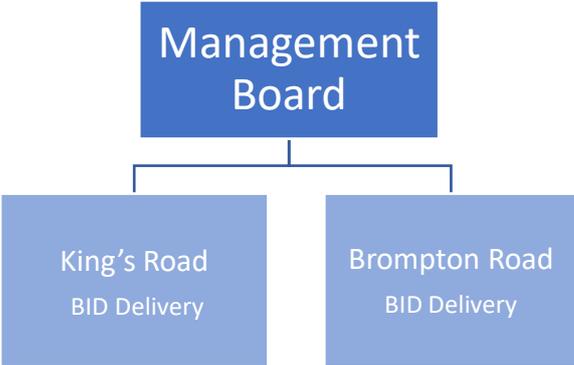
## Structure & Governance

6.6 A BID Board has the primary responsibility to oversee the conduct and performance of the BID and support management and staff, which are responsible for the day-to-day activities. In performing its functions, the Board primarily considers the interests of the BID to which its fiduciary duty ultimately resides, and then to its members. It also considers the legitimate interests of wider stakeholders such as statutory authorities, employees, suppliers, visitors and residents.

Most BID Boards in the UK range from 8-14 members, with the largest at 21. There are over 3000 Board members across the industry. 84% of BIDs have local authority representation on their Boards and 67% of BIDs have property owners involved in their Boards on a voluntary basis. It is best practice to include community and resident representation but less common.

Given there is an emerging Brompton Road BID and always a wish to minimise the overall management costs of leading and administering an organisation, an opportunity presents itself to manage both a King’s Road and Brompton Road BID from one office. This would provide both an opportunity for economies of scale and for a more strategic approach to be taken to the overall management of the retail hinterland.

Working with a future Brompton Road BID, a structure can be put in place which provides effective leadership, cost efficiency and sector focus:



## 7. Indicative programme for establishing a Business Improvement District

<b>Mobilisation</b>	
Establish Steering Group (project champions)	March 2020
Early discussion with Council regarding geographic area and BID rules	March – April 2020
Production of consultation document / micro-site	April – May 2020
Initial stakeholder engagement	May – July 2020
Occupier engagement programme (stage 1)	May - July 2020
Early draft of business priorities and objectives	August 2020
<b>Business Planning &amp; Engagement Phase</b>	
Discussion with Council regarding emerging plan and ballot schedule	September - October 2020
Occupier engagement programme (stage 2)	September - December 2020
Compilation of business plan	September - December 2020
Presentation to steering group / shadow Board	January 2021
Agreements to proceed to ballot	January 2021
Notice to Secretary of State / Council	January 2021
<b>Campaign Phase</b>	
Occupier engagement (stage 3)	February – June 2021
Communications & event programme	February – June 2021
Development of formal documentation	February - March 2021
Completion of business plan	March 2021
Presentation of business plan to Council	March 2021
Presentation to steering group / shadow Board - final BID proposal	April 2021
Compilation of voter list	May 2021
Sign off formal documentation	June 2021
<b>Ballot Phase</b>	
Launch of BID Business Plan (BID Proposal)	1 July 2021
Despatch of canvass (voter verification)	1 July 2021
Occupier consultation (stage 4)	July - September 2021
Publication of notice of ballot	2 August 2021
Ballot papers distributed to voter list	16 August 2021
First day of Ballot (minimum 28 days) - Property	17 August 2021
Ballot Day	15 September 2021
Result announcement	16 September 2021
BID start date	1 October 2021

## 8. Next Steps

8.1 If work on the BID programme begins in the spring of 2020, the 12-18-month work programme could lead to a potential BID ballot in 2021.

8.2 Assuming funding is available, five key actions should be undertaken:

### **Establish steering group**

To provide project leadership and guidance throughout the BID development process. The group would act as project champions and are likely to be the members of a future BID Board. The constituents of the group should be a representative mix of the project stakeholders and future members of the Business Improvement District.

### **Adopt BID development plan**

To facilitate the onward BID work, programme the steering group should adopt an agreed development plan appoint a project resource for delivery. A fund-raising strategy should be developed as an integral part of this work.

### **Appoint project resource**

It is important that a project resource is appointed to drive forward the overall BID development plan, business engagement programme and project steering group. The scope of work during the next 12-18 months is significant and focus will be required to ensure the objectives set are achieved. Davout and GJR are in place to undertake this task.

### **Produce collateral to support the promotion of the initiative**

In order to best manage the initial consultation with businesses and wider stakeholders some form of consultation document / leaflet will be required to sign post the project and act as a leave behind / calling card regarding the project.

## **Project Work to be undertaken**

8.3 Over the 12-18-month period indicated the project resource will undertake the tasks listed below.

### **1. Project management**

- Ensure project is managed to objective/time/budget.
- Design, agree and deliver tactical plan for delivery of BID.
- Undertake data collection and analysis.
- Co-ordinate project meetings capture agreed actions and ensure completion.
- Ensure compliance to regulations and Council guidance.
- Liaise with Council with respect to development /delivery of project.
- Attend meetings as agreed to present updates and progress.

### **2. Business engagement**

- Together with the steering group identify businesses, individuals and wider stakeholders to take part in the consultation programme.
- Organise and undertaken meetings and interviews.
- Collate feedback and communicate back to steering group.

- Fund raising to secure delivery of strategic plan and establishment of BID.

### **3. Production of documentation**

- Consultation leaflet ('leave behind').
- Operating Agreement and Baseline Agreement (statutory requirement).
- Business Plan (BID Proposal).

8.4 Assuming that there is support for a BID a proposal for its shape would include the areas listed below.

#### **The scope of the BID**

- Geographic extent.
- Form of occupier included in an occupier BID.
- How property owners should be involved
- The optimum rateable value for business inclusion in the BID.
- A range of estimated BID levies based on different membership options.

#### **The key areas of focus for the BID, for example**

- Advocacy – working with policy makers to promote issues of importance to the area.
- Street Management – working in partnership with local authorities to enhance cleansing, security and anti-social behaviour activities.
- Curation of the district – to enhance, over time, the appeal of the district to visitors and investors.
- Marketing – defining and promoting the district.
- Partnerships – creating beneficial partnership with other BIDs, local visitor attractions and relevant organisations.

#### **Process for establishing the BID**

- Establishment of a shadow BID board.
- Legal and practical measures.
- Programme for research and creation of a BID Business Plan.
- Ballot programme.
- The initial post-Ballot programme.

## Appendices

- A. Key stakeholders Interviewed**
- B. Key stakeholder views**
- C. Retailer interview results**
- D. Business Improvement District model**

## Appendix A

### Key Stakeholders interviewed

#### Property and Funders

Martin's Properties	MD	Richard Bourne
HALJ Group	CEO	Mohamed Nadar
Peter Jones	Head of Branch	Tony Wheeler
Sidney Smith		Jonathan Smith
Royal Kings & Harefield Hospitals Charity	Director of Property & Estate	Stewart Butcher
Dartmouth Capital Advisors		David Ashcroft

#### Resident Groups

Chelsea Society	Chairman, planning	Michael Stephen
Chelsea Society	Four members	
Duke of York's and Royal Hospital Residents' Interest Group	Chairman	Mr Huntley
Markham Square Residents' Association	Chairman	Mr Cox
St Leonard's Terrace Residents' Association	Secretary	Mrs Gledhill
Royal Avenue Residents Association		Joy Fern
Oak Street Residents Association	Chairman	Chris Lemmon
King's Road Association of Chelsea Residents		
Royal Avenue Residents Association	Chairman	Martin Flash

#### Local councillors and officers

Local Councillor Royal Hospital	Lead, Environment	CLr Cem Kemahli
Local Councillor Royal Hospital		CLr Emma Will
Local Councillor Chelsea Riverside	Lead Culture, Leisure, Community Safety	CLr Gerard Hargreaves

Local Councillor Chelsea Riverside		CLr Alison Jackson
Local Councillor Stanley		CLr Josh Rendall
Local Councillor Stanley	DL, Lead, Grenfell, Housing and Property	CLr Kim Taylor-Smith
Local Councillor Campden	Lead, Skills and Enterprise	CLr Catherine Faulks
Spatial Planning Officer	Planning Implementation Team Leader	Jo Hammond

