


YOUR BID | YOUR SAY | YOUR VOTE | **VOTE YES**

# Hammersmith

**hammersmith**LONDON

Business Plan 2016 - 2021



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# Note from the Board

This business plan for HammersmithLondon's third term has been shaped by you; our levy paying businesses. The Business Improvement District (BID) team has been consulting with businesses and what follows represents the outcome of those conversations, reflecting your priorities and your ideas.

Over our past 10 year track record, HammersmithLondon has been a credible contributor to the success of the town centre, delivering many tangible results such as the HammersmithLondon Roof Garden, an increasingly expanding annual Summer Festival plus thousands of extra police hours which has made a valuable contribution to driving down crime in Hammersmith and increasing the perception of safety.

Looking forward, our focus for the third term will be to build on our legacy of delivering innovative projects and to take on board the change in consumer shopping habits, embrace mobile technology, respond positively to the demands to improve the town's carbon footprint, maintain the downward crime trends and expand CSR programmes for businesses who want to engage more with local groups and charities.

I hope that you have time to consider the new and existing projects that the business community has suggested for the next 5 years and which are included in this plan. I believe that HammersmithLondon is uniquely placed to help shape one of the most dynamic districts in London which is why I urge you to have your say and ensure that your company uses its right to vote "YES" for the BID in February 2016.

**Michael Sloan**  
General Manger, Novotel London West



# Who we are

HammersmithLondon BID is a democratically elected, business-led and funded organisation which was formed to improve a defined commercial area.



Opera in the Square streamed live from the Royal Opera House since 2011

First established in 2006, the BID is one of the oldest in the country and had its mandate successfully renewed in March 2011. Led by member businesses, the BID represents 347 hereditaments (i.e. number of voting premises) and c. 325 businesses with rateable value over £40,000. Since 2006, the BID has invested more than £7.4m in Hammersmith town centre.

The team at HammersmithLondon work in close partnership with various organisations including the London Borough of Hammersmith and Fulham, Metropolitan Police, Transport for

London, a variety of non-business and community organisations and the Greater London Authority, which places much importance on BIDs to 'place-shape' local town centres in partnership with businesses.

We are entirely independent, funded by our BID business levy-payers and additional revenue streams, and provide 'additionality' to services, not substitution. The BID executive team drives forward the Business Plan and answers to the BID board.

# Area Update

For some years now, businesses have looked to the BID to inform and engage with them over physical changes in Hammersmith and the landscape of West London is set to change during the BID's third term as investment worth billions of pounds is injected around the BID area via a series of major regeneration projects.



The newly redeveloped Hammersmith Station

## Capco's Earls Court Masterplan

The largest regeneration project in the capital will completely transform a prominent area just east of Hammersmith through the creation of four new urban villages, a high street, 10,000 new jobs, 7,500 new homes and community facilities.

## Westfield Expansion

The shopping centre is undergoing a considerable extension as it aims to bolster its retail and leisure offer through a new flagship John Lewis store and the creation of 1,347 new homes.

## Riverside Upgrade

The Riverside Studios, Queens Wharf and Fulham Reach developments will change the landscape of Hammersmith's riverside as more new homes are built, leisure facilities enhanced and the river walkway opened up.

These schemes present both an opportunity and a threat, so it is imperative that Hammersmith stays ahead of the curve, asserting itself as a key locality in West London. Once these developments are complete, there will be thousands of new residents and workers moving into the area, so the BID must ensure that Hammersmith remains an outstanding place to work, live and visit.

The expansion of the riverside could greatly enhance Hammersmith's offer as the development of this new quarter will unlock a highly attractive and previously underused section of Thames walkway. The BID team are committed to exploring the possibility of a new riverside business improvement district to ensure that the entire area fully benefits from this new unlocked opportunity.

In addition to this, the BID looks forward to partnering with the council and engaging with businesses over the £1m regeneration of King Street and also being part of Transport for London's plans for the redevelopment of the bus station.



# Celebrating Success:



## Pictured...

1. Awareness-raising events for crime reduction throughout the year
2. Award-winning BID-funded CCTV operator working specifically for Hammersmith town centre
3. Banned 92 offenders from Hammersmith pubs creating a safer environment





# Protect the area

Creating a secure environment in the town centre is absolutely key to businesses so the BID works to ensure that Hammersmith remains a safe place to work, live and visit.

Our initiatives over the last ten years have helped to drive down crime and improve the perception of Hammersmith, something that has positively affected all in the area. We have forged successful relationships with the Metropolitan Police and Hammersmith and Fulham Council security teams so that the town centre remains a welcoming place to be.

## We promised...

- Monthly reports and crime figures
- 5 sting operations per year targeting specific crimes
- Additional dedicated police patrol hours per month
- 150 business visits per month
- Exclusive CCTV coverage for BID area
- Regular meetings with the police inspector and sergeants

## We monitored...

- Regular police incident reports
- CCTV control room reports
- Police crime figures
- Pubwatch meetings

## We achieved...

- Provided visible policing through the funding of additional police officers with 8,340 extra police hours delivered in 2014 through town centre patrols
- Monitored and reported anti-social behaviour and other issues through BID Safetynet radios and BID ambassador, with 13,506 transmissions recorded on the Safetynet system in 2014 alone
- Appointed a dedicated CCTV operator to monitor the BID area providing an additional 2,000 hours of surveillance per year, dealing with 2,095 incidents and 116 arrests in 2014
- Continued to manage the HammersmithLondon Pubwatch to improve the safety of the area's evening economy with 10 regular Pubwatch meetings per year. In 2014, 19 people were banned for a total of 39 years bringing the total number of banned patrons to 92
- Initiated Shopwatch scheme to share information about retail crime and shoplifters

with intelligence-sharing software allowing retailers to report incidents and address anti-social behaviour

- Developed the HammersmithLondon Business Crime Partnership with business representation at ward panels and residents' associations
- Awarded Safer Business Award with Distinction for a successful business crime partnership for the 3rd consecutive time
- Carried out sting operations to target area specific crimes such as bike, motor vehicle and personal theft through the use of tracking equipment, sting bikes and plain clothes operations
- Facilitated Wise Up and other crime awareness events including bike marking and safety to address public concerns of crime and improve public perception
- Continued to provide updates and alerts of the latest news and incidents affecting businesses in the BID area through the business crime partnership and E-News

