



Business Plan 2023 – 2028

BAKER STREET
QUARTER
PARTNERSHIP

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A Message from The Chair and Chief Executive



The strong appeal of this special part of Marylebone has never been more important. It is blessed with a unique combination of community spirit, a neighbourhood feel, attractive and green spaces with independent retail and dining, high calibre offices, and excellent hotels, all within easy reach of the West End and highly accessible from out of town. There is great confidence in the area demonstrated by significant ongoing investment, new openings and office lettings.

With the Central London context altering dramatically, the area must continue to adapt and evolve. We must ensure this special neighbourhood is compellingly attractive and effectively promoted – drawing people back to the workplace, attracting visitors, new and local talent and investment. Baker Street Quarter Partnership is uniquely positioned to facilitate further positive change through collective action and resource. We represent over 200 businesses and stakeholders and benefit from strong, established relationships with both the statutory authorities and local representative groups.

Since Baker Street Quarter Partnership was first voted in as a Business Improvement District (BID) by local businesses in 2013 we have worked to enhance and manage the area for the benefit of everyone working here, living in the area and visiting. We have delivered above and beyond our initial commitment with programmes developing to respond to a

changing environment, opportunity and context. We have driven extensive transformational public realm projects attracting over £21 million of additional investment to the area doubling every £1 contributed by businesses with £1 from grants, private sector contributions and public sector project funding. We have provided real change in the day-to-day management of the streets now expanded with a dedicated focus on security and resilience. We have improved air quality, reduced traffic, added vibrancy, nurtured a sense of community and facilitated local giving.

However to ensure the future vitality of the area we must go further. We must strive for an area that is inclusive, progressive and exceptional. We must place sustainability at the heart of our ambition with delivery focused on people's health and wellbeing, supporting those in need, delivering social value and benefitting the local and global environment. These changes must be meaningful and will present challenges but working together, we know we can achieve great things for Marylebone.

Simon Loomes,
Chair & Strategic Projects Director, The Portman Estate

Penny Alexander,
Chief Executive



Our Vision

A progressive, compelling and connected place for your people, your business and for everyone

Our Commitments



To ensure the environment is forward thinking, exceptional and vibrant whilst always being resilient, clean and safe
That is attractive to your people, new talent, visitors and customers.

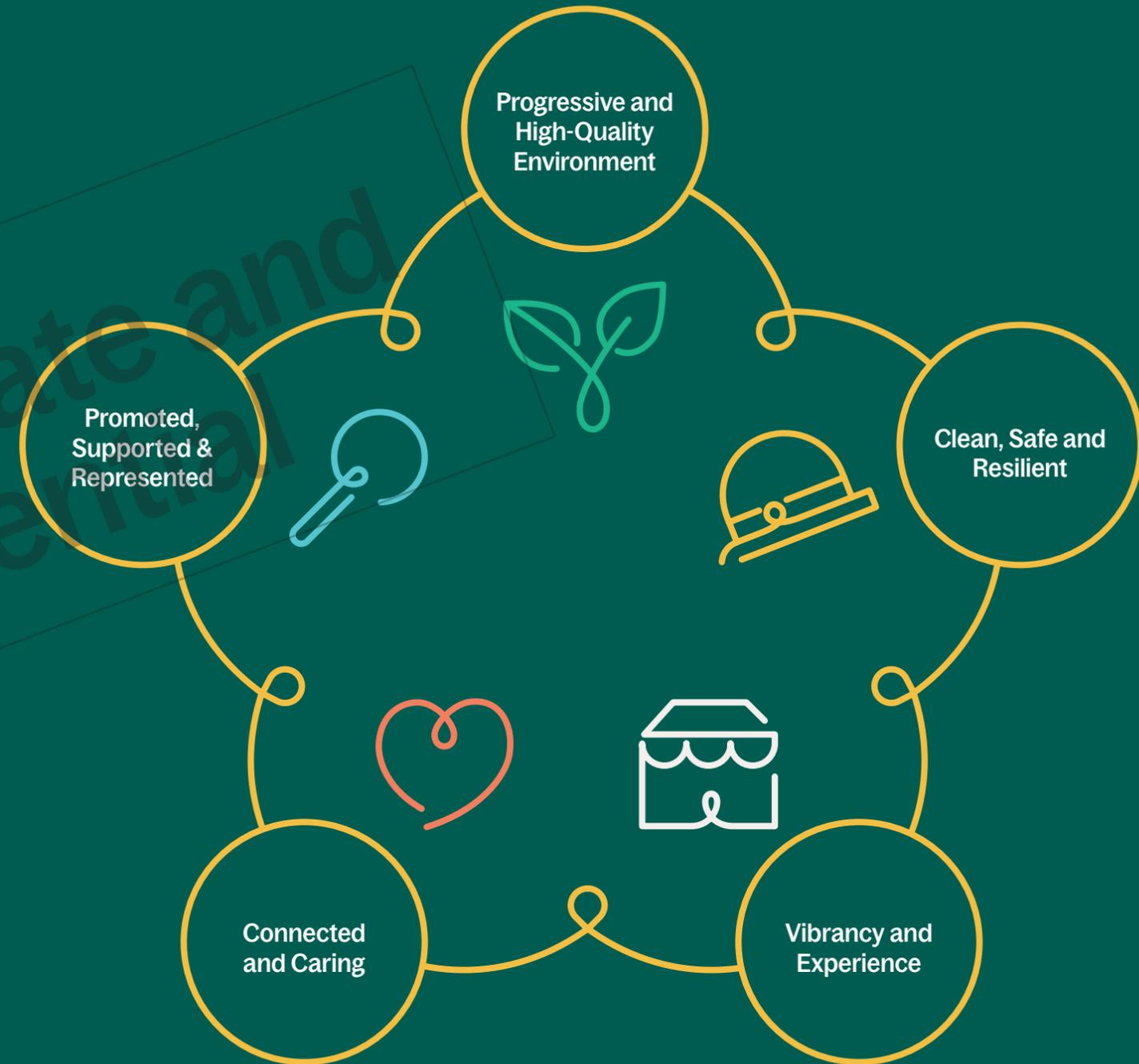


To nurture a connected and caring community
Facilitating social and environmental impact and wellbeing while contributing to the delivery of businesses' sustainability and ESG objectives.



To promote, support and represent the area and our businesses
Ensuring the future vitality of the area, providing tailored support and advocating for our businesses and for Marylebone.

Our Five Priorities



Our Delivery

Together We Did This

2013-2022

Our impact so far has been deep and varied ensuring the area is....

Attractive and Vibrant



Advocating for the Quarter and Its Businesses

An important focus for our work has been advocacy on issues affecting our area and its businesses including:



Safe and Cared For



Supporting a Strong, Sustainable Community



Delivering During Covid



Never have we evolved and adapted more swiftly than during the covid period. We refocused to support workers and businesses throughout the pandemic with information sharing, wide-ranging wellbeing and mental health programmes and activities to maintain connection to the area. Our reassuring street team supported essential businesses, key workers and residents. We facilitated and supported additional outdoor seating for hospitality businesses and as restrictions changed held outdoor events providing valuable promotional opportunities to our retailers. We enabled extensive support from the business community to the NHS front line, elderly people who were isolated, the homeless and those in food poverty.



Consultation

We are a not-for-profit company funded by businesses and led by a voluntary business board. Over the past ten years, the Baker Street Quarter team and Board of Directors have had regular and varied dialogue with our members including a full consultation on future priorities in 2022. This engagement informs our programmes and is essential in ensuring the Partnership is aligned with businesses and delivering targeted projects and services.