### **Neighbouring institutions**

Saatchi Gallery	Partnerships Director	Laura Uccello
Royal Hospital	Chief Executive	Gary Lashko
Chelsea Physic Garden	Commercial Director	Wendy Bowen
Royal Kings Hospital	Chief Executive	Gill Raikes
Chelsea Art Club	Secretary	Geoffrey Matthews
Royal Court Theatre	Finance Director	Helen Perryer
Royal Court Theatre	Executive Producer	Lucy Davies
Royal Marsden Hospital	Director of Projects and Estates	Sunil Vyas

### **Other Community**

Holy Trinity Church	The Reverend Canon	Nicholas Wheeler
Saint Lukes Church	The Reverend Prebendary	Dr Brian Leathard
Chelsea Old Church	The Reverend Canon	David Reindorp TD

### **Approached but not interviewed**

Martin's Properties	Executive Chairman	Tom Martin
Sloane Stanley	Estate Manager	Richard Everett
Sidney Smith		Nicholas Smith

Waitrose	Asset Manager	Michael Finnegan
Astell Street et al RA	Chairman	Mr Reed
Chelsea Association of Tenants	Chairperson	Mr Henderson
King's Road Estate Residents' Association	Chairman	Mr Mansfield
Mitre House Residents Association	Chairman	Mr Brown-Constable
Local Councillor Royal Hospital	Leader	CLr Elizabeth Campbell
Local Councillor Chelsea Riverside		CLr Adrian Berrill-Cox
Local Councillor Stanley	Mayor	CLr Will Pascall
Member of Parliament Chelsea and Fulham		Greg Hands MP
Chelsea Theatre	Chief Executive	Joshua McTaggart
Chelsea Fire Station	Borough Commander	Spencer Sutcliffe

## Appendix B

### Key Stakeholder Views

#### 1. Current views - What is good

##### General feel

- King's Road (TKR) is doing relatively well given the changes taking place in retail and high streets
- Sloane Square to Oakley Street is reasonably good
- Improved recently with very noticeable changes at Duke of York Square (DoYS) and Pavilion Road
- DoYS is good
- DoYS is great
- DoYS is good with alternative uses
- DoYS and Pavilion Road are very good
- Vibrant, safe, positive, fun and glitter
- Location of hospital in Chelsea is important to attract global patients
- Nice, cool and exciting place to work – good for recruitment and retention
- People love coming to Chelsea – it's very safe
- The restaurants, history and culture are great
- History is a great attraction
- It's a great part of London but too static
- Very lucky to have long-term interested landlord who takes a long-term view

##### Shops and restaurants

- Some positive changes. Sloane Square with Hugo Boss, DoYS and Pavilion Road has created a village area which is very effective – helped by pedestrianisation. There are opportunities for other zones along TKR
- What works well is the independent shops or businesses which are unique and differentiate TKR from the rest of London
- TKR is not Marylebone High Street. It's an architectural destination, a retail destination, a village with a store (Peter Jones), a theatre and a community hall
- Residents like TKR mix – Waitrose, M&S, Tesco's, Sainsburys, bookshop
- It's a grand setting but ordinary people find it too expensive
- Cadogan has done well with the eastern end. King's Road Curve is good. But need to need to address the whole road
- Retail will decline generally but not so much on TKR
- The far end of the road is better for retailers, but it needs curating
- Good stores at eastern end, even in difficult retail times
- DoYS market is great
- A good selection of shops and other attractions (especially when Curzon is rebuilt)
- Pop-up shops are cool
- It's not what it was (cool and fashionable) but it's made a good start with lively and animated DoYS
- More alive at night than people think. Some good restaurants but always full
- Cadogan has driven through some healthy improvement in the quality of retail. 10-15 years ago, the area was in danger of dumbing down but that has been stopped and it's back to high end edgy
- A good mix of retailers – supermarkets and fashion shops
- Good variety of cafes and restaurants
- Still have a good mix of small and bigger shops

## Other institutions

- Saatchi Gallery drives new footfall. Attracts a different set of visitors. Like Shoreditch
- National Army museum, churches and other institutions add to the community
- Parklands/ grounds of local institutions are great local asset
- TKR works well with Saatchi Gallery but needs to link more with Physic Garden and National Army Museum
- Not done enough to benefit from world class hospitals
- The area is so rich in tradition and so much heritage that could be used
- Institutions blend in well, but locals don't use them. Should do deals for locals
- Nice area to be near TKR but it's not very joined-up. We are close but a million miles away. It's a missed opportunity

## Events

- Music concerts in June, Christmas tree sales are good
- Chelsea History Festival – engages schools and others
- Guided walks are popular
- Events and experiences are good
- Like events but not at the end of my road
- Chelsea in Bloom is great, but we don't get involved because we are off TKR radar

## Other

- Marylebone High Street shows what can be done with a mix of independents
- Good experience for visitors – people are attracted by experience not products

## 2. Current views - What is bad

### General

- Sympathetic with idea that King's Road (TKR) is losing its cache
- It needs improving from a visitor, resident and business perspective
- As you move away from Sloane Square it becomes more boring. The further you walk down TKR there feels to be less of interest
- TKR has lost its interest. It's a bland high street
- Used to have a buzz and clear identity – now completely lacks an identity
- Very concerned about the future of TKR – what's going to attract people in the future?
- It's become increasingly anonymous
- Could be much more exciting if it was more than just a high street
- People need encouraging to go past Royal Avenue
- In the late 60s it was electric, high end, a meeting ground for new ideas in arts and fashion. But in the drive to improve yield, rents have risen which results in a push to volume rather than high end. Residents feel this search for volume has generated an environment that pushes footfall at the expense of residents
- Becoming like every high street attracting all the usual retailers
- Tension between local residents who need amenities and visitors who want different types of shops
- Growth in anti-social behaviour, aggressive begging and mugging
- Homelessness and anti-social behaviour increasing
- Anti-social behaviour rising

## Living on its legacy

- TKR is iconic. Well recognised but based on its legacy, not what is current
- It was an edgy and interesting place but no more. Now sub Kensington High Street
- In the 60s TKR was a leading-edge fashion destination. Now it's mundane – too many multiples
- Artists used to come to Chelsea because it was inexpensive. Not now.
- I understand why people used to come in the past but not now
- Local people are older, and they cling onto a legacy of TKR that just isn't there now. Need to address a younger generation
- Residents still talk about bringing back its past but that's not likely
- TKR has nostalgic memories – centre of creativity and rebellion. Centre of fashion for men and women. A global brand attracting stars. But now hard for (creative) people to afford
- Years ago it was iconic, lots of celebrities living here, a character in the 60s and 70s and unique shops. Now there are too many retail chains

## The Community

- Doesn't reflect local community
- There is money but also a bohemian feel – arts, culture, bohemian – Chelsea Arts Club. Edgy not mainstream. Expect high quality but like to be challenged
- Nowhere for locals to go
- Worry that if too many visitors it will drive residents out and lead to more absentee owners

## Shops

- Lots of shop closures – some come and go
- Before it was a better mix of independents, restaurants and nightlife
- A struggling street. Big change over of shops. Struggling to keep premises open. Losing English branded companies. Becoming like any other high street. Nothing unique. Needs to shift away from the status quo
- Changing population. In the 60s it was mods and rockers. These people are now in their 60 and 70s and are set in their way. They want butchers and bakers, but we need more than that.
- Who are the shops trying to attract? TKR falls between one type and the other. Hasn't decided
- All distinctive stores have been driven out
- In the 60s and 70s TKR did have lots of independent shops but now it's become too much large retail brands
- DoYS – international brands that soon disappear
- Would benefit from more effort to make its retail different
- In the 70s and 80s it did offer something different with lots of independent retailers at the western end where rents were lower. But now the central sector has declined which stops people exploring further westwards
- The retail is boring
- The shop fronts are bad
- Small independents are being squeezed out because it's becoming too expensive
- DoYS is good for rentals but it's very boring. Same old shops
- Council killed off the flower sellers
- This is a critical time for retailers – they need to up their game
- Local people don't use the type of shops on TKR. As a local I haven't been in any of the boutiques for ages
- Is a shop-led high street really the future?