# Celebrating Success:



## Pictured...

1. Free recycling scheme for BID businesses, providing vital cost-saving
2. Award-winning Hammersmith London Roof Garden at the Lyric Hammersmith
3. Funded and provided award-winning greenery throughout BID area
4. Delivered 6 Dr Bike sessions per year to encourage cycling in the area



# Improve the environment

Changing the look and feel of Hammersmith town centre has been at the forefront of the BID's green agenda. Enhancing the area through vibrant projects and sustainable initiatives, we have made Hammersmith a much more pleasant place to work, live and visit as demonstrated through our success at the London in Bloom awards. Through our recycling scheme BID businesses have recycled hundreds of tonnes of waste and our recent introduction of the Hammersmith Ambassador has helped us keep a vigilant eye on the condition of the area.

## We promised...

- Expand recycling offer to include furniture and electronics
- Encourage more businesses to sign up to the recycling scheme
- Introduce 'Legible London' signage scheme
- Maintain 180 hanging baskets and planters
- Improve lighting around the Hammersmith flyover
- 6 Dr Bike sessions per year

## We monitored...

- Regular recycling reports
- Environmental audits
- Monthly walkabouts
- Annual business and visitor surveys
- Business and attendee feedback
- The BID Ambassador's data collection

## We achieved...

- Registered 1 in 3 businesses for the BID's recycling service
- Diverted 262.74 tonnes of waste from landfill and 377.93 tonnes of CO2 saved, the equivalent of 2,992 trees in 2014
- Published an economic study into the effects of replacing the Hammersmith Flyover with a tunnel which was submitted to Transport for London and is now being seriously considered as a major project for West London
- Created and maintained green space through the Hammersmith London Roof Garden at the Lyric Hammersmith which won an award from Elle Décor magazine
- Won 2 London in Bloom Gold awards and overall category winner for both Best BID Area and Best Town Centre and helped Novotel win Best Hotel in London
- Provided new Christmas lights for the town centre and obtained additional sponsorship for our 25ft tree in Lyric Square each year

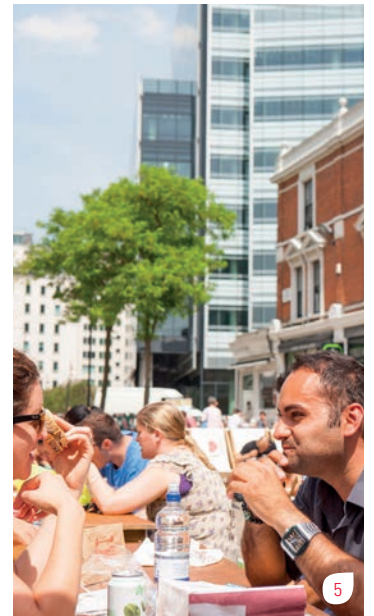
- Monitored environmental issues in area, with BID Ambassador reporting environmental, cleansing and anti-social behaviour issues resulting in an 80% success rate
- Secured £15k funding for Green Audit in Hammersmith town centre leading to the enhancement of the Hammersmith podium deck
- Spearheaded multi-partnership project for creation of green corridor on Talgarth Road
- Created and hosted regular Transport Forums to promote smarter travel and safer cycling to businesses while also delivering 6 Dr Bike sessions a year
- Lobbied for early delivery of Legible London signs in the area and created bespoke Legible London maps for businesses and visitors
- Funded, provided and maintained 180 hanging baskets throughout the BID area
- Undertook regular business and visitor surveys for improved perceptions of the area

# Celebrating Success:



## Pictured...

1. Big screen showing live events such as Wimbledon, Olympics, Paralympics and Tour de France
2. Hammersmith London Ambassador greeting the public
3. BID-funded Christmas lights brighten the town centre
4. Organised free seasonal events including Easter, Halloween and Christmas
5. Hosted popular outdoor events such as Picnic in the Square



# Energise the town centre

Promoting and invigorating the town centre is a key part of the BID's manifesto as it provides us with a platform to actively encourage spend and footfall as well as enhance the vibrancy and competitiveness of Hammersmith for the benefit of workers, residents and visitors. Our annual series of events and activities are designed to draw people into the area, which not only benefits retailers but also helps to improve the working environment for Hammersmith employees.

## We promised...

- Annual Summer Festival and free public entertainment
- 8,000 privilege card users
- Yearly I Love Hammersmith campaign
- Expansion of Christmas festivities
- At least 10 guided walking tours per year
- Two book swapping events per annum

## We monitored...

- Regular event surveys and footfall counts
- Business and resident feedback
- Privilege Card figures

## We achieved...

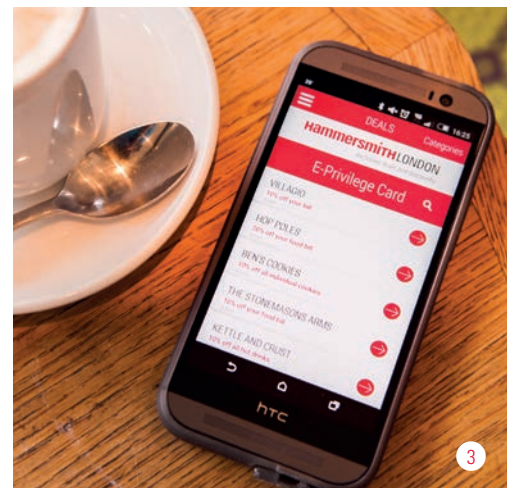
- Produced and delivered annual Summer Festival including a month-long big screen, free picnic events, live streaming from the Royal Opera House and live lunchtime and afternoon theatre
- Streamed London 2012 Olympic and Paralympic Games during extended three month Summer Festival
- Delivered free monthly Blue Badge guided walks on the cultural and historical locations of Hammersmith
- Hosted annual London Festival of Architecture events showcasing ideas for the replacement of the Hammersmith Flyover for the benefit of the town centre
- Organised free seasonal events for Easter, Halloween and Christmas to promote the area and increase trade during key shopping periods
- Encouraged local spend by wrapping c. 7,000 Hammersmith bought presents as part of the festive campaign
- Encouraged spend during Summer Festival as 90% of attendees confirmed town centre spend in 2014 with 93% intending to return to Hammersmith as a result of the event; as shown in Summer Festival Report 2014
- Raised footfall as more than 90% of businesses claimed the BID's events made Hammersmith feel busier, with 60% reporting footfall increase over Dec 2014; as shown in Christmas Report 2014
- Entertained hundreds of people on Lyric Square by hosting annual Christmas choirs
- Delivered I Love Hammersmith Privilege card scheme to more than 10,000 active users
- Promoted local dining, shopping and leisure through exclusive Privilege Card offers
- Welcomed c. 7,000 people to the area through the BID Ambassador (Dec 14 – June 15)