Businesses have articulated clear priorities for the future:

Promoting the appeal of the area and adding vibrancy – to support efforts to attract people back to the workplace, greater visitor footfall, and staff recruitment and retention

Sustainability and ESG – placing the facilitation and promotion of environmental and social impact at the heart of what we do

Consciousness of the cost of living crisis – focusing on giving back, public space and provision for all

A focus on people – nurturing a sense of community, wellbeing, health and happiness

Getting the basics right – ensuring the area remains clean and safe

Draft/ private and confidential

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The Baker Street Quarter Partnership puts community at its core and is vital to the ongoing prosperity of the area and local businesses. They adapted swiftly during the pandemic providing vital support to local employees, hospitality businesses and local charities. We see the Partnership being a key component to encouraging people back to their offices more regularly in the coming months.
”

Tim Robinson, Partner,
Head of Commercial Consultancy, Knight Frank

Our Commitment to Sustainability

We are committed to sustainability both for the area and the operation of our own organisation. We have been working with environmental consultancy and charity Bioregional and their 'One Planet Living Framework' to measure and drive forward our sustainability delivery and objectives.

All of our programmes contribute to sustainability across the ten elements of the One Planet Living Framework. Sustainability, ESG (Environmental, Social, Governance) and ED&I (Equality, Diversity and Inclusion) are fundamental to our members and we have therefore placed these considerations at the heart of our plans for the next five years.

Key Commitments of Our Sustainability Action Plan:

1

To provide support and facilitation for members in achieving net zero carbon

2

To collaborate with members and partners to facilitate the delivery of sustainable, healthy, high quality public spaces

3

To nurture a connected and caring community

4

To promote, enable and inspire a sustainable workplace, retail, leisure and hospitality experience for all

The One Planet Living Framework



Health & Happiness

We will seek to enhance the wellbeing and health of the Quarter's visitors, workers, and residents through our programme of events, via promotional channels and through our training. We will work with partners to improve air quality and advocate for healthy streets across the Quarter.



Equity & The Local Economy

We will strive to broker support for start-ups, SMEs and local businesses as well as supporting local employment initiatives. We will incorporate Equality, Diversity and Inclusion into our programme of training. Through our Placemaking Strategy, we will advocate for improved accessibility, wayfinding and enhancing the public realm for the benefit of visitors, workers and residents.



Culture & Community

We will support and celebrate the Quarter's cultural institutions and vibrant community through a cultural strategy feeding into our programme of events, promotional channels and through our training. We will ensure that our work to promote the area's identity reflects all user groups and the unique heritage of the area.



Land & Nature

We will promote the importance of greening and biodiversity within the Quarter, highlighting ways in which visitors, workers and residents can connect with nature. Through our work with Wild West End and our Placemaking Strategy, we will prioritise the creation of green space and the protection and enhancement of biodiversity in the Quarter, engage our members and landowners in greening through highlighting best practice and signposting to resources.



Sustainable Water

We will promote the sustainable use of water to our members, through signposting to relevant resources and celebrating best practice. Through our Placemaking Strategy, we will advocate for and incorporate measures to mitigate the impact of flooding.



Local & Sustainable Food

We will showcase and promote healthy, sustainable and low waste food within the Quarter. We will advocate for the use of local food suppliers and plant-based food with our members and for our markets and events.



Travel & Transport

We will promote active and low carbon modes of transport into and around the Quarter. Working with partners as part of the Zero Emissions Group, we will strive to reduce freight and waste vehicle movements in the Quarter, and advocate for the transition to zero emission vehicles.



Materials & Products

We will promote best practice, signpost and facilitate information sharing between members promoting a switch to products with lower environmental impact. We will highlight the sustainable offer in the Quarter to visitors, workers and residents.



Zero Waste

Through our Smarter Recycling scheme, we will continue to work with members to reduce waste generation and increase recycling rates across the Quarter. We will highlight ways in which visitors, workers, businesses and residents can make choices to reduce waste, particularly single use plastics.



Zero Carbon Energy

We will support Westminster City Council in their target for getting to Net Zero Carbon for Westminster by 2040. We will promote the Sustainable City Charter encouraging the reduction of carbon impact from operations, including switching to renewable energy and setting a net zero target. We will promote best practice, signpost and facilitate information sharing between members.



Our Plans For 2023 – 2028

Progressive and High-Quality Environment

Creating a compelling and inclusive place that supports wellbeing and has sustainability at its heart with informed placeshaping projects.



The priorities for our work to shape our local environment have been identified through our ongoing consultation and dialogue with our business members and the broader community. These priorities form the basis of important new placemaking research and strategy currently underway to drive and inform our projects over the next five years.

We have delivered much of what was identified in our previous public realm studies through projects addressing identified issues and adding to the desirability of the area for workers, residents and visitors. These interventions promote satisfaction, deliver additional footfall and dwell time and support efforts to attract people to the area. The Baker Street Two Way project added significant additional greening, widened pavements, better crossings, improved air quality and reduced traffic dominance. The Wonderpass transformation of the subway under Marylebone Road enhanced a key entry point to the area and we also delivered additional public space and greening in the form of George's Park. We have recently completed the design and secured funding for a new public space on Manchester Square, adding greenery and space to sit and relax, as well as pedestrian and cycling enhancements.

Our Placemaking Priorities:



Greening and Biodiversity

Adding visual appeal and environmental benefit in line with our sustainability action plan we will work with partners to realise greening in both public and visible private spaces that all can enjoy.



Gateways and Navigation

Improving the gateways to the area and wayfinding throughout the district to encourage pedestrian permeability and exploration and enhance experience for everyone. This is vital to our work to draw more people into and through the area.



Accessibility, Equality, Diversity and Inclusion

Ensuring the area is welcoming, enjoyable and attractive for everyone. The cost-of-living crisis makes it especially important that the area provides enjoyable spaces that are free or low cost to use.

Baker Street Quarter Partnership has been a valuable partner in delivering innovative schemes creating healthy streets and spaces for workers, residents and visitors to enjoy – notably the Baker Street Two Way Project and the Wonderpass. We look forward to continuing to work together on further schemes, including the placemaking strategy for the area.

Andy Byford, Commissioner, Transport for London



Culture and Identity

Using the public realm to define and distinguish Marylebone adding attractiveness for all and supporting the promotion of the area to visitors and workers. This will consider activating less-used spaces, adding public art and cultural animation.

Sustainable Transport

Seeking opportunities to encourage and facilitate cycling, walking, use of electric vehicles, freight consolidation and public transport working with Westminster City Council and Transport for London - a vital element in the pathway to net zero carbon.

Safety and Security

Supporting the safety, security and the management of the district and safe spaces for people day and night through lighting, street furniture, planting and street scape.



Relaxation and Wellbeing

Seeking opportunities to add public space and seating to support wellbeing and enable those working and living in the area, as well as visitors, to take a break.



Clean, Safe and Resilient

Ensuring the area is safe, well managed and resilient through our dedicated street management, effective communications and facilitated local networks.