- Need to rethink totally the tenant mix on TKR
- Let down by too many generic high street shops (Eaton, Pret, etc). Need to see more unique stores to draw you in
- Not really much for me as a local
- Too many coffee bars
- Feels expensive but not high value. It disguises itself as high end but why would I pay so much for this stuff?
- Challenge is as you move westwards. Becomes depressing and ropey
- Shops not that interesting or diverse – just clothes
- No visual coordination of shops
- Need to extend the shopping experience the whole length of TKR
- Loss of antiques market has reduced attraction
- Gets better the further west you go
- Peters off the further west you go
- Has progressed over the past 13 years + from a popular exclusive road into more of a high street feel
- Shops come and go frequently – lots of voids and change, which is not good for local people. People feel they have no say in what is happening and feel alienated
- Local people don't use TKR – most don't live as much in the area now (go outside Chelsea at weekends). So Saturday market is not locals
- Art dealers and antique dealers pushed out due to high rents. The dealers used to be a great draw. Now they are all in Mayfair
- Small boutiques, ladies' fashion, quirky little shops now being priced out – going to Marylebone High Street
- Shops ebb and flow with the market. Big retailers can ride the market – smaller once cannot
- More businesses that provide what internet can't – e.g. coffee shops, hairdressers
- Landlords need to take a long-term view to bring back unique shops
- Merging units has ruined diversity. Multiple retailers have moved in Big food stores kill the vibe
- Needs a coordinated approach to retailing - the quality of shopping is declining because of recent lets
- Tension between the need for residential amenities and attractions for visitors
- Shops come and go
- Little new creativity
- Concern that TKR shouldn't just go upmarket to meet needs of wealthy foreign visitors
- Peters out after Sydney Street
- Pavilion Road should have one big store, not lots of small ones
- Pavilion Road is fine but expensive
- Pavilion Road is great but very high end – local people don't use it
- Cadogan are proud of Pavilion Road but it's not for local people
- Sloane Street is a museum of big names with no personality. More security guards than shoppers

#### Traffic and Public Realm

- Pavements are crammed – need to create more pedestrian friendly zones
- It's tiered. It needs investment to make it better
- The public realm and transport are bad – it's a busy thoroughfare
- Too much traffic and not enough pedestrian space. It should be a street which families can enjoy but it's too difficult.
- Sloane Square lights system doesn't work
- Too much traffic. Pollution is a big problem. Road always being dug up
- Traffic is atrocious. Further down TKR it's just busses

- Busy traffic and road works with narrow pavements
- Too many cars and visitors have generated pressure on residents
- Traffic getting worse and worse
- TKR is always being dug up. Christmas week had two sets of temporary traffic lights leading to congestion and mayhem
- Dark and dinghy at night

#### Affordability

- After Grenfell we needed to rehouse local people. When offered housing there was concern that the area was too expensive – it's a no-go area for some people
- There is a strong sense of wealth and privilege
- Affordable places are going and being replaced by shops that are too expensive
- Rents are important – they kill entry because they are too high

#### Restaurants, hotels and night-time

- Dearth of decent restaurants
- When you get back from a day in the West end it all feels dead – especially Sloane Square
- Everything closes at 7
- Don't want to sound a NIMBY, but you can't trust people to behave respectfully
- McDonalds is a problem
- Pubs and restaurants not very exciting for Chelsea – lost that sort of dining experience
- No hotels – where do you stay in the area?
- In Mayfair summer nights are busy – but TKR is dead
- Restaurants don't open long enough
- People scared to go there because it's so empty
- Saatchii Gallery open late throughout the week, but visitors don't stay in Chelsea – why not?

#### Link with Sloane Square

- Our theatre is in Sloane Square and doesn't see TKR as part of our identity. TKR feels busy, bus heavy and a clothes shopping area
- The route from the station to TKR is difficult. Sloane Square station is a gateway – it is essential to include it in any enhancement, but the rest of the square must be included too – don't bypass the theatre in any improvements
- Sloane Square should be better incorporated. It is the entrance and needs to be better joined to TKR as an extra draw to people
- Sloane Square lets the side down. Should be used better to draw people in
- No one goes to Sloane Square. What would happen if Peter Jones went?

#### Links with other facilities

- Sad to see the Curzon go – it was something different – its replacement is not what is needed
- Lots of groups trying to establish partnerships but very little coherence of narrative. This allows the vacuum to be filled by Made in Chelsea. Is it history or reality? There is no USP for Chelsea
- Cadogan and Sloane Stanley are missing a trick – Chelsea is somewhere different – not just in its history but in today
- Chelsea Arts Weeks has moved because of lack of support
- It's a very static environment with very little fluidity to link the retailers, restaurants and institutions

- Institutions are seen as competition, not supporters, of retail. We are never included on local shopping maps

#### Promotion

- Chelsea isn't marketed as well as other London neighbourhoods – Old Street, Shoreditch, Notting Hill, Portobello Road

### 3. Visions for the future

#### General

- TKR is well positioned to evolve and survive
- TKR has an advantage over most high streets. It has a recognised name, it has a history (the King's route), it's considered British, it has the potential to stand out
- Make TKR a nice place to go to
- Need to talk to younger people. Older people have disproportionate vote
- Needs pizzazz to improve it
- Need to draw people up this long and narrow road
- Redevelopments are great but you need something more. Look at High Street Kensington – it's dying
- Needs to be a destination but more than just a shopping street
- Need investors with patient money – investing for the future
- Aim for a slightly quieter but more vibrant TKR
- Cadogan understands how to grow with the community
- Vibrant during normal working/shopping day but respectful of the local resident community with quiet evenings and Sundays
- Should be a destination area
- Landlords need to work out what they want TKR to be
- We need to attract visitors and do what is necessary to do so
- Need to offer more than people can get online
- Be clear what we are aiming for – Gucci? Creative? Oxford Street?
- Make life sustainable for the local community – otherwise you will drive people away and cause resentment
- Don't go for empty investment houses and foreign visitors
- Locals are very rich. They live here because of its character. They want it to be busy but not too busy
- Local people want edgy but not exclusive – they don't want to be priced out
- Want more residents to use TKR
- Support Cadogan's aim of ensuring the area remains a destination but mustn't squeeze out the resident interests
- Security is important – invest in CCTV
- Should be safe for visitors, residents, shopkeepers and employees - lots of CCTV cameras currently but they are not joined-up

#### Mix

- Bring back the quirkiness. Knightsbridge is VERY exclusive – don't go down that route. Quirky, inclusive, colourful without being too expensive.
- Need to actively curate the mix. Get rid of the uses that damage the street (banks, empty shops, charity shops) and replace with interesting and independent retailers., eating and drinking
- Make it an experience
- Independent stores need to be encouraged

- More younger, independent, energetic shops
- But need a mix of stable stores too. Need enough ordinary shops too mixed with independent stores and restaurants.
- Need more and better shops. Not just exciting shops – we need normal ones. Normal people have to shop too
- Want shops, bars and clubs that local people can participate in but in a mixed economy. Anthropology is nice and wacky but we need M&S too
- So need to make TKR funky but not too expensive for the people who work here
- Need local shops for local people
- Need amenities for employees
- Like NYC, link the aspects with local resident priority card which local people liked, and it created a predictable clientele which is more sustainable than just tourists
- TKR should not try to compete with other high streets – it's not suitable for a high-volume retail environment – pavements are too narrow
- More reasons to walk the full length
- Need more reasons to go from point to point
- Need a variety of interesting shops
- More smaller shops to create a special quality for TKR – needs curating
- Move back to a variety of smaller units
- Independent stores need to be encouraged
- More younger, independent, energetic shops
- Look to alternative uses apart from retail. Reduce the number of shops on the periphery
- Need diversity and real creativity
- Should be backing and subsidising creativity in arts and fashion
- Need a mix of creative and edgy people. Artisans living above the shop to get started – five-year leases
- Should be backing and subsidising creativity in arts and fashion
- Need more short lets to attract newer creative people
- Support creative talent and encourage it to come forward
- Managed works space – easy in, easy out
- Need to recognise the evolution of retail – move towards more experience and more entertaining activities
- Incubators for new creatives but aimed at quality customer base – craft and artistic
- Needs more diversity, more interest, more boutiques
- Smaller shops and pop-up shops
- We are moving towards a service led high street, but we need ways to bring people in e.g. collection stores
- Order online and pick-up
- Needs multiple attractions and attractions – not just a boring place
- New energy needed further west
- Look at planning rules to facilitate changes in use of buildings for retail
- Need more landlord flexibility on empty shops
- Better restaurant mix would be good
- Better food provision to drive visitors
- More restaurants for day and night
- Reduce number of cafes and restaurants but look at food courts