# Celebrating Success:



## Pictured...

1. Campaigns, competitions and communications to engage local businesses and the local community
2. 2 new responsive websites for business and consumer needs
3. Bespoke app to inform users of events and promotions in the area



# Connect the community

Communicating with businesses and providing information has been an important part of the BID's second term as we have endeavoured to show how their views are influencing the improvement of the area. The expansion of our digital platforms has allowed us to further engage and connect, and the continued growth of our wellbeing programme has promoted healthy living to workers.

## We promised...

- Monthly e-updates
- Quarterly newsletters
- Online business directory for all member organisations
- Two Yoga & Pilates sessions every year
- Support two charity entertainment event programmes every year

## We monitored...

- Website statistics
- Survey reports
- E-newsletter subscriber numbers
- Social media statistics
- Event rating systems

## We achieved...

- Produced monthly e-newsletters, bi-annual newsletters and weekly e-shots informing businesses about BID related news and events
- Created new business and consumer websites to keep companies and residents informed about the area which receive c.5,000 web page views a month
- Lobbied and promoted the Hammersmith Flyunder project on behalf of businesses to organisations such as the Greater London Authority and Transport for London
- Organised regular networking forums allowing businesses to connect with each other and key stakeholders
- Gathered extensive press coverage for BID events and activities in titles such as Time Out, Radio Times, Sport Magazine and the Evening Standard among others
- Amassed c. 6,000 followers on social media across Facebook, Twitter and Instagram through regular posts
- Supported and sponsored local charities, including Nazareth House and Maggie's Cancer Centre, as well as the annual Mayoral charities
- Carried out daily business visits with Hammersmith Ambassador undertaking more than 800 business visits between Jan – Jun 2015
- Supplied free Wi-Fi in Lyric Square for c. 10,000 people
- Provided a keenly supported health and wellbeing programme including regular Pilates, outdoor yoga and smoking cessation courses for Hammersmith employees

# Protect

Winners of **3 consecutive Safer Business Awards** for running a successful business crime partnership

Provided **33,828 additional police hours**

c. **180,000 Safetynet Radio transmissions** around the area

**9,000 business visits** made

Made more than **1,086 arrests** with BID Security/SNT Team

**8,320 hours additional CCTV coverage** through our dedicated and award-winning CCTV operator

**25 sting operations**

**92 people banned** by town centre through Pubwatch since 2007

# Improve

Diverted **1,021 tonnes of waste** from landfill

Saved **1,272 tonnes of CO2**, the equivalent of c. **11,000 trees**

Provided **free Wi-Fi** for 10,000 people

**50 Dr Bike Events**

**2 London in Bloom Gold Awards**

Overall category **winner for Best BID Area and Best Town Centre**

HammersmithLondon Roof Garden named by Elle Décor Magazine as one of the

**Most Enchanting Public Gardens in the World**

Distributed **10,000 bespoke HammersmithLondon maps**



# Energise

10,000 Privilege Card users

Welcomed c. 1,000 people to the area a month via Hammersmith Ambassador

c.50,000 people have enjoyed the Summer Festival over 8 years

Wrapped c.7,000 Hammersmith bought presents for free

Took 500 free photos of children with Santa in the HL Cabin in 2014

50 free guided walks

# Connect

Over 6,000 followers on Social Media

Receive 5,000 visits a month to our two Hammersmith websites

c.500 e-newsletters sent out informing people about Hammersmith

c.84 health & wellbeing sessions provided

Leveraged c.£100,000 through additional funding and in-kind contributions

Carried out c.100 different surveys

# Snapshot of Success



# Accreditation & Awards

As one of the UK's longest running BIDs, we have set a strong precedent for innovative town centre management which has been developed over the course of the past decade.

We have demonstrated through our forward-thinking initiatives that a business improvement district can have a hugely influential impact within its boundary and beyond. Our successful Business Crime Partnership has helped to reduce crime in the town centre resulting in a positive knock-on effect for the wider area and our Economic Study, exploring the effects of replacing the flyover with a tunnel would have on Hammersmith Town Centre, was submitted to Transport for London and is now being seriously considered as a major project for West London. We have shown consistent industry excellence as we have been accredited twice by British BIDs and were the recipients of the ATCM BID of the Year award in 2014.



## BID of the Year 2014

Association of Town & City Management

## Best Town Centre

Silver Award - London in Bloom 2011 & 2012

## Best Town Centre & Best BID

Double Gold Category winner - London in Bloom 2013

## Safer Business Award

Distinction - Association of Business Crime 2010, 2012, 2015

## British BIDs Accreditation

2011 and 2014

## British BIDs Ideas Den Winner

2011

## Elle Décor Magazine

10 Most Unusual & Enchanting Public Gardens - Hammersmith London Roof Garden 2008

Creating the  
future you want



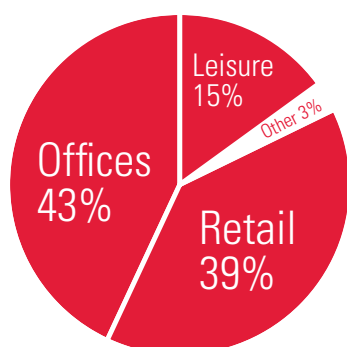
# This is what you have told us ...

