

**PROJECTED INCOME & EXPENDITURE**  
**OCCUPIER BUSINESS IMPROVEMENT DISTRICT**  
LEICESTER SQUARE & PICCADILLY CIRCUS



## OUR PURPOSE

Heart of London Business Alliance has been providing leadership and direction for businesses and property owners for over 10 years. We support the commercial wellbeing of those we represent, and promote our district to a global audience – ensuring our area remains integral to London's West End offer.

Through clear strategies to manage the differing needs of our daytime and evening economies, we are building continuously on what we have achieved so far, so we are increasingly well equipped to face future challenges.

## YOUR PRIORITIES 2012 – 2017

- *Achieving more through collective action*
- *Giving street management higher priority*
- *Building the profile of the area while showcasing specific locations*
- *Handling the area's 24/7 aspects*
- *Creating and making the most of events*
- *Being more family-friendly*
- *Managing pedestrian congestion at peak times*
- *Incentivising employees to use the area's businesses more*
- *Encouraging more connectivity as part of London's West End*
- *Optimising the legacy of the London 2012 Olympic and Paralympic Games*

## FOCUS FOR 2016/17

### INFLUENCING THE AGENDA

We will communicate with a strong and united business voice on the wide range of issues you prioritised. Together, we will achieve our collective ambitions and bring about positive change for the area.



### WEST END PARTNERSHIP

2016 should see the principles set out in the West End Vision 2030 start to take shape, based on the themes of People, Place and Prosperity. There will be a particular focus on the aesthetic of the West End and the quality of the public realm at a range of locations, including Jermyn Street.

Through the West End Partnership we will continue to support and promote freight and waste consolidation projects, reduce congestion and enhance air quality, and increase pedestrian signage – thereby creating a better-connected and vibrant place where people work and visit. Further projects include establishing a West End Employment Programme and Recruit London Workplace Coordinator Programme, which will continue to provide construction and leisure employment opportunities and connect over 200 residents with new job opportunities.

Further projects for the West End Partnership include the West End Marketing Strategy, which brings together a programme of world-class events, and promotional activities and programmes that will continue to position the West End on the global stage.

### UK CHINA VISA ALLIANCE

We will remain a funding partner to support the UKCVA campaign in:

- *Keeping pressure on the government to deliver the initiatives*
- *Promoting other initiatives to reduce the need to apply twice for two visas*
- *Monitoring and responding to changes in Schengen.*

In early January 2016, the Foreign Secretary announced a new two-year visitor visa for Chinese nationals. This will mean Chinese visitors only need to go through the visa application process once in 10 years.

While there is not a set timetable for introducing this arrangement, we look forward to working with the Government to further increase Chinese visitor numbers over the next 12 months.

In 2013, Chinese visitors to the USA increased by nearly 70% within the first two months of a similar arrangement coming into effect.

### POLICY AND CONSULTATION

We will consult you on policies and topics that may affect your business or the area's reputation or mix. Specifically, on:

- *Pedicab regulations*
- *Street performance and busking*
- *Late Night Levy and licensing*
- *Policy and consultation responses from Westminster City Council, Greater London Authority and national government*
- *Gambling policy*
- *Crossrail 2*
- *Business rate review.*

## MANIFESTO FOR MAYORAL CANDIDATES

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### A GLOBAL DESTINATION

**London's West End remains a pre-eminent global destination for business, investment, tourism and visitors.**

Its vibrant culture and heritage, creative businesses and world-class leisure and retail go from strength to strength. This should not be taken for granted. The Mayor of London has a vital role to play as London's champion, promoting and enhancing our world city status. Destination marketing by London & Partners, and partnerships with the GREAT Britain campaign with Visit Britain, are highly valued by businesses in the Heart of London and in the West End, and we call on the next Mayor to continue to invest in these activities.

### A 24-HOUR ECONOMY

**The next Mayor should be a champion of London and the West End's night-time economy.**

This is a lively part of the Capital's food, arts, theatre and music culture. From theatres and clubs to hotels and casinos, this is part of what makes the West End and London as a whole great, and it creates jobs and growth. Yet all too often it is seen as synonymous with problem drinking, crime and anti-social behaviour.

We call on the next Mayor to celebrate and enhance night-time economy options in ways that benefit residents, businesses and visitors.

### A WORKING CITY

**Investment in London's transport infrastructure is transforming the Capital.**

Yet people's experiences of our roads, public transport and public spaces are too often tainted by strikes, traffic congestion, pollution, and the anti-social behaviour of a minority. It is not just individual Londoners that suffer the effects of delays and congested city streets, but also businesses, and our global reputation.