#### Traffic and public realm

- Less traffic on TKR

- Make it more enjoyable and pedestrian friendly
- Make it very clean. More pedestrian space. More refuge space. More lighting
- Pedestrianise TKR. Create a Parisian boulevard
- More greenery

#### Links with neighbouring institutions

- Needs a Chelsea village feel
- Make use of all the cultural stuff on our doorstep
- Need to link TKR retail with culture and heritage on parallel streets
- Make use of all the cultural stuff on our doorstep
- Need to link TKR retail with culture and heritage on parallel streets
- TKR has sleeping cultural giants that need waking up – Saatchi, Royal Hospital, National Army museum, Chelsea Physic Garden. The narrative of Chelsea – it's a very special place to come, but you need to look beyond the high street. The brand should be Chelsea with TKR as its heart
- TKR faces competition from grotty high streets looking to evolve. TKR must use what it already has there – not just retail but all the surrounding assets – link the cultural beast of Chelsea to the retail to promote brand Chelsea
- Cadogan does not have a monopoly on the Chelsea brand – it is an arts brand as well as retail
- Need to engage RBK&C to include Chelsea in a whole borough narrative – link Chelsea with the east and west
- RBK&C is careful with its cultural heritage and supports its cultural assets, but there is only half-hearted buy in from corporates to events, exhibitions and publications. There are lots of local artists
- Need to work with Sloane Stanley to curate tenants and use common space best. Promote and participate in arts weekend, etc
- We can now order everything we want from home. Its experiences that will bring people out – cinemas, Saatchi gallery. These are reasons to visit
- Create a Chelsea Heritage Quarter of existing institutions – one step off TKR
- Build on visitor and heritage centres of institutions (e.g. National Army Museum)
- Find reasons for people to step off TKR
- Needs to promote the whole area – National Army Museum, Physic Garden, Royal Hospital
- Need to create link with Pavilion Road, Knightsbridge and Harrods
- Ideally placed because of the existing shopping and cultural mix. Make it all part of a bigger experience
- Saatchii Gallery attracts people with higher spending power – need to encourage them to spend time in TKR not just Sloane Square
- Work with hotels and local schools to bring more visitors to exhibitions and then TKR - so it's more than just shopping
- Institutions need to be better engaged – signposted, showcased, pop-up shops, exhibition space

#### Events

- It's not just retail, it's a wider lifestyle – Chelsea Flower Show, show jumping, and other events bring more people in and should be used more to enhance the reputation and economic activity of the wider area
- Why does TKR not make more of the Chelsea Flower Show? All those people and no one comes to TKR
- Need to create theatre along the whole road
- DoYS market has a buzz. Clearly food-based events attract people
- Check why people are coming to the market at DoYS – what is it that attracts them?
- Chelsea History Festival works well over a wider area

- Needs one big landmark event each year to pull people in, celebrate its heritage with art at the centre to remind people what Chelsea is about – cultural and vibrant
- Other districts have night-time shopping events every summer – why doesn't TKR?

#### 24 hr high street

- Support 24 hr high street. There is always concern about alcohol and licencing, but you can do more than that. Management is what's important. You can have 24 hr licence if it's well managed. But need to take residents with us. If anywhere is going to get it right its TKR. RBK&C need to enforce licencing
- Need to promote an evening economy but balanced with good management
- Need to define night-time economy. It doesn't have to be just drinking
- Support more restaurants in the middle ground to complement cafes and high-end restaurants
- Support but residents are older and will oppose anything at night
- Support a late-night trade and economy. Needs a genuine lively night-time economy but some residents don't like it
- Curzon could be the basis for late night economy
- Would help is controlled existing 3am deliveries
- Residents won't mind activity up to 20:00 or if it is separate and enclosed
- Evening, not night-time
- Prefer a twilight economy – night-time economy gets residents concerned
- Extend hours but regulate strongly
- Residents happy to see to 22:00 but no later
- Evening, not night-time
- Support quiet restaurants but not loud night clubs
- Carefully negotiate with residents, especially those living above shops. It's easy to say yes to night-time economy if you don't live there
- All want late-night economy but not on their doorsteps. Residents live within feet of TKR. It is not a place for late-night economy
- High-end late-night economy is acceptable to residents, but not pubs and fast food take-aways
- Cinema coming back will be good
- Look for higher-end opportunities – some scope for vibrant restaurants
- Great supporter of late-night economy – could expand it. Licencing is a nuisance and residents see it as a villain

#### History

- Celebrate its history – have historic posts and markers
- Should celebrate its history visually – not living in the past but celebrating it

#### Medical tourism

- Potential for more medical activity in and around TKR. There is a clear future in Chelsea
- Shopping in Chelsea is a draw for the hospitals
- Hospitals are looking to expand
- These world class Hospitals are popular with an aging local population
- Should build on the medical services hub based on the three hospitals – a centre of excellence. Need to create infrastructure to support it
- Need to see the impact of Brexit on medical tourism – UK has become less attractive since the vote

#### 4. The BID

- Good to have. What's not to like? Safe, clean, well-managed
- Strong advocate of BIDs having been sent to see them in operation in the USA in 2002
- Great idea so long as they add value – additionality
- Not a huge fan of more taxation. But good for businesses to put their money where their mouth is
- Will benefit TKR and enhance rents
- Fully support
- Support a BID. Need to create a particular feel and this means everyone pulling in the same direction. Build trust towards a common goal
- Good that it will be business led
- Support - a good vehicle to curate the street given the multiple ownership. This will drive-up asset value (although occupiers might not like that)
- Fully support BID
- There hasn't been a need in the past, but the decline in retail has changed that
- Support in principle
- RBK&C will support
- Support BID
- Support BID
- As a resident, I'm very supportive of a BID
- Worked with BIDs in New York City so very supportive
- Good idea - as a resident I am very enthused by the whole idea
- Really good idea
- Strongly support. Would want to contribute to, even though not a business
- Depends on resources and need to monitor impact. Its activities mustn't negatively affect residents
- Need to get Sloane Stanley involved
- Needs to include Lots Road
- Needs to include Sloane Square
- Include Amenity Society on the Board
- Need to get community involved - otherwise shops, institutions, etc feel they are working in isolation. BID should bring them all together
- Need to work closely with the local authority
- BID should be a proactive vehicle – at the moment everything is reactive
- Big institutions (e.g. Saatchi Gallery) bring people into the district and should be represented on BID
- Needs a strategy. Structural change needs a strategic response
- The key thing is to increase footfall and attract more customers for retailers
- Need to show return on investment
- BID should include promotion, branding and curating
- Role of BID – a bit of everything. But find out what visitors want and what will attract them and then drive that delivery
- Good if BID helped congestion and pollution issues
- BID should use its powers to curate better
- Good if initiative to reduce delivery lorries
- Good to have a loyalty scheme
- BID should bring all the local elements together and market the district
- What will a BID do to support resident concerns?
- Worried that some resident groups are narrow and self-centred. They are no longer doing the job they used to do well. A small number of individuals say they are speaking for the many

- BID should help to get people around the table

### Additional

#### Crossrail 2

- Crossrail 2 has stifled development and ambition. Difficult to plan with the blight.
- At £1bn for the Victoria-Clapham Junction loop it won't happen. We don't need it.
- Need Crossrail 2 – a big positive impact
- Need to ensure it doesn't hamper hospital development potential
- Crossrail 2 will make a big difference
- Majority of people are against. Impact on housing stock. Disruption during construction
- Why would people want to get off at TKR? Need attractions to make people get off
- It will encourage more people to come but it's a poisonous issue for two reasons. Principle – wealthy residents don't want hordes of people; practical – local people don't want years of disruption. Maybe it should be at Fulham
- Crossrail split views – it's been kicked into the long grass
- Need Crossrail to bring in more people for work (nurses and teachers). Once in a generation opportunity – mustn't miss it
- Very divisive – it's like Brexit. Older people oppose, younger support
- Residents objected. 10 years construction disruption with no local benefit. Lowering of local quality of life. Better at World's End
- A big impact – the best thing that ever happened
- Local people only see the disruption of construction not the benefits 10-15 years after