In order to deliver a business plan that truly reflects the voice of Hammersmith businesses it was imperative the BID undertake a thorough consultation process.

Multiple methods were used to ensure that a broad range of stakeholders were spoken to:

- Consultations with member businesses, leaders, decision makers and BID employees
- Regular meetings such as Pubwatch, Transport Forums and Board Meetings
- Phone conversations with businesses
- Frequent high street surveys with retailers, pubs and restaurants
- Questionnaires and feedback forms
- Feedback gathered via the BID Ambassador

The feedback obtained by the BID helped to evaluate all aspects of its service delivery and provided recommendations on how performance and impact could be improved and maximised. Furthermore the BID sought to uncover what programmes and services businesses would like to see over the next five years in Term 3.



During these consultations the BID was successful in establishing contact with almost 70% of businesses across the retail, leisure and office sector. The graph, left, shows the team consulted a cross-section of businesses to obtain the best possible representation of the town centre.

Throughout 2015, these results were discussed with businesses via forums and one-to-one meetings and have formed a framework for a third term Business Plan.

## Some of the core priorities and targets for the next five years include:

- Expanding the events programme to draw people into the area
- Promoting new shopping habits so that Hammersmith stays competitive
- Embracing mobile technology such as the new Hammersmith App
- Improving the carbon footprint through green projects and infrastructure
- Ensuring Hammersmith's safety through the award-winning Business Crime Partnership
- Promoting Corporate Social Responsibility by forging relationships between businesses and charities

## Proposed programme areas for 2016-2021:

- > Safer Town
- > Cleaner, Greener Town
- > Friendly Town
- > Cultural Town
- > Digital Town

# Planning for 2016-2021:



1



2



3



4

## Pictured...

1. Expand and increase the Safetynet Radio System
2. Offer free bike marking for Hammersmith employees
3. Increased sting operations and crime awareness events
4. Retain dedicated CCTV operator to monitor the town centre

“ The safety and security of Hammersmith has improved greatly over the past few years and it is comforting to know that the BID team work extremely hard to keep it that way. They have their priorities right and are doing a great job.”

Michael Sloan,  
General Manager,  
Novotel London West

# Safer Town

From the 2014-15 one-to-one consultations and via a 2015 online employee survey, a large majority of businesses expressed their need for a continuation of the BID's ongoing range of security initiatives. The perception of Hammersmith as a safe and secure area is still as important as ever and businesses said that continuing to develop the BID's security model and Business Crime Partnership remained paramount to the success of the area.

As well as keeping our existing initiatives, we also received specific feedback highlighting a need to focus on the following projects:

- Developing the Business Crime partnership to help businesses drive down crime
- Continuing direct engagement with the police
- Representing local business interests
- Targeting specific crimes and threats that affect the town centre

## Key Proposals

- Targeting specific crimes with proactive police sting operations for crime affecting retailers and the evening economy
- Continuing to provide a dedicated CCTV operator to monitor the BID area
- Working with the Metropolitan Police cyber-crime unit to advise businesses on cyber-crime prevention
- Reporting anti-social behaviour via the BID ambassador
- Expanding the Safetynet offer to include more training and increase the number of users
- Representing the needs of local businesses at forums such as local ward panels and the safer neighbourhood board
- Managing and chairing Pubwatch to discuss issues and continuing to ban unwanted patrons

- Managing Shopwatch and Facewatch software that enables retailers to share and report information and images of anti-social offenders in live time with the police
- Hosting regular crime awareness events such as 'Wise up' and counter-terrorism training such as Project Argus
- Offering free bike marking, burglary prevention and safety advice on an ongoing basis

## Monitoring

The BID will monitor its Safer Town targets through:

- Police and CCTV incident reports
- CCTV control room figures
- Police ward crime figures
- Safetynet transmissions
- Pubwatch meetings and reports

# Planning for 2016-2021:



## Pictured...

1. Enhance and improve the green infrastructure
2. Support plans for Hammersmith's future
3. Offer cycle training and maintenance
4. Retain colourful flower baskets to brighten up the area

“ Recycling with HammersmithLondon saves us money and enables us to realise our goal to reduce waste and recycle effectively. We save around a tonne of waste per year which would otherwise go straight to landfill.”

Ignatius Kusiak,  
Executive Director &  
Publisher, The Tablet  
Publishing Company



# Cleaner, Greener Town

A growing area of interest is an increased focus on the sustainability of the town centre and its impact on the perception of the area. This was highlighted by businesses during the business consultations, our Transport Forums and in the 2015 online employee survey. Businesses told us that they wish to be further informed about local developments, waste reduction, air quality initiatives, smarter travel and greening projects.

## Some of the feedback we received regarding the environment of Hammersmith focused on the following:

- Continuing to provide and develop the BID's free recycling scheme
- Remaining committed to driving forward the Hammersmith Flyunder initiative
- Representing business views on area developments at the Transport Forum
- Targeting suitable areas for additional cleansing and greening
- Sustaining the BID's vision for changing the future look and feel of the town centre

## Key Proposals

- Improving air quality and reducing pollution through green initiatives such as green corridors and pocket parks
- Enhancing the town's green infrastructure through extra

greening and additional flowering

- Providing a recycling service that reflects the changing needs of our businesses
- Encouraging safer cycling by maintaining cycle training and regularly offering Dr Bike and pop-up bike repair shops
- Installing Christmas lighting and offering more opportunities for local sponsorship
- Supporting key initiatives and other public realm improvements which could reshape Hammersmith
- Backing visionary local groups such as West London Link Design
- Providing Transport Forums to inform and encourage businesses about sustainable transport methods, in partnership with Hammersmith and Fulham Council and Transport for London
- Maintaining hanging baskets throughout the area to offset the dominant grey of the gyratory
- Encouraging click & collect and looking at consolidated freight deliveries to help

reduce the number of vehicles and lower carbon footprint in the area

- Encouraging businesses to reduce amount of printed material
- Continuing with car club membership for businesses
- Monitoring cleanliness of the area through BID Ambassador

## Monitoring

The BID will monitor its Cleaner, Green Town targets through:

- Monthly recycling usage reports
- Yearly waste and CO2 saving certificates
- Environmental area audits
- BID ambassador walkabouts and grot spot checks
- Fast time reporting on environmental issues
- Regular business and visitor surveys
- Feedback collected from businesses and event attendees

# Planning for 2016-2021:



## Pictured...

1. Provide a network for businesses and charities to engage
2. Present volunteering opportunities for individuals and teams
3. Encourage business sponsorship events like Red Nose Day



“ The BID goes the extra mile by considering the health and wellbeing of local employees in a creative and friendly way. Their approach makes for a great partnership, enabling us to reach out to those who wish to stop smoking more easily.”