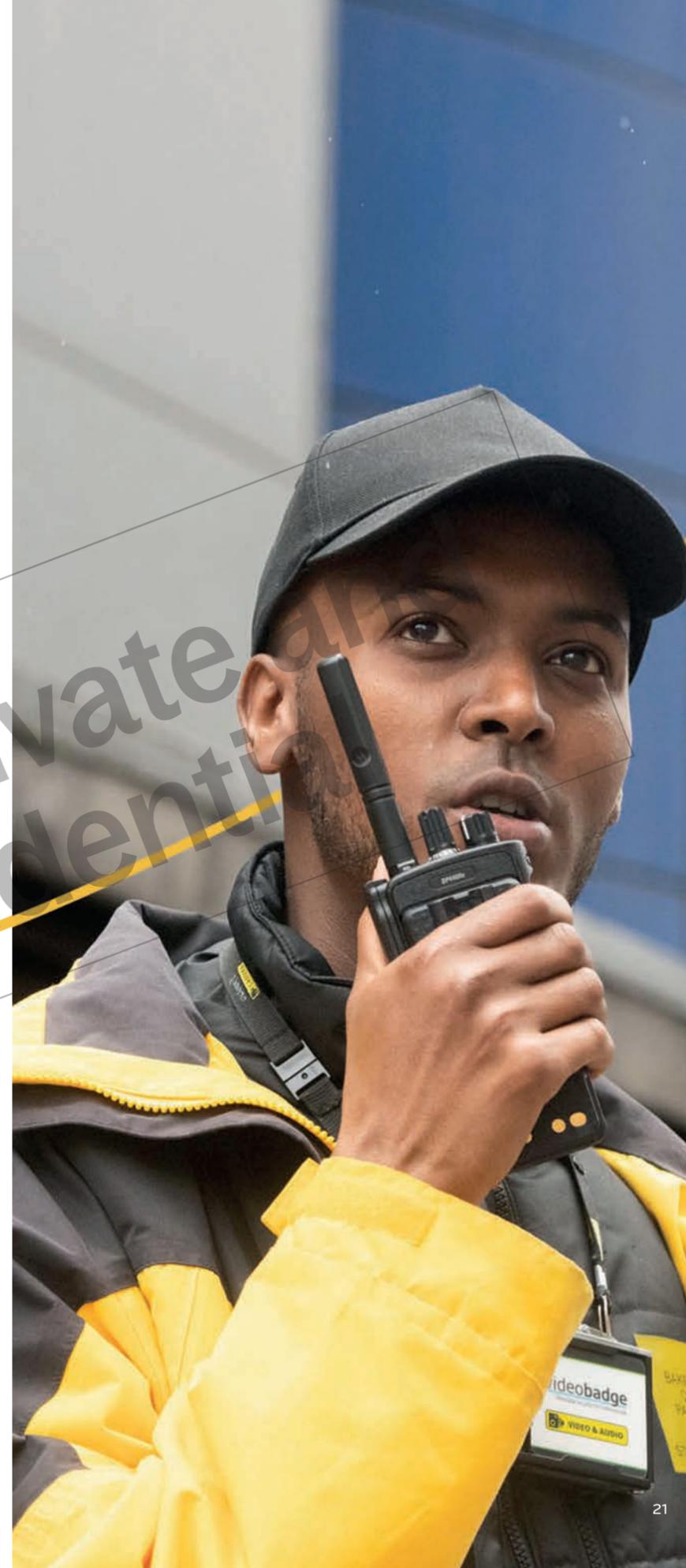
Managing the Streets, Supporting Our Members

The dedicated management of the area by our Operations Manager and street team is greatly valued by our business members, visitors, those working locally and residents. People place great importance on the high standards of cleanliness and maintenance of the area achieved by the team and the targeted support they provide working in partnership with The Portman Estate and Westminster City Council. We provide regular updates on trends and planned works and also bring together local property managers, the council and Police to effectively share intelligence, compile evidence and solve problems.

Our Street Team patrol the area working proactively to report and resolve issues in terms of waste, maintenance and anti-social behaviour as well as offering reassurance, a warm welcome and deterring crime. Importantly the team work with our dedicated outreach service to ensure proactive support and advice for those who are sleeping rough.

The renewal of the Partnership will ensure these services continue and the expansion of the area will add this detailed management approach to the key gateway area around Marylebone Station and Marylebone Road. We will be enhancing our cleaning resources moving forward to provide more comprehensive cover and as we take on management responsibilities for new public spaces that we deliver.





Increasing Security and Resilience

We have developed a robust programme to strengthen the resilience of the area to significant incidents or attacks and enhance the safety of businesses, local workers, visitors and residents. We were a founding member of the West End Security Group (WESG) through which we benefit from a close relationship with relevant Police and Council departments and a broad emergency planning and resilience network across the West End as a whole.

We provide a range of resources to support the resilience of the area and our members. Our area-wide incident communication platform means we can swiftly inform members of unfolding incidents as well as providing advance intelligence. We facilitate and advocate for additional emergency equipment and resources to support both incident response and recovery planning in the area. Our training programme includes an annual area-wide tabletop exercise and the latest counter terrorism training as well as essential courses held locally covering first aid, health and safety and fire marshal duties. We provide regular updates on relevant legislation, advice and best practice. For our smaller members in particular we will be promoting the use of the Business Resilience Toolkit developed with WESG and Westminster City Council – a useful framework providing guidance, resources and a checklist to mitigate against risks that businesses typically face.

We will continue to actively support wider efforts to increase the safety and security of the West End as a partner in the development and delivery of the West End Protect and Prepare Partnership Framework, working to ensure we are as prepared as we can be to respond in the event of a terrorist attack or other major disruptive event. Facilitated by WESG, it aims to enhance collaborative activity between businesses, the Police, Council, Ambulance Service and Security Industry Authority.



Draft, private and confidential

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As the St Marylebone Society, representing residents of the area, we have been keen to see the Partnership expand north for some time and are looking forward to the benefits this will bring to our neighbourhood in terms of placemaking and the focus of the street team.

Cynthia Poole, Joint Chair, St Marylebone Society

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Vibrancy and Experience

Adding fun and appeal for workers, visitors and residents with enlivening experiences, exciting events and an array of activities.

Vibrancy and experience are central to efforts to attract and retain workers and visitors and ensure the area's future vitality. We will develop a cultural strategy to add fresh and enticing content to our programmes, to celebrate all the area has to offer and link to broader festivals and events.

Events and Activities

Our popular events and activities draw people to explore and enjoy this special neighbourhood. Our 'Summer in the Square' festival in Portman Square attracts over 10,000 people to enjoy food and drink, local traders, wellbeing activities and the Wimbledon tennis. Our regular food markets and food stall pop-ups provide something a little different and our walks and tours encourage further exploration of the area, its history and its foodie offer.

Our programme will be refreshed from 2023 drawing from the cultural strategy. A range of seasonal activities and experiences will link to key cultural events. We will work to animate and activate a range of spaces in the area and provide valuable promotional opportunities for local businesses.



Enriching Experiences

We want to make the area even more enticing adding excitement and an element of surprise. We brought Christmas lights to the area for the first time in 2018 with a scheme reflecting the special nature of Marylebone picking up local characters and history from Sherlock to Lady Montagu and from the Marylebone Bazaar to the Marylebone Pleasure Gardens.

We will be adding new Christmas lighting in 2023 and will be broadening our ambition, in line with the cultural and placemaking strategies. We will also be promoting the addition of public art to the area looking at opportunities and partnerships with other stakeholders and new developments to scope what can be achieved both temporarily and on a permanent basis.



“ We really enjoy working with the Partnership, and it’s been lovely to see over the years how their wellbeing programmes have developed. We feel well informed of all the brilliant events and offer there is in the area, and it is great to be able to engage our staff with these.

Sarah Harmer, Director of Development, The Wallace Collection

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“ Vibrant Baker Street and its surrounding streets is a key location in London for business and for domestic and international visitors. The Baker Street Quarter Partnership's great work is well aligned with the Mayor's top priorities which include decarbonisation and supporting businesses of all sizes.