**Appendix C**  
**Retailer interview results**

<b>BUSINESS NAME</b>	<b>COMMENTS</b>	
<b>TROTTERS</b>	The store manager was happy to chat, she explained that business was good and that they have many local regulars, but that CRIME was a major concern, both instore pickpocketing/purse thieves and organised gangs stealing stock. She said crime was a regular, almost daily issue and that the police are unable to help. WASTE COLLECTION good (First Mile), STREET CLEANLINESS good but constant ROADWORKS made the area noisy and unpleasant for shoppers, FOOTFALL dramatically down on 2018. Impressed with idea of Street Wardens to help with crime, and events to promote the area which she felt has lost its niche feel and vibrancy over the last 5-10 years. Thinks a BID would be an excellent idea.	<b>SUPPORTIVE</b>
<b>THE KOOPLES</b>	The store manager was happy to chat and had very similar concerns to the staff at Trotters. She said the ROADWORKS were very disruptive and caused noise and dust in the store and she feels it definitely puts customers off visiting King's Road. CRIME again is a great concern, particularly card fraud by organised groups of well-dressed individuals (apparently there are regular groups of people committing the crimes). Another issue is bicycle crime, people on bikes stealing from the shop window. FOOTFALL down on 2018. STREET CLEANLINESS good, WASTE COLLECTION good. Very encouraged by the idea of BID and had worked at another store within a BID before and feels the idea of street wardens could make a real difference but also feels the area needs to find a way to attract younger, more affluent shoppers. Feels the area is not as much of a destination for the wealthy as it used to be. Lost its niche, boutique, elite feel. Lacks 'young and trendy' customers.	<b>SUPPORTIVE</b>
<b>FOXTONS</b>	Branch Manager was happy to chat but felt that their business was different to the other retail businesses on the street. No issues with CRIME, STREET CLEANLINESS good, WASTE COLLECTION good, FOOTFALL low compared to other branches. She also felt there are not enough things for people to do on King's Road, not enough cafes and restaurants or much of a 'vibe' compared to other areas, she used to work in a branch near Victoria, and she felt it had much more going on and more to do at lunchtimes with local events and markets, she felt King's Road has become 'boring/bland'. She seemed positive about a potential BID, mainly for increasing footfall and making the area 'cool' and desirable again.	<b>SUPPORTIVE</b>
<b>INTIMISSI</b>	Store Adviser could only chat for a minute and only mentioned CRIME and FOOTFALL. Has asked me to email more information.	<b>SUPPORTIVE</b>

<b>BOOTS</b>	Latoya was not available but her store adviser Rashid (he didn't want to provide a surname) was happy to chat briefly. He has also asked me to email Latoya with the same questions so that she can provide feedback. Rashid said they have many issues with CRIME, theft from the store, even of cheaper goods. They have installed CCTV within the store, but it has not worked as much of a deterrent. He felt that a BID and Street Wardens would be a very good idea, some sort of security presence on the street to deter thieves. He said it is a very busy store as there is not another pharmacy locally, and that they have lots of regular local customers who know the pharmacist well. STREET CLEANLINESS good, WASTE COLLECTION good, FOOTFALL good. Main concern and where a BID could help most would be CRIME.	<b>SUPPORTIVE</b>
<b>RUSSELL AND BROMLEY</b>	The store was very busy, and the store manager was happy to provide his details so I can email him. Had heard of BID's and was keen to hear more.	<b>SUPPORTIVE</b>
<b>HOBBS</b>	The Store Manager was happy to chat briefly as the store was busy; she has worked at the store for 5 years and had many issues with CRIME, and much like other stores locally she had concerns both about in-store pickpocketing and stock theft, explaining that it is a regular and very serious issue. She said the thieves are often well dressed and although there is a whatsapp group between some stores in King's Road to warn when crimes have taken place, she felt it was not very effective. Again, FOOTFALL is majorly down, she blamed constant roadworks, online shopping, not enough 'cool' bars and restaurants for young people to want to come and shop, eat, drink etc. Not enough events (markets etc) to attract people. She was very positive about the idea of a BID, but sceptical as to how quickly results would be seen.	<b>SUPPORTIVE</b>
<b>GERARD DAREL</b>	Store Manager was keen to talk, he had previously worked in a store near Regents Street and had benefitted from help from the Regents Street Association and has always been surprised King's Road does not have anything similar. CRIME is a major issue, well dressed, organised gangs targeting stores when they are busy, so the staff are distracted. Also issues with bicycle thieves and the police can't help/take too long. Also concerned about ROADWORKS putting customers off, but also the dust and noise causing issues for staff too, he felt it was not an inspiring or pleasant place to work. Too much traffic. STREET CLEANLINESS ok, WASTE MANAGEMENT ok, CRIME major concern, FOOTFALL 'painfully' slow compared to his store near Regents Street, he felt it is not a 'desirable' shopping destination. Could be 'cooler', he really hopes a BID is established so that the area can be promoted, and crime decreased.	<b>SUPPORTIVE</b>
<b>PELTON</b>	The store was very busy, so only managed a brief chat with the showroom manager. They are unique in the sense they don't have goods which can be stolen but have experienced some card fraud. Her main concern was FOOTFALL, and the need to encourage younger people to the area - their business is fitness and although the showroom is very successful, they do feel promotion of the area would be helpful. STREET CLEANLINESS good, WASTE COLLECTION good, CRIME not a major issue. Was a quick conversation but overall response to idea of BID was positive.	<b>SUPPORTIVE</b>

<b>GHOST</b>	Managed a brief chat with the store manager who expressed very much the same concerns about the area. CRIME was a major issue and only yesterday someone had tried to steal stock from the shop floor while the staff were busy with customers. Some sort of warning system would be good, they have never seen police patrolling the streets and feel a uniformed street presence would be very useful. Also, she found it surprising that there were not more 'King's Road' shopping events and promotions, and also more late-night events, perhaps with concerns in the square etc. She thought a BID would be a good idea (although had not heard of one before). STREET CLEANLINESS could be better, WASTE COLLECTION they use First Mile and have not had any issues. FOOTFALL consistent.	<b>SUPPORTIVE</b>
<b>SCRIBBLER</b>	Store manager asked me to contact her by email. Supportive but no feedback to date.	<b>SUPPORTIVE</b>
<b>RYMAN</b>	Branch Manager was happy to chat briefly, he felt FOOTFALL was down on recent years and having worked here for over 5 years felt that the area had lost some of its vibrancy. He was interested in how BID's could improve an area FOOTFALL and said it would be a positive thing. CRIME also an issue in terms of in-store theft, so STREET WARDENS and communication with other local stores about thieves would be useful.	<b>SUPPORTIVE</b>
<b>RABBIT</b>	Store Manager could not speak for too long, he had not heard of BID's but felt it seemed like a positive for the area which he said lacked a feeling of community. CRIME was an issue and they felt the streets were often full of rubbish from 5pm. Liked the idea of STREET WARDENS and RECYCLING schemes.	<b>SUPPORTIVE</b>
<b>BA&amp;SH</b>	We managed a brief chat - her greatest concern was WASTE and the state of the streets by 6pm when every single business puts their rubbish bags outside. She said it makes it very unappealing for evening shoppers, and in fact several customers said it had put them off coming after 5pm. She also feels the street would benefit from late night shopping events. She felt the area was still very attractive and desirable to wealthy and sophisticated shoppers and would not want to see that change. CRIME also an issue and they have had several attempted and successful robberies of stock recently. She said weekend staff feel particularly unsafe because it's so much busier and a street warden presence would be useful, and also a way to communicate with other stores in the road to warn them. Overall a positive response to the idea of a BID in the area.	<b>SUPPORTIVE</b>
<b>ECCO</b>	Store adviser was not too keen to talk, but said CRIME was a major concern, and that she had spoken to other shop assistants and the feeling was that the road had become less safe and they often felt vulnerable when in the store, especially weekends.	<b>SUPPORTIVE</b>
<b>SHIRO</b>	Store adviser was happy to chat, she has worked at the store for 1.5 years and feels the area is not what she had been expecting. She used to work in a store near Knightsbridge and thought King's Road/Chelsea would be similar cliental, and a similarly chic area - which she does not find it to be. She said it's very quiet compared to their other store, and it seems to have much less people on the streets and many issues with CRIME, both organised and younger people stealing make-up from in the store. She also said that she often hears from customers that the area is not as clean or attractive as it used to be and finds it to be quite dirty after lunchtime, with lots of bin bags left outside stores and street litter. She had not heard of BIDS but thought the concept sounded like a very positive idea for the area.	<b>SUPPORTIVE</b>