Weronika Suszynska,  
Facilitator, Kick It Stop  
Smoking Service

# Friendly Town

A key area that became evident to us through our one-to-one consultations was community engagement, as our levy-payers told us that Corporate Social Responsibility (CSR), such as employee volunteering, was steadily becoming more important to them. Engaging with local charities and social enterprise organisations is a positive way to make an impact in the local area whilst also benefiting the company.

## The BID can play a significant role by:

- Supporting local businesses and charities
- Connecting businesses and local organisations/charities
- Promoting a network for both business and charities to engage
- Providing a vehicle for businesses to support local enterprise programmes
- Encouraging local recruitment
- Providing business advice and product promotion opportunities to local entrepreneurs and start ups

## Key Proposals

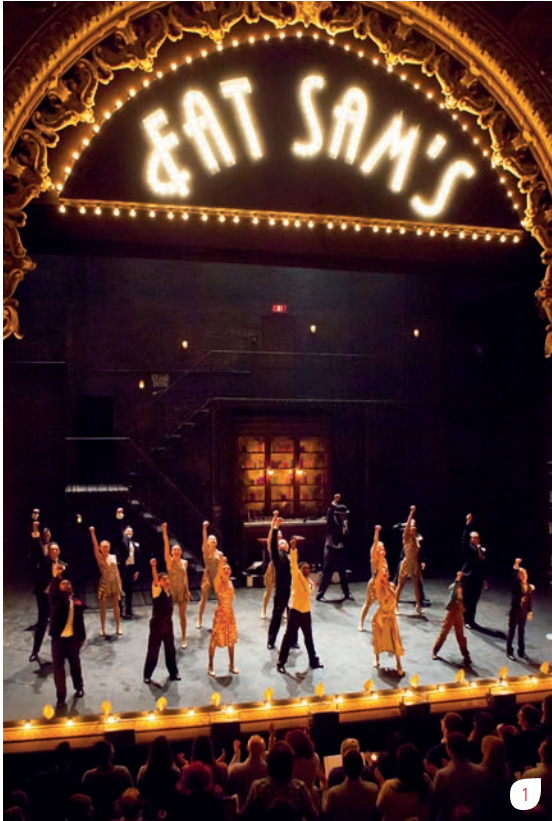
- Engaging with businesses to establish key CSR criteria
- Sourcing suitable local social enterprise organisations and charities to establish a wide selection of easy to access programmes
- Providing local recruitment service by actively seeking out vacancies including work experience placements and apprenticeships
- Investigating the development of a social enterprise to recruit long term unemployed
- Providing a programme for businesses to identify volunteering opportunities
- Supplying pre and post project publicity for companies and their charitable work
- Assisting in promoting business fundraising
- Providing a programme on business advice and product promotion

## Monitoring

The BID will monitor its Friendly Town targets through:

- Annual programme deliverance targets
- Newsletter updates
- Post-event feedback

# Planning for 2016-2021:



## Pictured...

1. Partner with artistic organisations such as the Lyric Hammersmith
2. Provide live entertainment in Lyric Square
3. Maintain monthly cultural walks
4. Deliver an annual Summer Festival
5. Expand BID Ambassador programme



“ The HammersmithLondon Summer Festival really helps to make the town centre feel a lot more vibrant and fun. As a local business it’s great that we have something so unique on our doorstep.”

Amanda Carvalho,  
General Manager,  
Wagamama

# Cultural Town

Hammersmith employees have told us in our annual surveys and business consultations that our events feel distinctive and help give the town centre more energy and a sense of character. The BID will work with partners, such as the Lyric Hammersmith and other artistic organisations, to explore ways that we can harness the town's rich cultural heritage to showcase Hammersmith as a vibrant and competitive destination offering widespread cultural entertainment. Improving the high street is also of the utmost importance, as businesses informed us in the 2014-15 one-to-one consultations that initiatives such as pop-up shops, an expanded BID Ambassador scheme and dressing empty units could have a beneficial impact on the vitality and appeal of the town centre.

## The BID can do this by:

- Building and expanding on the success of our seasonal events
- Increasing the amount of live streaming in Lyric Square
- Developing a strategy for pop-up shops and empty units
- Expanding the BID Ambassador scheme
- Exploring new partnership projects by tapping into Hammersmith's rich artistic roots
- Attracting new and interesting traders to the high street
- Developing new partnerships and exploring new ways to deliver free outdoor theatre as part of annual Theatre in the Square season
- Expanding the live streaming offer on the Big Screen
- Promoting other cultural activity in the borough through our digital channels and through partner organisations such as HF ArtsFest
- Developing the role and scope of the multi-lingual BID Ambassador
- Providing area guides and maps for user navigation
- Maintaining our monthly cultural walks of the area
- Developing pop-up shops and providing themes for empty units such as the successful Heart & Lung Science Repair Shop organised in collaboration with Imperial College London in 2014
- Exploring gallery possibilities in empty units to tie in with Hammersmith's artistic heritage
- Promoting a health and wellbeing programme including Pilates and Yoga
- Continuing to work with Hammersmith library to expand book club and children's storytelling