Rajesh Agrawal, Deputy Mayor of London for Business

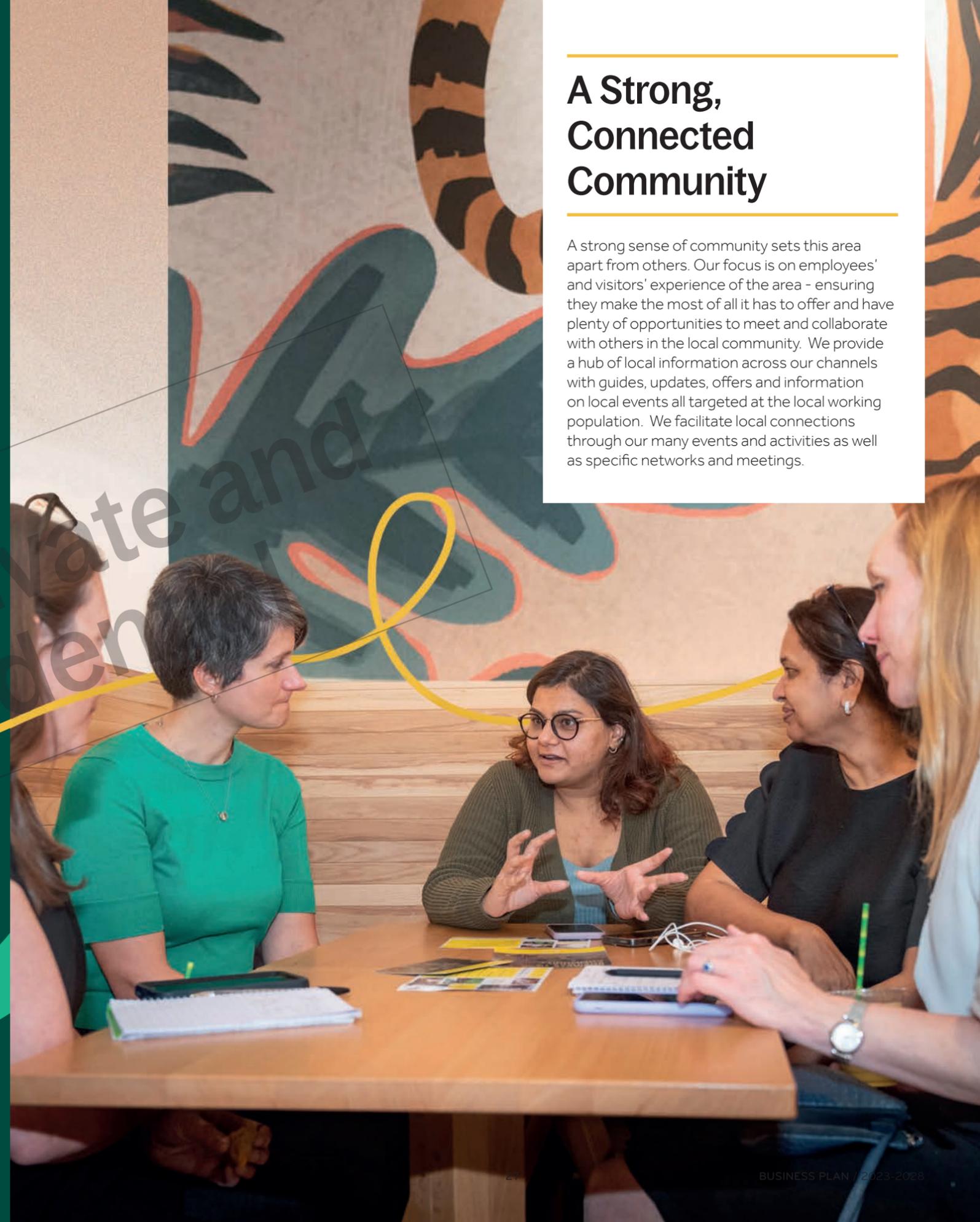
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Connected and Caring

Promoting social and environmental impact and wellbeing while supporting the delivery of businesses' sustainability and ESG objectives.

A Strong, Connected Community

A strong sense of community sets this area apart from others. Our focus is on employees' and visitors' experience of the area - ensuring they make the most of all it has to offer and have plenty of opportunities to meet and collaborate with others in the local community. We provide a hub of local information across our channels with guides, updates, offers and information on local events all targeted at the local working population. We facilitate local connections through our many events and activities as well as specific networks and meetings.



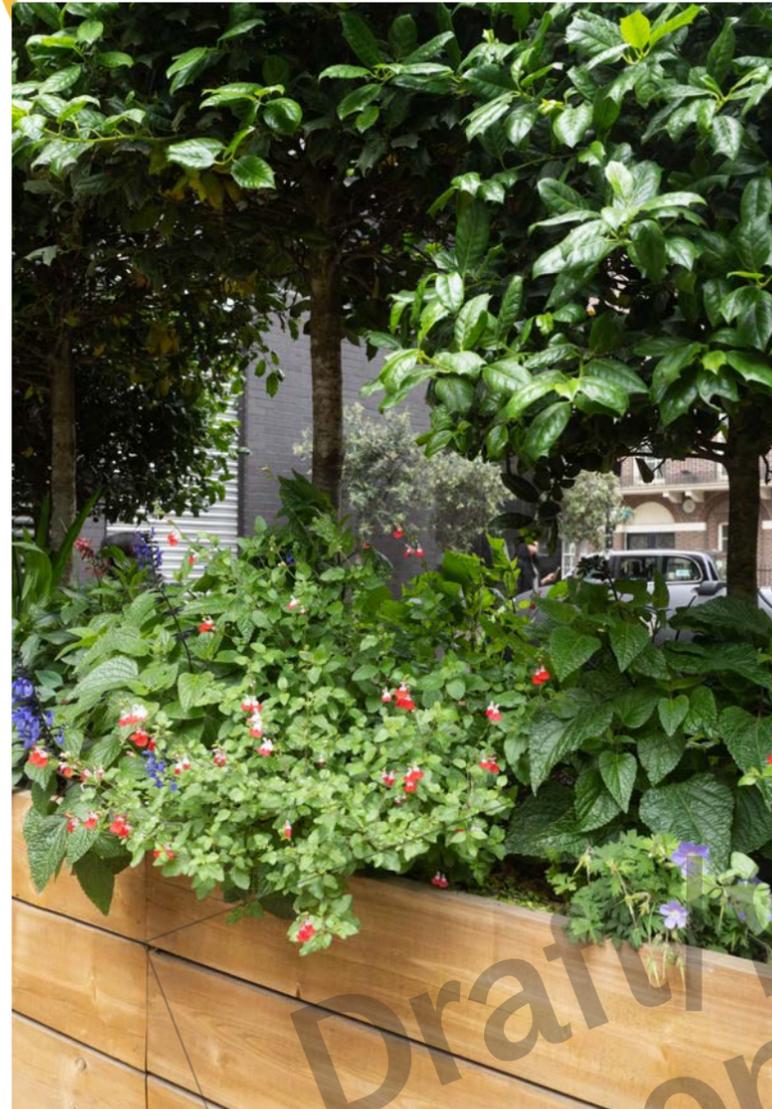
Working Together for the Environment

The climate emergency has put carbon reduction and air quality at the forefront of priorities and places new requirements on businesses. Our members are already committed to environmental action and we work to facilitate mutual support for businesses' programmes and objectives. Our work in this area is spearheaded by our new Sustainability Steering Group bringing together the sustainability leads from our members across the area.

With our larger members already resourcing significant ESG programmes, we will work to harness their commitment to carbon and emission reduction through a recognised framework such as the Sustainable City Charter and work towards an ambitious commitment for the district.