<b>CHELSEA EYE CENTRE</b>	Store Manager had heard of BID's and was positive about the idea but asked me to contact via email because they have always been very busy with appointments and walk-in customers. Her only comment was CRIME being an issue and they had a break in last month.	<b>SUPPORTIVE</b>
<b>WATERSTONES</b>	The Branch Manager was new (Moved from Wimbledon branch) and has only been based on King's Road for 3 weeks. He had heard of BID's and was extremely supportive of the idea. He said he had worked with the BID in Wimbledon and they had held several BID related events at the store. So far, his only concern at King's Road store is much higher rate of petty theft (CRIME), so it would be helpful for them to have support of the BID - he said this hadn't been much of an issue at the Wimbledon branch. FOOTFALL was also less than expected and less on last year (2018).	<b>SUPPORTIVE</b>
<b>REVITAL</b>	Store Manager could not speak for long as the store was very busy, he had not heard of BID's but felt it seemed like a positive for the area which he said lacked a feeling of community, and CRIME was a major issue and they have had to install in-store CCTV to try and combat theft. He felt there was not enough of a focus on recycling in the area, and that the streets were often full of rubbish from 5pm. Liked the idea of STREET WARDENS and RECYCLING schemes.	<b>SUPPORTIVE</b>
<b>LLOYDS BANK</b>	Branch Manager has worked with BID's before and felt it would be a very positive thing for the area. Main issue was CRIME and their cash machine has been broken into many times. Also concerns about the cleanliness of the streets.	<b>SUPPORTIVE</b>
<b>YAMAMAY</b>	Store Manager has asked for any questions to be sent via email; she was nervous of having any discussions without her manager present. Had not heard of BID's, said anything to help the CRIME issue would be helpful.	<b>SUPPORTIVE</b>
<b>LK BENNETT</b>	Store Manager was keen to chat but only had a short time. The store has experienced issues/conflict with regards to WASTE COLLECTION, with local residents complaining when they leave their rubbish outside.	<b>SUPPORTIVE</b>
<b>SOFA WORKSHOP</b>	Store Manager was happy to chat about the area and BID's. They have no issues with WASTE COLLECTION but did feel more could be done to promote recycling in the area. She often has to work late and feels safe as there are 2 bars opposite the store that have bouncers. In terms of CRIME they don't experience issues in the same way as many of the other retailers as it would be quite hard to steal a sofa! However, they did have their MAC computer stolen last year during a night time break-in, they have since moved the computer but would like to see more CCTV on the street. The store manager used to work in their store on TCR so had heard of BID's and was extremely positive about the concept, FOOTFALL has fallen since last year, and he feels there is not much to draw people to this end of King's Road.	<b>SUPPORTIVE</b>
<b>DESIGNERS GUILD</b>	Store Manager was very happy to chat and had heard of BID's and felt it would be a very positive thing for particularly for this end of King's Road, which tends to be much quieter than the Sloane Square end. She feels that the Fire Station is a block for most people as they assume it's the end of King's Road in terms of shops, bars, restaurants etc. They do have issues with professional thieves stealing items to order (CRIME). She felt the idea of STREET WARDENS and communication between local businesses would be very useful. FOOTFALL has fallen in the last 3 years, most people think they are just a showroom but in fact they are also a store, which she feels could be busier. Events to promote this end of the street would be a positive thing. She also had concerns about the building opposite having been empty for so many years, she thinks it affects footfall. It would be good to also see more outdoor spaces for people to sit so that this end of the street was a more exciting/inviting place to pass time.	<b>SUPPORTIVE</b>

<b>BLUEBIRD RESTAURANT</b>	High end café/restaurant spoke with the Reception Manager who explained they had had to increase security in the last year due to handbag theft within the restaurant/bar. They have some CCTV but felt CCTV should exist on King's Road itself so thieves could be tracked/and for general safety/security. They used to be much busier during the week but recently it has been mainly weekend trade and they would like to see promotional events/marketing to bring back younger people to the area for eating and drinking. FOOTFALL down on the last 3 years. Would be interested in hosting and taking part in events, especially weekday/evenings. They have a contract with FIRST MILE for waste collection.	<b>SUPPORTIVE</b>
<b>VELORUTION</b>	This store has only been open for 4 months. I spoke with the Operations Manager Andy. He had heard of BID's (specifically TFP) and thought it would be an excellent idea for King's Road, especially this end (past the Fire Station). He said FOOTFALL was quieter than anticipated and would really like the business to get involved in events in the area. He did mention a local group called The 'King's Road Curve' who work together to look after their little pocket of King's Road, and they had recently organised an event with the Mayor. He felt that this end of King's Road is very neglected, especially this time of year when no money seems to have been invested in any Christmas events or decorations/exciting lights, given the road is supposed to be a major London shopping destination. CRIME had already been an issue in the short time they have been open, in the first week they experienced a night-time smash and grab and lost several bikes. They have since installed shutters but were shocked to find no CCTV on King's Road. No comments re: WASTE COLLECTION.	<b>SUPPORTIVE</b>
<b>LEYLAND SDM</b>	Store Manager said that the business (DIY Store) has been quiet for the last 2 years, he blamed people shopping online and a reduction in permanent local residents (saying people had left the area and houses sold to foreign owners who didn't reside in the houses permanently). He also said he felt this end of the street is neglected and the Christmas lights this year are particularly disappointing. He had not heard of BID's but felt anything to improve the area in terms of increasing FOOTFALL and promoting the area would be good, he suggested a huge sign at the fire station explaining there are many more shops along this end of the road. They have had many issues with theft (CRIME) from the shop and have employed a security guard. They have a contract with First Mile for WASTE COLLECTION.	<b>SUPPORTIVE</b>
<b>RYMAN</b>	Brief chat with the store manager, they have a store at the other end of King's Road which takes twice the amount of revenue. He felt this end of the street is overlooked when it comes to cleanliness, street decoration, eating and drinking terraces etc, so people aren't encouraged to come and spend time at this end of the road. FOOTFALL has always been low but is even lower this year. He hadn't heard of BID's but felt it would be a good idea, especially to help this end of the road. CRIME not mentioned. WASTE COLLECTION contract with FIRST MILE.	<b>SUPPORTIVE</b>
<b>BARCLAYS BANK</b>	The Branch manager Tom only had a few minutes to speak, he did not want to speak on behalf of the bank and was not sure about their general policy with regards to BID's. However he did explain that their cash machine had been broken into recently and that he felt crime on the street in general was an issue. No issues to mention with regards to STREET CLEANLINESS or WASTE COLLECTION.	<b>UNKNOWN</b>
<b>JOE AND THE JUICE</b>	Manager had only been in place for 3 months and used to work in the branch closer to Sloane Square - FOOTFALL she said was much quieter at this end and that it didn't feel 'like it was even part of King's Road'. She had not heard of BID's but said it would be a good thing if there was a way to encourage people to come to this end of King's Road. CRIME not an issue. WASTE COLLECTION agreement with First Mile. Felt this year's Christmas Lights were very disappointing and felt the area was losing its upmarket feel.	<b>SUPPORTIVE</b>