## Key Proposals

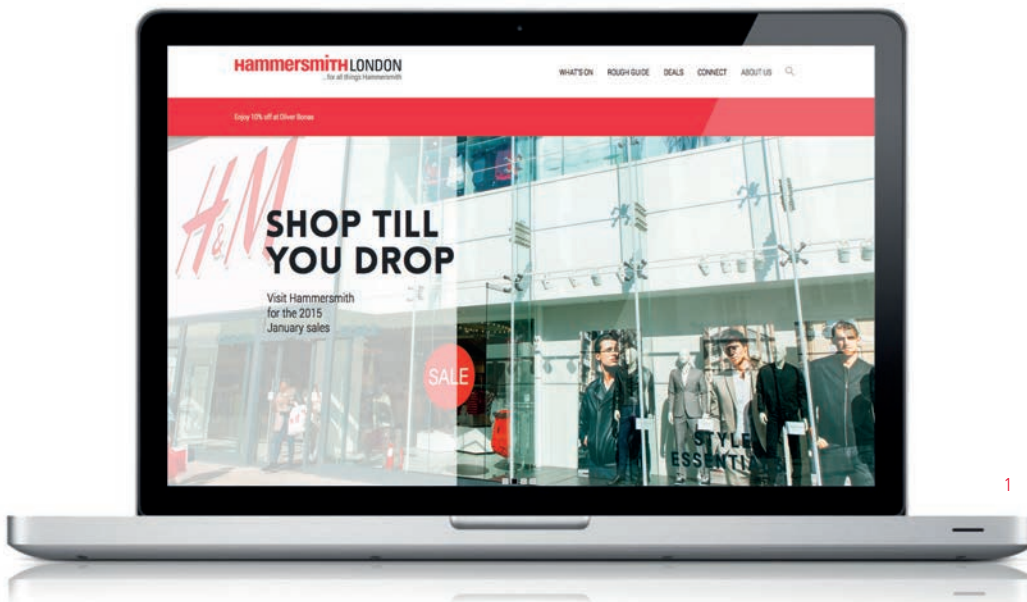
- Building on the success of the Summer Festival and exploring how to bring other cultural centres to Hammersmith

## Monitoring

The BID will monitor its Cultural Town targets through:

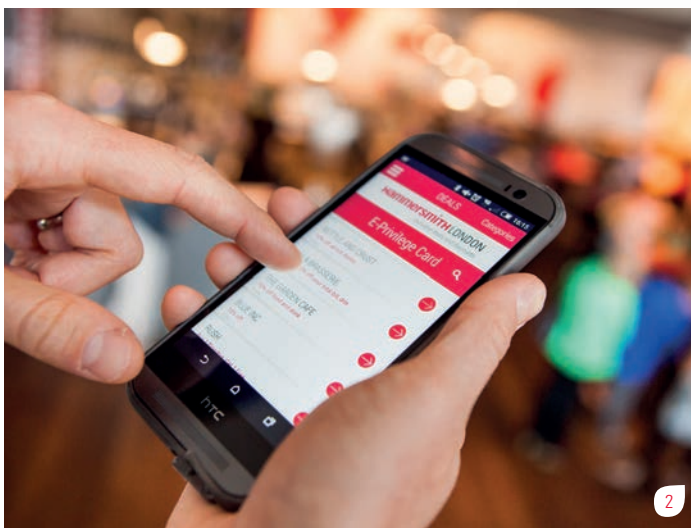
- Regular post-event surveys
- Footfall counts
- Regular feedback from businesses and workers
- Visitor reports from the BID Ambassador
- Privilege Card data figures
- Map distribution figures

# Planning for 2016-2021:



## Pictured...

1. Maintain strong online presence across two websites
2. Offer great discounts via new Smartphone app
3. Provide monthly newsletters for businesses and employees



“ Winning the online competition for Best Coffee shop in Hammersmith has been a great achievement for us. It is great to know that our efforts have been rewarded. And it also boosted our sales, which is a real plus for the business.”

Antoine Detrie, Owner,  
La Petite Bretagne

# Digital Town

The emergence of the digital high street and its burgeoning strength in the retail sector prompted us to examine which methods were being used in Hammersmith. In a 2015 online employee survey, workers revealed that prevailing methods such as click & collect were increasingly becoming the norm, a point which retailers reiterated to us in feedback by saying it was their biggest area of expansion. The BID's digital presence is a key component for the success of the town centre as workers, residents and visitors told us that our online presence was how they were kept informed about the area and it also helped them to reshape their perceptions of Hammersmith.

## The BID will keep pace with consumers and technology through the use of new methods and different platforms by:

- Digitising existing programmes such as the Privilege Card
- Continuing to offer free Wi-Fi in Lyric Square
- Supporting the promotion and expansion of new digital platforms

## Key Proposals

- Expanding and digitising the popular Privilege Card programme via our App
- Using the latest iBeacon technology to alert passers-by of in-store offers
- Promoting new online shopping methods such as click & collect
- Providing monthly e-newsletters to local businesses and employees
- Maintaining two new websites to promote and inform local businesses, residents and visitors
- Capitalising on a strong social media presence using all the state-of-the-art technological platforms
- Investigating the expansion of Wi-Fi across the town centre by exploring various funding initiatives such as Spacehive and other such crowdfunding platforms

## Monitoring

The BID will monitor its Digital Town targets through:

- Website and social media figures
- Survey reports
- E-newsletter subscriber figures
- Wi-Fi usage figures
- Figures received through the new HammersmithLondon App

# Governance

## What is a BID?

HammersmithLondon is an independent, not-for-profit, business-led company set up with the aim of improving Hammersmith town centre as a place to work, live and visit. The money raised through the BID levy represents only 1% of the rateable value of each hereditament and is ring-fenced for the BID area in Hammersmith town centre. This money is spent on services in addition to those provided by the local authority and other statutory bodies.

A BID term lasts for a maximum of five years, after which it can only remain in existence if it is approved again by levy payers at a renewal ballot. That is why we are asking you to vote YES now.

## How is it managed?

Greater Hammersmith trading as HammersmithLondon was set up to manage the BID in 2006.