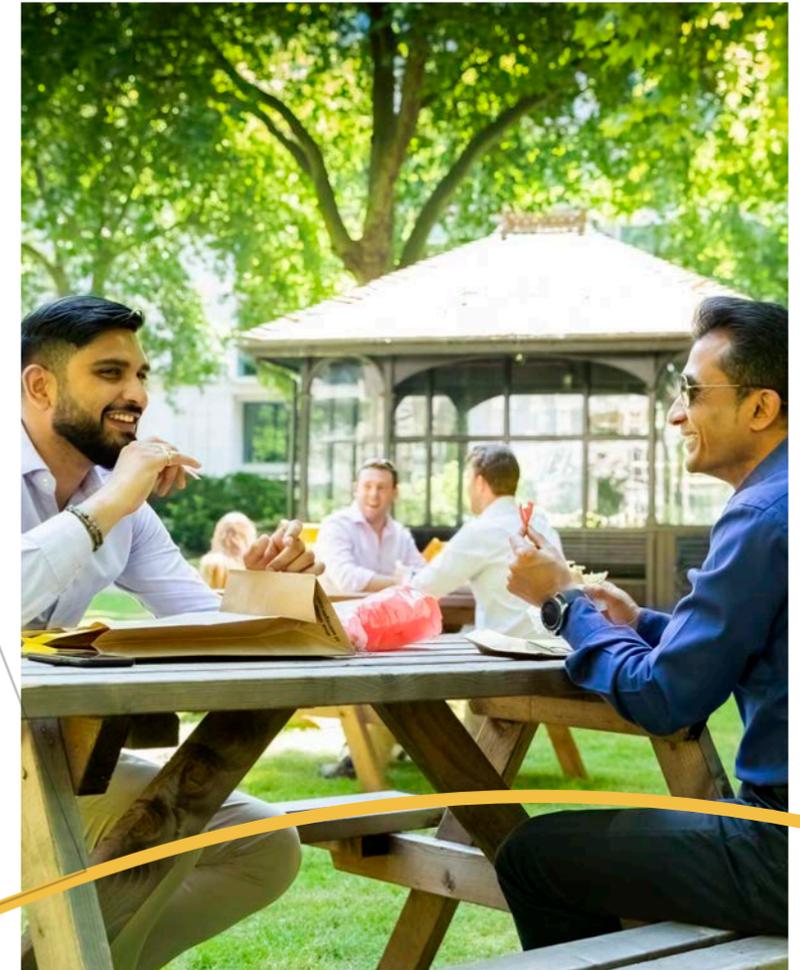
For our smaller members we will provide access to guidance, training, best practice and toolkits to support them on their pathways to carbon and emission reduction. We will provide access to practical services, such as the Business Energy Audit Scheme offered by Westminster City Council.

We will develop and facilitate collective initiatives to reduce environmental impact. We will build on our experience with our consolidated waste service, Smarter Recycling (reducing vehicles, emissions and waste) and seek new opportunities working with the Zero Emissions Group for the West End.



Focusing on People – Their Health and Happiness

To realise our vision of a place that is appealing and positive for everyone we are developing a suite of services specifically focused on attracting, developing and supporting local talent and the wider community.



“ We are thrilled at the prospect of being part of the Baker Street Quarter Partnership as they expand their footprint. We are well aligned with our shared commitment to sustainability and wellbeing and look forward to working together to benefit the area, the community and our people.

Tracey Fuller, UK Head of Community Engagement & Impact, BNP Paribas UK

“ We are looking forward to continuing to work with the Baker Street Quarter Partnership to make improvements that benefit people who live and work in our City. We welcome the Partnership's focus on sustainability and social impact which aligns with the new Council priorities for Westminster.

Cllr Geoff Barraclough, Cabinet Member for Planning & Economic Development, Westminster City Council

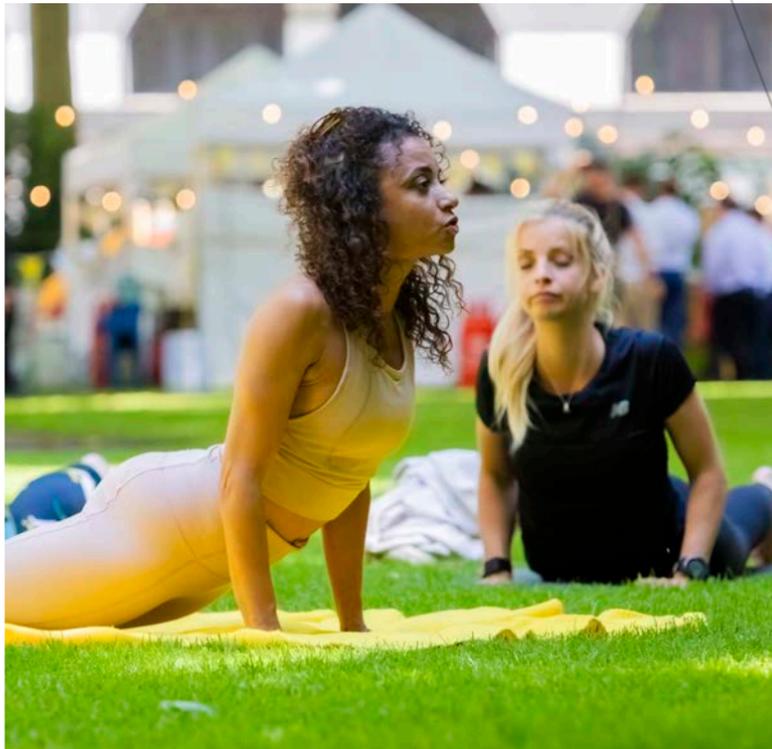
Attracting and Retaining Talent

The recruitment and retention of talent has become more challenging for members in all sectors. We will be expanding the tailored collateral and content we provide to HR managers to support them in ensuring the appeal of the area is understood and a strong pull for those considering working here. This information also supports staff retention and efforts to attract people to work in the office. It is provided for induction packs, intranets, reception screens and internal communication platforms to ensure new and existing employees understand all the area has to offer and the many activities available through the Partnership. We will develop specific campaigns to promote Marylebone expanding our reach across consumer channels and provide dynamic content for companies to use internally.