<b>BYRON BURGERS</b>	The restaurant manager said the restaurant had been much quieter this year than last, and he felt that the area in general was much quieter. FOOTFALL is down and he was interested in how events and marketing could promote an area and encourage more people to visit and shop/eat. Had not heard of BID's but in general felt it could be positive. WASTE COLLECTION agreement with First Mile. CRIME not mentioned.	<b>SUPPORTIVE</b>
<b>SILVERA</b>	Laure was happy to chat briefly as she was expecting a client, she had not heard of BID's but felt it might be positive. She was interested in ways they could promote their business locally, with local residents, they are a relatively new and felt FOOTFALL could be improved and also promoting the street outside of the local area. She said there was not much of a feeling of community on the street, with limited contact with other retailers/businesses. It would be good if events could bring the road together more. She felt the road still has the high-end feel, but that it could be made much more attractive, wider pavements, more outdoor eating / drinking areas to encourage people to spend more time here. CRIME no issues. WASTE no issues.	<b>SUPPORTIVE</b>
<b>PEGGY PORSHEN</b>	Manager said she had not heard of BID's but was supportive of anything which would improve the area in terms of cleanliness/decoration. She said that it felt a lot quieter at this end of the street than towards the Sloane Square end, but that this business itself was very busy and had increased FOOTFALL to this end of King's Road as people came specifically to have their photos taken outside the store/tourists. CRIME was not an issue, but she had heard that petty thieves operated in the area and they do have CCTV in the cafe but felt it would be good to have CCTV on the road itself. She mentioned how many boarded-up shops there were and if anything could be done to change that. In general, supportive of the concept of a BID.	<b>SUPPORTIVE</b>
<b>STARBUCKS</b>	Ozkan had not heard of BID's but was happy to chat briefly. He said they have had several issues of people coming in to use the toilet (that were not customers) and there had been 3 incidents of vandalism, so now they have to use a code - he felt this was unexpected for the area and he had heard it has happened in many of the cafes. He also regularly chats with lots of local store managers when they come to get coffee and hears lots about local professional thieves and said there seems to be a major issue in the area with crime. In his time as manager (1.5 years) they have also had almost 30 cases of handbag and laptop theft. He feels the police don't support local businesses so some sort of crime prevention and support would be welcomed by the road.	<b>SUPPORTIVE</b>
<b>TIGER TIGER</b>	Andrea has been the manager for 3 months and has been overwhelmed with cases of shoplifting and would like to see a system of communication between the local stores, she used to work at the Tottenham Court Road store where a system was in place (She had heard of the BID there). She thinks a BID would be an excellent idea for the Kings Road and felt surprised when she first started that it didn't already exist. She also felt there could be more in terms of community events on the road.	<b>SUPPORTIVE</b>
<b>NATWEST</b>	Branch Manager said it is one of their quieter branches, FOOTFALL could be better. CRIME not an issue since the branch opened but they do have their own security. Had not heard of BIDS but thought it would be a positive thing for the area. Brief chat as he was busy.	<b>SUPPORTIVE</b>

<b>METRO BANK</b>	Branch Manager said it was a busy branch, they have their own security as have had issues in the past with cash machine break-ins. Had heard of BID's, thought Street Wardens would work very well on King's Road. WASTE collected by First Mile. FOOTFALL not an issue. Mentioned lack of events like in past years and also 'uninspiring' Christmas lights this year.	<b>SUPPORTIVE</b>
<b>FIVE GUYS RESTAURANT</b>	Brief chat with restaurant manager - had heard of BID's as used to work in Oxford Circus branch, said idea was positive and that they had got involved with a loyalty scheme for local workers/residents and he felt something like that would work well here. WASTE no issues. CRIME no issues. He said the restaurant is very busy, as busy as it was in Oxford Circus.	<b>SUPPORTIVE</b>
<b>CARPHONE WAREHOUSE</b>	Heard of BID's as used to work on Tottenham Court Road, positive. Brief chat as store very busy.	<b>SUPPORTIVE</b>
<b>HOLLAND AND BARRETT</b>	Manager was visiting from another store but said that it was a busy store, no real concerns re: FOOTFALL. Issues with CRIME and they have installed CCTV in the store which has improved things. No issues with regards to WASTE. Had heard of BID's and felt it was not needed on King's Road as she felt the area is thriving and safe. She was not keen on continuing the conversation and was generally unsupportive.	<b>UNSUPPORTIVE</b>
<b>EAT</b>	Positive in theory, asked me to email head office. Concerns re: FOOTFALL mentioned.	<b>SUPPORTIVE</b>
<b>STICKS AND SUSHI</b>	Spoke with 2 Managers who said the restaurant was very busy most of the time and they had no concerns re: FOOTFALL, however said it would be good to get involved in events in the area. Have not heard of BID's but felt the idea was positive. Have experienced some issues with CRIME (theft of bags etc within the restaurant when very busy) so interested in STREET WARDENS. WASTE no issues.	<b>SUPPORTIVE</b>
<b>MARKS AND SPENCER</b>	Manager was happy to chat, had heard of BID's and wanted to discuss what could be done about CRIME - shoplifting is a major issue for this store. They have security but it's still a major issue. Interested in concept of Street Wardens. Happy to hear more about BID's, in general supportive. WASTE no issues. FOOTFALL no issues - he said store is always busy. He felt more the street had lost its appeal from a visual perspective, he said it could do with more plants and flowers and areas to sit and pass time, he felt the constant traffic also put people off coming to the road - suggested car free days.	<b>SUPPORTIVE</b>
<b>CALZEDONIA</b>	Store was busy as it was later in the day, but the supervisor said their main issue in the store is a great deal of CRIME, they don't have security and would be very interested in any assistance with regards to this. I mentioned Street Wardens and she felt it was a good idea. She also said in the 5 years she has worked there that she felt the street has lost some of its 'Glamour'	<b>SUPPORTIVE</b>
<b>MCDONALDS</b>	Restaurant was very busy, so it was a very brief chat, she suggested I contact head office but in theory thought anything to improve the area was positive. They have issues with homeless people refusing to leave the restaurant.	<b>SUPPORTIVE</b>
<b>PRET A MANGER</b>	Supportive of concept of BID but asked me to deal with head office. No major issues raised, just FOOTFALL saying the road seemed quiet for the time of year.	<b>SUPPORTIVE</b>

BUSINESS NAME	CONTACT NAME	CONTACT JOB TITLE
TROTTERS	Zehra Amra	Store Manager
THE KOOPLES	Michaela Cabras	Store Manager
FOXTONS	Noura Rashid	Branch Manager
INTIMISSI	Viola Indigo	Store Adviser
BOOTS	Latoya Walker	Branch Manager
RUSSELL AND BROMLEY	Harry Simpson	Store Manager
HOBBS	Jakelyne Freeman	Store Manager
GERARD DAREL	Khan Sadik	Store Manager
PELTON	Rebecca Watson	Showroom Manager
GHOST	Annalyn Perea Chandrasekera	Store Manager
SCRIBBLER	Kate Made	Store Manager
RYMAN	Virish Patel	Branch Manager
RABBIT	Izabela Oliveira	Area Manager
BA&SH	Anna Lateocha	Store Manager
ECCO	Nikela	Store Adviser
SHIRO	Tatiana Gohil	Store Manager
CHELSEA EYE CENTRE	Sheenal Patel	Store Manager
WATERSTONES	Ben Icke	Branch Manager
REVITAL	Paul Harvey	Store Manager
LLOYDS BANK	Helen Watson	Bank Manager
YAMAMAY	Elizabeth	Store Manager
LK BENNETT (Outlet 239 King	Naz	Store Manager
SOFA WORKSHOP (324 KINGS	Andrew	Store Manager
DESIGNERS GUILD	Sam Moore	Retail Manager
BLUEBIRD RESTAURANT (350	Valeria	Reception Manager
VELORUTION (325 KINGS ROA	Miranda Smith and Andy Hefferman	Operations Manager
LEYLAND SDM (349 KINGS RO	Andrew mitchell	Store Manager
RYMAN (345 KINGS ROAD)	Steven	Store Manager
BARCLAYS BANK	Tom Lemer	Branch Manager
JOE AND THE JUICE (289 KING	Anna	Store Manager
BYRON BURGERS (300 KINGS	Luigi	Restaurant Manager
SILVERA (245 KINGS ROAD)	Laure Maille	General Manager
PEGGY PORSHEN (219 KINGS	Mamou	Store Manager
STARBUCKS	Ozkan	Barista Team
TIGER TIGER	Andrea (Store Manager)	Store Manager
NATWEST	Vee Ahmed	Customer Service Manager
METRO BANK	Brendon Kelly	Branch Manager
FIVE GUYS RESTAURANT	George	Restaurant Manager
CARPHONE WAREHOUSE	Fahad	Store Advisor
HOLLAND AND BARRETT	Fiona Liu	Branch Manager
EAT	Sam	Manager
STICKS AND SUSHI	Emily/Sylvie	Manager
MARKS AND SPENCER	Steven	Store Manager
CALZEDONIA	Alessia	Store Advisor
MCDONALDS	Caroline	Branch Manager
PRET A MANGER	Michelle	Branch Manager

## Appendix D

### Business Improvement District model

Governed by Government legislation and regulations, Business Improvement Districts are statutorily established once voted for by the majority of businesses in an area and have a maximum term of five years before returning to their electorate for renewal. Once a majority vote had been achieved, the BID levy becomes mandatory on all defined ratepayers.