The BID is managed by a core team, currently consisting of:

**Arun Sondhi**, Executive Director  
**Patricia Bench**, BID Director  
**Matthew John**, Operations Director  
**Rupert Basham**, PR & Communications  
**Livia Caruso**, Events & Marketing

The BID team manage the day-to-day operations and ensure performance measurement and monitoring requirements, as agreed by the Board, are met.

The BID is led by an elected Board of Management and local representatives from the council and the business community. The local representatives are non-voting members while the Board are from both small and large companies in the area who are levy paying businesses. The Board structure is designed to reflect the business mix in Hammersmith.



left to right: Rupert Basham, Patricia Bench, Matthew John, Livia Caruso, Arun Sondhi





## What are the rules for alteration & termination?

The hereditaments (rateable properties) included in the BID area may change due to alterations in Hammersmith & Fulham Council's ratings list. Hereditaments may be additionally included if their rateable value at any time during the BID period meets or exceeds £40,000 or they are newly added to the ratings list and the rateable value threshold criteria is met. Hereditaments may also be excluded from the BID levy charge in cases where amendments are made to the ratings list and this results in either a removal of hereditaments from the list or an alteration of the rateable value to below £40,000.

BID arrangements may be altered without an alteration ballot as long as there is no proposal to alter:

- The geographical area of the BID
- The BID levy in such a way that would cause any person to be liable to pay the BID levy who was not previously liable to pay or increase the BID levy for any reason other than for inflation purposes.

## How does the ballot work?

Hammersmith & Fulham Council is responsible for managing and paying for the ballot in order to ensure it is carried out fairly and is not influenced by the BID.

A ballot paper will be sent to each rateable business unit, to be completed by placing a cross in either a 'YES' or 'NO' box, as a response to the question 'Are you in favour of the Business Improvement District Proposals?' The person who completes it should then sign the ballot paper and return it in the pre-addressed, postage-paid envelope.

The BID will proceed over 2016–2021 if two tests are met:

1. A simple majority of those voting in the ballot must vote in favour
2. Those voting in favour must represent a majority by rateable value of the hereditaments

If a business has more than one rateable business unit, it will receive a ballot paper FOR EACH UNIT. Each paper counts as one vote. It is important that EVERY paper received is completed and returned.



## What are the levy rules?

The BID process is governed by the guidelines set out in the BID (England) Regulations 2004. As such, once a majority vote has been achieved, the BID levy becomes mandatory on all defined ratepayers.

Hammersmith & Fulham Council is contracted to collect the BID levy on behalf of HammersmithLondon.

The rules for the BID levy are as follows:

- The term of the BID will be for a period of 5 years from 1st April 2016.
- The levy will be collected in a single instalment every year. This money will then be passed to HammersmithLondon as a ring-fenced amount.
- The levy will be fixed at 1% of rateable value of the hereditament in the 2010 or subsequent Valuation List, subject to the closed financial year rule to all properties with value at £40,000 or greater and those not exempted from the levy under the allowances and exemption list.



- BID Levy Allowances and Exemptions.

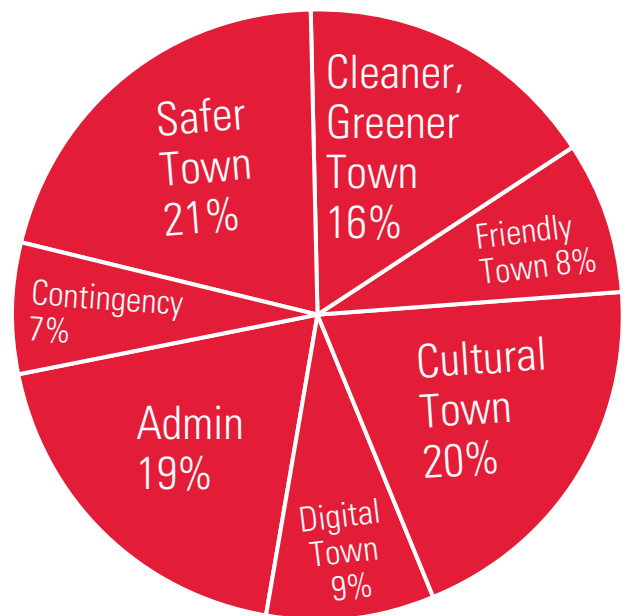
Other than the exemptions specified there will be no other exemptions to the BID Levy:

- All Charities receiving mandatory rate relief will be exempt from paying the BID Levy.
- All Hereditaments with a rateable value of £39,999 or less will be exempt from paying the BID levy, subject to the 'closed financial year rule'.
- All 'Public Services', defined as those services free at the point of delivery, will be exempt from paying the levy. This includes police, fire and ambulance services and public NHS funded hospitals. Final decisions on liability rest with the BID Company.
- The BID levy will be a daily charge. Liability for the daily BID levy will fall on the occupier of the hereditament on the relevant day. If a hereditament is unoccupied, the liability for the daily BID levy will fall on the organisation or person entitled to possession on the relevant day.
- There will be no VAT charged on the BID levy.
- Those businesses in the BID area not eligible to pay the BID levy will be encouraged to pay a voluntary contribution and become members of the BID company.

This is a simplified version of the rules. BID Levy payers should consult the rules set out in the BID Levy Rules document which is available on our website.



The Ark Hammersmith



# Budget: 2016-2021

## 5 Year BID Budget Summary

	2016-17	2017-18	2018-19	2019-20	2020-21	Total
<b>Income</b>	£	£	£	£	£	£
BID levy*	729,000	729,000	729,000	729,000	729,000	3,645,000
Safetynet Radio	20,000	20,000	20,000	20,000	20,000	100,000
Carried Forward Funds	20,000					20,000
<b>Total Income</b>	<b>769,000</b>	<b>749,000</b>	<b>749,000</b>	<b>749,000</b>	<b>749,000</b>	<b>3,765,000</b>