Supporting Wellbeing

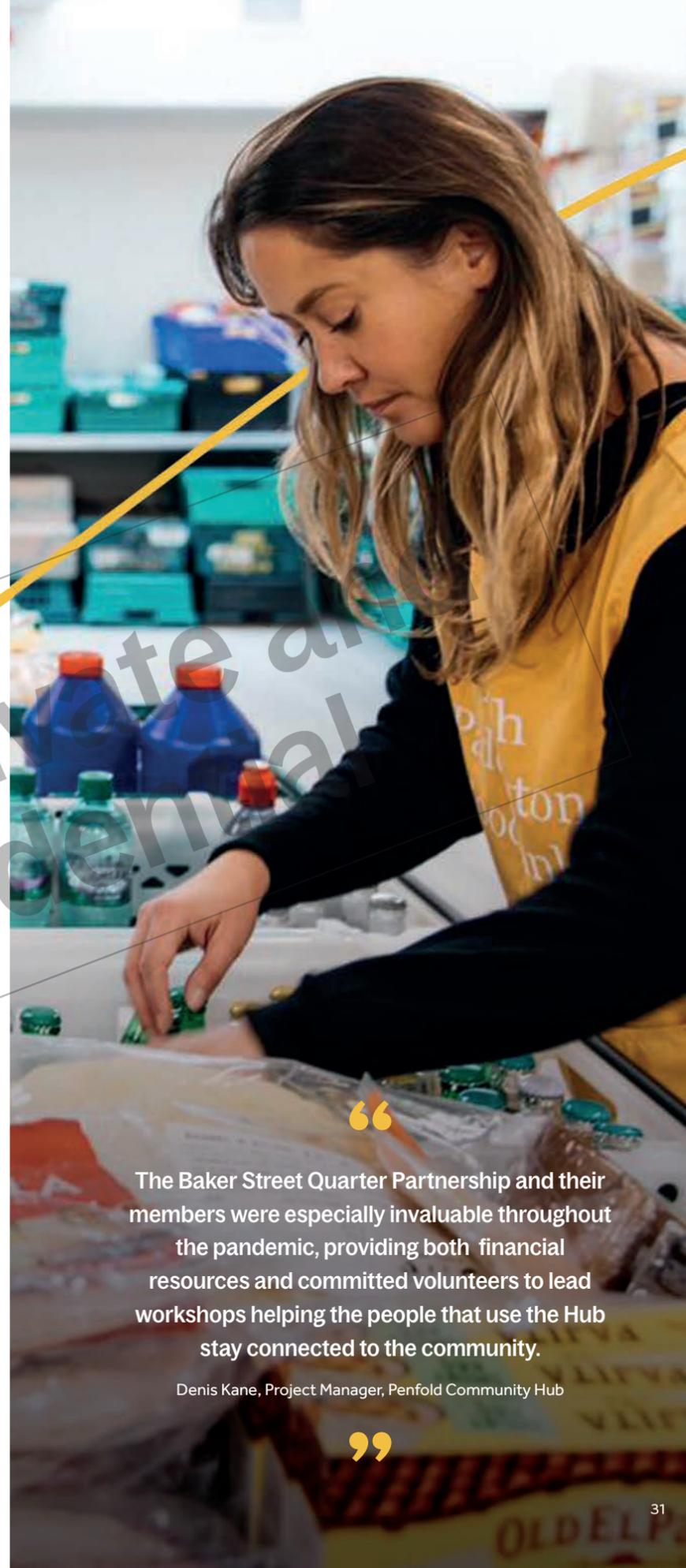
Our popular wellbeing programme is available to all members' employees as an additional benefit of working in the area, supplementing employers' own provision and providing opportunities for local connections. The programme includes advice sessions on matters such as sleep, diet and health alongside practical guidance for supporting mental health in the workplace with sessions on work/life balance, mental health awareness for managers and how to build resilience. We provide Mental Health First Aider training and a peer support network as well as sessions focused on diversity and inclusion. Our wellbeing activities range from meditation and mindfulness to creative writing and craft, to yoga and pilates, dance and walks.



Working With the Community

Our established Smarter Giving service provides opportunities for members' employees to further engage with the local community while providing important support where needed. We broker support from our member businesses and their staff with local charities and community groups. Our programmes are largely focused in the Church Street area just north of Marylebone and our BID area expansion deliberately brings our boundary closer to this neighbourhood to support even stronger engagement. Our Smarter Giving Manager works to strengthen and establish relationships in the Church Street area to understand what support is needed and then works with our members to secure this. Recently members funded and installed a roof garden at the Portman Early Childhood Centre and put on afternoon tea for the older residents of Penfold Community Hub. We also facilitate area wide clothes, food and toy drives and the donation of furniture and other goods to charities locally.

Supporting local employment and opportunity remains a priority. We will encourage further support and mentoring from members for local entrepreneurs and start-ups in addition to supporting schools with their industry and workplace programmes. We are excited to explore the opportunities presented for partnership, mentoring and employment support in the proposed new hub at the University of Westminster. With a leading apprenticeship provider in the area we will refresh our work to understand how we might best promote and facilitate apprenticeships with our member businesses.



“The Baker Street Quarter Partnership and their members were especially invaluable throughout the pandemic, providing both financial resources and committed volunteers to lead workshops helping the people that use the Hub stay connected to the community.”

Denis Kane, Project Manager, Penfold Community Hub

Promoted, Supported and Represented

Ensuring the charms of Marylebone and its businesses are well known, appealing to local workers and drawing in visitors to sustain the vitality of the area. Providing tailored support and advocating for our businesses and for Marylebone.

Marketing Marylebone

Promoting Marylebone and all it has to offer is a particular focus for the next five years. This is important in supporting staff recruitment and retention across all sectors and encouraging office worker footfall. However, it is also vital that we attract visitors to the area to sustain our retail, leisure and hospitality sector that is so vital to the vibrancy of the area. Marylebone has great potential to attract a greater share of visitor footfall, which is needed to strengthen the recovery for these key sectors in a still challenging market. We will launch dedicated consumer focused campaigns tailored to target audiences domestically and internationally. These will include poster collateral on the TfL and railway networks, articles in relevant publications, a dedicated website and new consumer facing social media channels.



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Being relatively new to the area, we can say that Baker Street Quarter Partnership gave us the warmest welcome when we opened the hotel in challenging times. They were able to open doors to local businesses and help us to form important relationships through their well-established network.

Grant Campbell, General Manager, Nobu Hotel London Portman Square

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Supporting Businesses

All of our programmes are designed to contribute positively to businesses and their employees experience of the Quarter. Our business membership is wide-ranging in terms of size and sectors and we therefore tailor our offer to each member. For our larger members the focus is generally on facilitated collaboration and information sharing, particularly on sustainability and security initiatives. We offer free promotion to our consumer facing businesses, which will be significantly strengthened with our future consumer campaigns. Our free training programmes are particularly popular with our smaller members and we also provide guides, best practice advice and resources such as the business resilience toolkit. We will in particular focus on developing our sustainability related guidance and training in our next term.

We have a strong track record of collaborating to provide support to address specific challenges. These will include:

- Hospitality and Leisure Recruitment Service:

A new initiative working with our neighbouring Business Improvement Districts and Westminster City Council to expand the pool of skilled labour for these sectors.

- Inward Investment:

We will continue to work in partnership with the Westminster Investment Service to attract and support new business occupiers into the area, that complement our existing businesses and add value to the area.



The Baker Street Quarter Partnership is a trusted and reliable partner who we enjoy working with to ensure this part of Marylebone is a great place for our guests to visit. We are excited by the potential for future collaboration in promoting the area to encourage others to discover all it has to offer.

Tim Waters, General Manager, Madame Tussauds London



Advocating for Marylebone

We will continue to advocate for Marylebone for the benefit of the entire community. We already work closely with local residents' groups and forums. We focus in particular on securing additional investment for the benefit of the area as a whole.

We are uniquely positioned to provide a strong, collective voice for businesses in the area ensuring decision makers understand members' views and concerns. We will continue to ensure businesses' voices are heard by proactively advocating and responding to consultations, joining up with BIDs in Westminster and central London to add weight to these arguments where appropriate. We will also ensure businesses are represented on panels and groups making decisions affecting local businesses, for example policing priorities, wider air quality programmes and planning policy. Key forums include the Marylebone Neighbourhood Forum, Police Safer Neighbourhoods Panel, West End Security Group and West End Zero Emissions Group.

We have long been impressed with Baker Street Quarter Partnership's ambition and delivery for the area. Their contribution is essential to the shaping and growing of the area through long term investment and leadership. We look forward to seeing many other successful projects come to fruition in the future.

Vasiliki Arvaniti, Head of Asset Management, Derwent London



Your Vote For Marylebone's Future

From **25 October 2022** you will be given the opportunity to vote to secure this business proposal for 2023 – 2028 in a postal ballot taking place over four weeks.

Every Business Improvement District (BID) like Baker Street Quarter Partnership is required to renew its mandate every five years. To ensure neutrality the ballot is conducted by Westminster City Council in-line with the BID Regulations and government legislation.

The ballot needs to satisfy two tests – a majority by number of those voting and a majority in rateable value of those voting. We last went to ballot in November 2017 when we gained 95% by number and 96% by rateable value with a turnout of 80%. The highest in the UK at the time.

All eligible businesses will be entitled to one vote per hereditament (rated business unit). Some businesses occupying more than one hereditament will get more than one vote.