The ballot needs to satisfy two tests – a majority in number of those voting and a majority in proportion of rateable value of those voting. The BID levy can only come into effect if these two tests are met. The BID levy is then applicable to all eligible businesses.

#### BID sector operating environment

There are over 300 BIDs in the UK, approaching 10% more than 2017, suggesting an increasing benefit to the local business communities where BIDs are operating. There are currently c50 BIDs at a development stage, double that at the same time in 2018 further confirming their increasing popularity, not just amongst the business community but within the public and third sectors given the significant reductions in public funding over the past 5-10 years.

In the past twelve months c70 BIDs have come to ballot, either new or at various stages of their term. c30 new BIDs came into being during the last year. These new first term BIDs also show that there is a continued growth in smaller, and different sorts of BID, with 10 of the 27 having fewer than 300 hereditaments. Five BIDs failed at ballot in the past 12 months, two at renewal and three for a first term. The overall success rate for the 513 ballots from 2005 to July 2018 was 97%. The average turnout for ballots is at 46%. Also 46% of BIDs have obtained a turnout of 45% or more, and 65% obtaining a turnout of 40% or more.

#### Funding

The total annual BID levy currently raised across the UK is £110m; the smallest BID collected £18,500 per annum and the largest collected £3,979,000. Half of all the BIDs have a levy income of £246,221 or less. With 120,735 hereditaments raising £110m, the average income is £916 per hereditament.

Leverage is the amount by which a BID manages to increase its own levy income by gaining extra funding from other sources; this level of direct additional income compared to actual levy income represents an 11% (£13m) increase in funding above the BID levies in the country, a ratio of 1:10. 43% of UK BIDs report investment income as a direct result of their BID activity, £51m has been reported, the majority raised via Local Economic Partnership or commercial activity.

The total BID levy, additional funding, and investment produces a figure of £175 as the total UK contribution from all BIDs. The three-year data for UK BID income and thus expenditure shows growth in levy income, additional income leveraged from activities and inward investment engaged in.

	2016	2017	2018
Levy income	£75,579,270	£99,971,741	£110,575,380
Additional income	£13,586,025	£7,973,578	£12,619,714
Inward investment	£20,376,357	£22,361,472	£51,941,026
<b>Total BID funding</b>	<b>£109,541,652</b>	<b>£130,306,791</b>	<b>£175,136,120</b>

## Membership

Half of all BIDs have below 400 hereditaments. The typical number of businesses falls between 263 and 569, with 33 BIDs having over 700 hereditaments.

Numbers of Hereditaments	Numbers of BIDs
Less than 200	39
200-300	43
300-400	50
400-500	49
500-600	24
Over 600	59

The total number of hereditaments across all BIDs is 120,735, a 12% growth over the last 2 years.

## BID Rules

### The BID Levy

Increasingly the BID levy's applied to BIDs in the UK are becoming more varied, reflecting local environments better, the industry benchmark is 1 – 1.5%. As a sector there was a concentration in previous years at the 1% levy rate, but this is now less common with only 22% of BIDs adopting this rate; and 1.5% is becoming increasingly used, with 86 BIDs (28%). Rates do tend to be higher outside of London reflecting the level of business rates. 51% providing a discount for certain sorts of business such as charities.

### BID Levy rates in UK

LEVY	% OF BIDS	NUMBERS OF BIDS
LESS THAN 1%	2.62%	8
1%	21.64%	66
BELOW 1.5%	14.43%	44
1.50%	28.20%	86
GREATER THAN 1.5%	8.52%	26
2%	9.51%	29
GREATER THAN OR 2%	1.64%	5
BANDED	13.44%	41
TOTAL		305

\*British BIDs survey 2018

## Revaluation of Business Rates

A major business rates revaluation came into effect on 1st April 2017, following a re-assessment of all business properties in England, Scotland and Wales based on rental value as at 1st April 2015. It was a full seven years since business rates were last assessed, increasing the difficulty in predicting individual bills, and thus planning BID income from these new valuations. Some BIDs have used the new data whilst others have remained with the old lists until their next ballot and new business plans, or the appeals systems is complete and exact cash flow known. As of 2018, 39% of BIDs were using the new lists with varying effects, some with reductions as high as £100,000 in levy income, others on the other hand having had major increases, as high as £150,000. In general terms as rates have gone up in London and the south and decreased in the north of England, BIDs seeing a commensurate increase / decrease in their levy income.

## Threshold & Caps

The threshold of rateable value over which businesses are engaged within the BID constituency is a helpful tool to ensure a manageable number of businesses in an area are engaged as members and that small hereditaments are not unduly burdened by the BID levy. The industry would suggest c500 members is the ideal size for a BID to facilitate effective management, communication and delivery.

The threshold is a rateable value level below which hereditaments are not charged a levy. The two main purposes of a threshold are to ensure that small businesses are not required to pay a levy and at the same time making sure that any business levy collection costs are never greater than the levy itself; this therefore exempts them from the levy whilst still ensuring they benefit from the services.

The distribution of thresholds varies greatly, with 20% of BIDs having no threshold, the average being £8,500 and a peak for the larger BIDs (£400,000). 66% of BIDs keep their threshold at or below the level of the current government Small Business threshold rate relief figure of £15,000. 29% of BIDs apply a cap to levy payments, protecting some levy payers from larger than normal levy payments.

## Governance

Business Improvement Districts provide effective organisational models which bring the business community and public authorities together with wider stakeholders to work collaboratively for the benefit of defined locations.

A BID should provide evidence of quality management and return on investment through service delivery with particular focus upon transparency, accountability, financial management and member engagement.

The BID Board and management structure should oversee the activities of the BID.

## The BID Board

The Board has the primary responsibility to oversee the conduct and performance of the BID and support management and staff, which are responsible for the day-to-day activities. In performing its functions, the Board primarily considers the interests of the BID to which its fiduciary duty ultimately resides, and then to its members. It also considers the legitimate interests of wider stakeholders such as statutory authorities, employees, suppliers, visitors and residents.

The Board shall be proactive in advising management on a range of operational issues relating to the delivery of the BID business plan, and holding management accountable for decisions, actions, or lack of action. Ordinarily there should be a separation of duties between the Chairman and Board and BID team.

Most Boards range from 8-14 members, with the largest at 21. There are over 3000 Board members across the industry. 84% of BIDs have local authority representation on their Boards and 67% of BIDs have property owners involved on their Boards.

### **Board steering groups**

To help guide the BID in this pursuit and advise the Board as the principle decision making forum, Board steering groups should be set up to encourage participation and help to add value to the decision making of the BID. Common Board steering groups include:

- Finance and Governance
- Marketing and Promotion
- Environment and Operations

### **The BID Team**

The staffing levels of BIDs vary widely, as one would expect from organisations so varied in income and service provision. BIDs employ some 913 full-time equivalent staff, 11% of BIDs employ apprentices in a range of roles, primarily administrative, 76% of BIDs use external staff in a whole range of roles and over of 15% BIDs are managed entirely by non-salaried external consultants, thus saving direct staffing costs and ensuring a wide range of expertise that can be called upon – this is an increasing trend. 70% of BIDs operate with three or fewer full-time staff. One noticeable shift recently has been the increase in external staffing providers in operational roles.