	£	£	£	£	£	£
<b>Expenditure</b>						
Safer Town	160,000	165,000	165,000	165,000	155,000	810,000
Cleaner, Greener Town	120,000	120,000	120,000	120,000	115,000	595,000
Friendly Town	62,500	62,500	62,500	62,500	57,500	307,500
Cultural Town	155,000	155,000	155,000	155,000	140,000	760,000
Digital Town	68,000	68,000	68,000	68,000	63,000	335,000
Administration costs**	146,000	146,000	146,000	146,000	146,000	730,000
Contingency	57,500	32,500	32,500	32,500	32,500	187,500
BID Renewal Costs Term 4					40,000	40,000
<b>Total Expenditure</b>	<b>769,000</b>	<b>749,000</b>	<b>749,000</b>	<b>749,000</b>	<b>749,000</b>	<b>3,765,000</b>

## BUDGET COMMENTARY

\* Expected Collection %: 98% even though BID has been at 100% collection efficiency over both the previous terms of the BID

\*\* Administrative Costs include levy collection costs of £21,000 p.a (2.9% of annual BID levy)

\*\* Total administrative costs are 19% of Budget

The BID has been asked to play a leadership role on a new Hammersmith Group to influence and formulate a strategy to invest £1m for the regeneration of King Street.

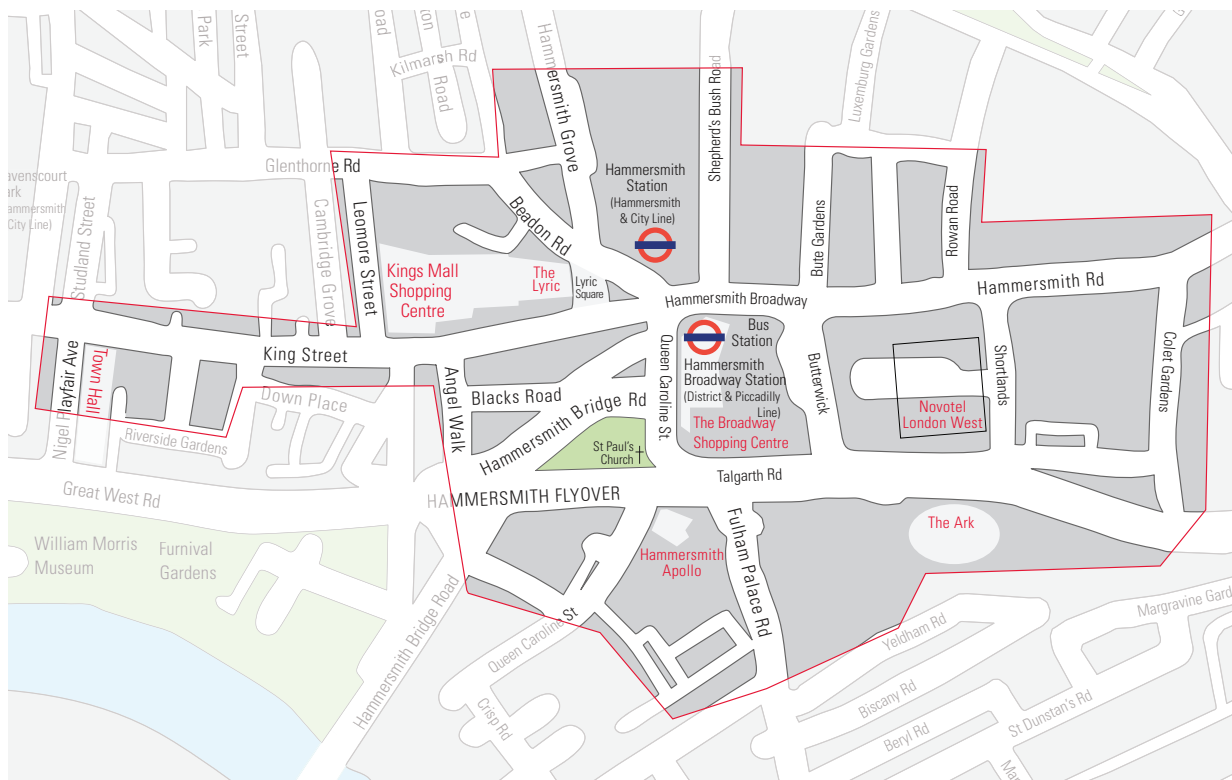


# BID area

The Hammersmith London BID area covers one of West London's key transport hubs and commercial and employment centres. Home to several multinational company offices and conference facilities, it also has a wide retail offer, cutting edge theatres, restaurants and traditional pubs.

All or part of the following streets are included in the BID area:

- |                    |                         |                       |
|--------------------|-------------------------|-----------------------|
| Angel Walk         | Great Church Lane       | Queen Caroline Street |
| Beadon Road        | Hammersmith Bridge Road | Rowan Road            |
| Blacks Road        | Hammersmith Broadway    | Shepherds Bush Road   |
| Bute Gardens       | Hammersmith Grove       | Shortlands            |
| Butterwick         | King Street             | Sussex Place          |
| Chalkhill Road     | Leamore Street          | Talgarth Road         |
| Fulham Palace Road | Lyric Square            | Wolverton Gardens     |
| Glenthorne Road    | Nigel Playfair Avenue   | Worldidge Street      |





# Sample reports and publications

The BID constantly reviews and monitors its projects and activities. This is done through various means such as street surveys, business surveys, online questionnaires and professional reviews of our services. In addition to this, the BID has also undertaken research to find ways to improve the public realm.

All this work is available on the BID website.

1. Consultation Questionnaire
2. Mid Term Review Report
3. Flyunder Report
4. Brief for Hammersmith 2025
5. Christmas Report 2014
6. Summer Festival Report 2014
7. Term 2 Business Plan
8. Copy of Annual Levy Card for 2012-13, 2013-14, 2014-15
9. Recycling Achievement Report
10. Crime Report

For the full list of documents, visit [www.hammersmithlondonbid.co.uk/renewal](http://www.hammersmithlondonbid.co.uk/renewal)

YOUR BID | YOUR SAY | YOUR VOTE | **VOTE YES**

# 5MoreYears

# Key Dates

14th January 2016

Publication of the Notice of Ballot

27th January 2016

First day of ballot

25th February 2016

Last day of ballot

26th February 2016

BID result announced

1st April 2016

BID term three goes live

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