Key Dates 2022

25 October

Your voting paper will be issued

By 24 November, 5pm

You need to have returned your voting paper

25 November

The results of the ballot will be announced

To discuss the Business Plan in more detail please call 020 3056 5910 to speak to:

Penny Alexander
Chief Executive
penny@bakerstreetq.co.uk



Baker Street Quarter Partnership BID Area

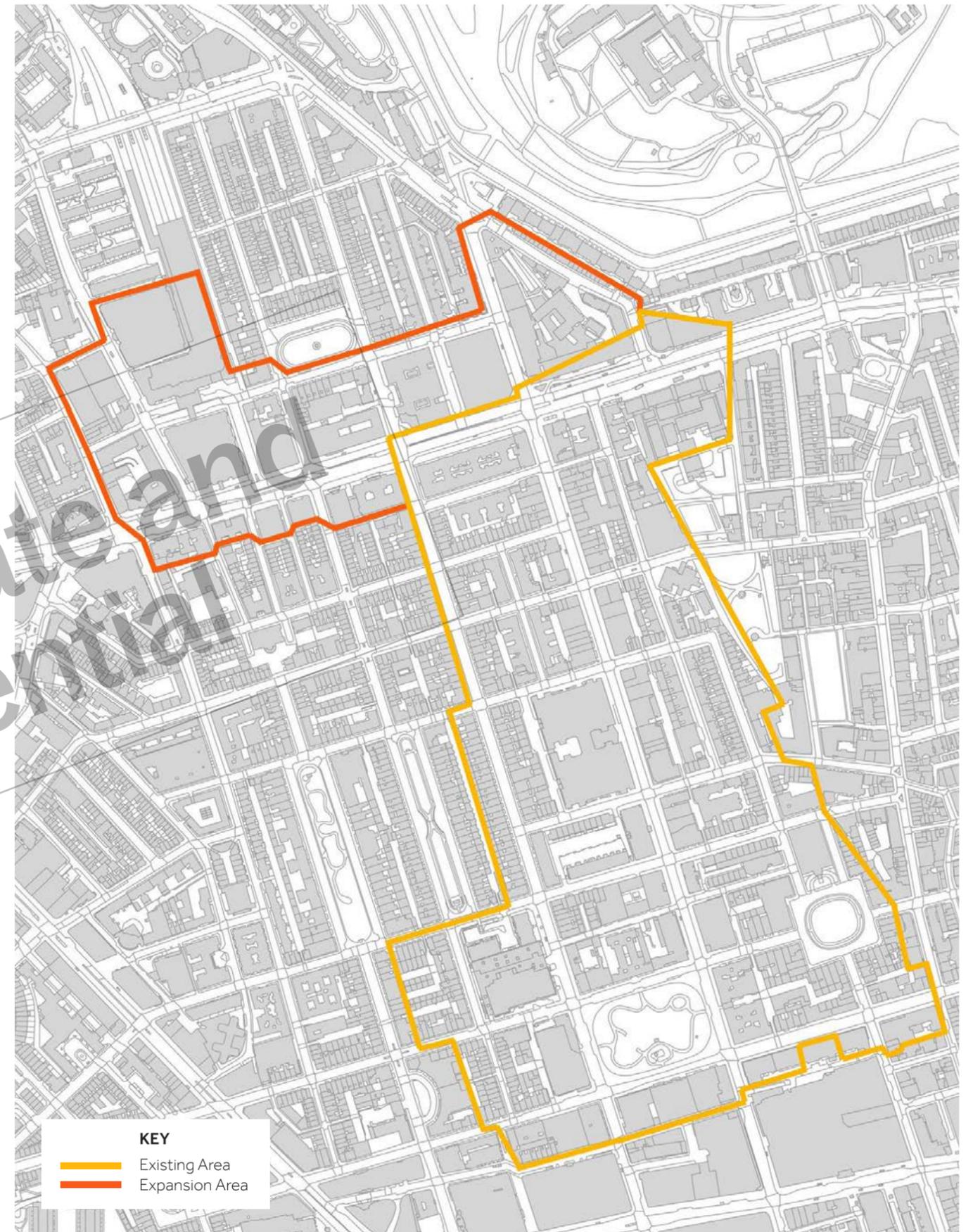
The current BID area (indicated in yellow) now has a strong affinity with the activities of the Partnership and the benefits of our services have been recognised across the entire zone. An extension to the north of the area is proposed for 2023-28 as indicated in dark orange on the map.

Discussions during the consultation phase confirmed that an extension to take in the area around Marylebone station would be beneficial to enable improvement to this key gateway, strengthening of Marylebone identity for the BID area, closer proximity to Smarter Giving recipients in Lisson Grove/Church Street and link up with a business community well aligned with the Partnership. It is also supported by the local amenity (residential) society, the St Marylebone Society.

This extension encompasses predominantly office occupiers along with three hotels, an education facility and a small number of other ancillary uses. The estimated annual levy income from this extension is in excess of £100,000 with a potential for up to a further estimated £100,000 subject to completion of development sites.

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We’re looking forward to becoming fully integrated into the Baker Street Quarter Partnership. We’ve seen the varied and successful projects they’ve carried out over the years and are particularly pleased to see a new focus on Marylebone Road. We look forward to the many benefits they will bring to the area, our students and our employees.
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Richard Frost, School Secretary,
London Business School



Governance, Finance & Transparency

Occupier Board



SIMON LOOMES
Strategic Projects Director,
The Portman Estate (Chair),



TIM ROBINSON
Partner, Head of Commercial
Consultancy, Knight Frank
LLP (Vice Chair)



SARAH BUTTLEMAN
Consultant Solicitor,
Streathers Solicitors



AMANDA CHERRY
Director of Organisational
Development,
Aspect Capital Ltd



ARNAUD DE SAINT-EXUPERY
Area Vice President &
General Manager - UK
and Ireland, Hyatt Regency
London - The Churchill



HANNAH GRUNDY
Head of Brand,
Communications and Events,
Winkreative



RICHARD LEVY
Partner, BDO LLP



CHRIS MELOY
Campus Services Manager,
University of Westminster



ANDREW RICHARDSON
Managing Director,
Home House



ANUP SARIN
Director Of Operations
(Aristel Hotels), Double Tree
By Hilton - Marble Arch



ANDY TYLER
International Partner,
Cushman & Wakefield



TIM WATERS
General Manager, Madame
Tussauds

Owner Board



SIMON LOOMES
Strategic Projects Director,
The Portman Estate (Chair)



VASILIKI ARVANITI
Head of Asset Management,
Derwent London (Vice Chair)



ANNABEL GODSON
Senior Asset Manager,
Duke Street Property Ltd



NICHOLAS LAZARI
Director,
Lazari Investments Ltd



LAURIE LOW
Senior Portfolio Manager,
Great Portland Estates



JAMES PONSFORD
Head of Asset Management,
London & Regional
Properties Ltd



WILL SCOTT
Asset Manager, British Land



TOM KNIGHT (OBSERVER)
Portfolio Director, The
Portman Estate

Observer



RACHEL THEVANESAN
Business Support
Programme Manager,
Westminster City Council

Baker Street Quarter has a voluntary Board of Directors. The makeup of the Occupier Board broadly reflects the makeup of businesses eligible to pay the BID levy with regard to business sector, size and location with new Directors joining to represent the extension area. Westminster City Council and the Metropolitan Police have seats as observers of the Board. Property owners and investors also contribute to the Partnership and are represented on the Owner Board.

The Boards meet quarterly including an annual joint meeting to set priorities and review progress.

Business Improvement Districts (BIDs)

A BID is a business-led, business-funded, not-for-profit body formed to improve a defined commercial area. A BID enables a coordinated investment into the area and delivers projects and services which are in addition to those already provided by the Council. BIDs are statutorily established following consultation and a ballot in which businesses vote on a BID Proposal/Business Plan. BIDs operate within a legislative framework and are required to renew their mandate with their business electorate every five years. There are now over 300 BIDs operating in the UK.

The Company

Baker Street Quarter Partnership is a not-for-profit company limited by guarantee. It was formed to operate the BID and is the BID Proposer putting forward these plans for 2023-2028. Assuming a successful renewal ballot Baker Street Quarter Partnership will continue to operate the BID.

The Boards and Steering Groups

The management and governance of the Company will continue to be open and transparent.

The Boards take responsibility for the strategic and financial management of the Company. It is the responsibility of the Board of Directors to ensure good management of the Company. The Boards will continue to meet on a quarterly basis (as a minimum), to review strategy and consider recommendations from the management team and to agree any decisions on behalf of the Company.

Steering Groups are made up of business and owner members and are responsible for directing specific areas of the programme:

- Streets and Spaces
- Vibrancy and Community

We also have a Sustainability Steering Group directing and overseeing our sustainability action plan.



All BID levy-paying businesses are encouraged to put themselves forward to sit on Baker Street Quarter Partnership's Steering Groups or Occupier Board.

Voluntary Membership

Landowners and investors in the area are encouraged to join the Partnership and sit on the Owner Board. Membership contribution is based on size of interests in the area.

Voluntary Membership is also available for businesses below the BID levy threshold at a cost of £2,000 per annum (plus any allowance for inflation).

Voluntary Membership for businesses just outside the BID area can also be considered.

The Team

The experienced and effective team at Baker Street Quarter Partnership will manage the projects and services outlined in this proposal with support from specialist advisers as needed. We will also work with our neighbouring BIDs: Marble Arch London, Harley Street BID and New West End Company, where possible, to realise economies of scale and efficiencies.

Legal Agreements

The Company will enter into legal agreements with Westminster City Council:

- Baseline agreement – this agreement sets out the minimum service standards to be delivered by Westminster City Council
- Operating agreement – this agreement is between the BID and Westminster City Council which defines the contractual arrangements for the collection of the BID levy. This will be carried out by Westminster City Council on behalf of the BID. This contractual relationship is in line with the requirements of BID legislation.

Copies of these agreements can be viewed at www.bakerstreetq.co.uk

Performance Measurement

Performance is measured through a comprehensive range of KPIs and milestones which are reported on a quarterly basis to the Steering Groups and Boards.

An annual survey of all members is conducted to measure member satisfaction and member priorities.

Budget 2023 – 2028

	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	TOTAL
INCOME	£	£	£	£	£	£
BID Levy	£1,372,600	£1,478,400	£1,599,300	£1,640,300	£1,684,900	£7,775,500
Contingency for reductions/non-collection (5%)	-£68,600	-£73,900	-£80,000	-£82,000	-£84,200	-£388,700
Additional Income	£304,000	£150,000	£154,500	£159,100	£163,900	£931,500
TOTAL INCOME	£1,608,000	£1,554,500	£1,673,800	£1,717,400	£1,764,600	£8,318,300
EXPENDITURE	£	£	£	£	£	£
Public Realm	£76,600	£88,900	£91,500	£94,300	£97,100	£448,400
Clean, Safe & Resilient	£370,400	£381,500	£392,900	£404,700	£420,800	£1,970,300
Vibrancy & Experience	£292,600	£272,500	£281,400	£287,100	£293,100	£1,426,700
Connected & Caring	£299,000	£307,900	£317,200	£328,700	£371,500	£1,624,300
Promoted, Supported & Represented	£164,100	£173,800	£179,000	£184,400	£189,900	£891,200
Overheads	£235,600	£267,700	£275,700	£286,000	£344,600	£1,409,600
Management & Admin	£87,200	£89,800	£92,500	£95,300	£98,100	£462,900
1% Contingency	£15,300	£15,800	£16,300	£16,800	£18,200	£82,400
TOTAL EXPENSES	£1,540,800	£1,597,900	£1,646,500	£1,697,300	£1,697,300	£8,315,800
Reserves	£67,200	-£43,400	£27,300	£20,100	-£68,700	
Balance		£23,800	£51,100	£71,200	£2,500	

Explanatory Notes:

A BID levy collection rate of 95% is assumed.

The figures included for additional income are estimates based on voluntary contributions from the BID's first ten years, but these cannot be guaranteed. The figure for 2023-2024 includes reserves brought forward.

Financial Management

- The Baker Street Quarter Partnership Boards will approve, in advance, an annual budget for the BID for each financial year
- Baker Street Quarter Partnership will not be able to operate in deficit or incur liabilities that come into effect after the operational period i.e. after 31 March 2028
- Baker Street Quarter Partnership will produce annual accounts for each financial year. These will be independently audited and available to all BID levy payers and the Local Authority. These will be presented at Baker Street Quarter's Annual General Meeting
- The BID Board will decide how any unspent or additional income should be utilised
- The budget includes a contingency reserve to take into account any unexpected shortfall
- Any redistribution of funds between programmes within the total annual budget will require Board approval
- Any redistribution of funds between projects within the total annual programme budget will require Steering Group approval

The BID Levy Rules

- The Renewal BID term will be for 5 years from 1 April 2023 to 31 March 2028
- The BID levy on all hereditaments for 2023/24 will be based upon the multiplier 1.18% (main multiplier) other than those in the hospitality, retail and leisure sectors with specified valuation office analysis codes* for which a multiplier of 0.83% (lower multiplier) applies.
- Both multipliers are subject to an annual inflation increase of 0.03 annually on 1st April.
- The main multiplier will therefore be: Year 2: 1.21%; Year 3: 1.24%; Year 4: 1.27%; Year 5: 1.3%
- The lower multiplier will therefore be: Year 2: 0.86%; Year 3: 0.89%; Year 4: 0.92%; Year 5: 0.95%.
- The BID levy will be based upon the rateable value in effect on 1st November 2022.
- The BID levy will be charged on all properties in the BID area which appear in the rating list with a rateable value of £175,000 or more.
- The BID levy payable for any business shall not exceed £35,800 per annum plus an increase for inflation of 3% applied annually on 1 April. i.e. Year 2: £36,874; Year 3: £36,980; Year 4: £39,120; Year 5: £40,293
- Properties that come into the Rating List during the BID term will be subject to the BID levy from the effective date that the property is brought into the rating list and the rateable value effective at that time.
- The BID levy will be a daily charge, paid annually in advance.
- Ratepayers in receipt of mandatory charitable relief from business rates shall receive a 95% discount on the BID Levy.
- A ratepayer will be liable to pay the BID levy on an unoccupied property without any void period allowance or any empty property allowance.
- There will be no VAT charged on the BID levy.
- The Board of the Baker Street Quarter Partnership will be able to alter the BID arrangements, without an alteration ballot, so long as any alterations do not:
 - Alter the geographical area of the BID
 - Cause anyone to pay the BID levy who was not liable to pay it before or increase the amount of the BID levy for anyone.
 - Conflict with the Local Government Act (2003) or The Business Improvement District Regulations (2004); and
 - Baker Street Quarter Partnership consults on such alteration with the relevant billing authority.

*** The specified valuation office analysis codes for which the lower multiplier applies are: CG3 CH CL CL1 CL2 CR CR1 CS CS1 CS2 CS3 CS6 CS7 CS8 CS9 LC2 LT LX**

A full version of the BID Proposal, Business Plan, BID Levy Rules and street list can be seen at www.bakerstreetq.co.uk

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