The next Mayor must take a stand on these issues to safeguard our transport infrastructure's resilience, but also ensure London and the West End remain enjoyable places to live, work and visit.



## PLACE MANAGEMENT

By managing our area more effectively, we strive to have the best street environment, the best-quality public realm, and the area best prepared for business resilience.

### STREET PERFORMING

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**The aim is that our most concerned business members should no longer be concerned with noise and crowds as detrimental to their businesses – without displacing these concerns elsewhere in the district.**

Following trials over the last year, consultation is being given by a strategy group with business representatives on the going-forward approach. This may include the busker liaison team will spend a full year seeking compliance with the code of conduct, and with authorities providing enforcement with Community Protection Notices that can potentially lead to Criminal Behaviour Orders.

With Operation Spotlight, we are funding a complement of Westminster City Council officers to address noise issues associated with street performing on weekend evenings and overnight.

This will complement the work of the dedicated police presence in the West End Impact Zone in Piccadilly Circus, Shaftesbury Avenue, Coventry Street and Leicester Square, in addressing current priorities.

### PEDICABS

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**Our target is for concerned businesses to no longer see pedicabs blocking footways and crossings as a threat to their businesses. We seek to achieve this by not displacing the issue to elsewhere in the district.**

Also, we aim to implement the advocacy plan that will advance legislation with which to regulate or ban pedicabs, and do this during the current government's term of office. This includes advocacy work through the West End Partnership, making the public aware of the pricing and dangers associated with using pedicabs, and interim operations with the police and Westminster City Council.

### TICKET TOUTING

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We will work with local venues to develop a common strategy or code of practice that restricts the activity of outside businesses.

## ROUGH SLEEPING AND BEGGING

We will publish a guide to businesses on how to address rough sleeping and begging adjacent to their location, and outline the role of agencies in supporting a resolution.

## FOOTWAY CLEANING

**We will continue an intensive and continuous cleaning programme on all pavements, to maintain them to the highest standard.**

The daily reactive service funded by occupiers will focus on day-to-day issues raised by business members and reported by the West End Ambassadors and the Business Neighbourhood Manager. The team will also clean spillages, leaks from waste and split bags, graffiti and sticker removal – as well as flushing and deodorising urination ‘wet spots’ across the area. This will maintain street cleaning standards until the next cycle of deep cleaning.

This is complemented by the overnight deep cleaning programme, funded by property owners, will continue to remove gum, and the hot deep clean will continue as scheduled, working through each street including the ribbon seating area.

## POLICING

**We will continue advocating appropriate police resourcing in the interest of public and business safety.**

This includes making the case for the West End Police Impact Zone for a third year. Additionally, we will use close working relationships with local police teams at all levels, to help identify gaps in resources and develop a strategy to deal with business priority issues.

## BUSINESS RESILIENCE

**We aim to further protect members’ properties and business interests, and to be the area best prepared for business resilience. We will achieve this by working very closely with our businesses and property owners.**

A working group with business members will develop an area-wide plan for communicating, sharing information, contingency planning and establishing evacuation and assembly points, as well as encouraging best practice. This will ensure business members are fully aware of procedures in the event of environmental, utility-based or terrorism-related incidents.

Additionally, Heart of London will be involved in the Community Reference Group run by the Metropolitan Police’s Public Order and Resources Command. This will help minimise the impact that protests and demonstrations have on business.



## WEST END AMBASSADORS

**Our team of six West End Ambassadors will provide daily support to businesses on 364 days in the year.**

They will continue to connect with businesses, listen to concerns and seek resolution from a range of service providers.

## NIGHT-TIME MANAGEMENT

**We will develop a cross-sector strategy for night-time management that considers business, policy, transport, and residential issues.**

We will resource a new role that develops and implements a new night-time management strategy – one that identifies the resources needed to address issues affecting businesses, maximises business opportunities, and encourages ways to minimise impact on residential neighbours.

## BROADBAND CONNECTIVITY

**For West End businesses to be competitive, access to the fastest available broadband connectivity is critical.**

We will start a new service that assesses business’s current broadband speeds and informs the case for service providers to invest in faster speeds for the area.



## REINVIGORATED LEICESTER SQUARE MANAGEMENT PLAN

**We will develop a cross-sector strategy and action plan for Leicester Square.**

This includes a mid-term update of the Leicester Square Management Plan in partnership with businesses, property owners, and Westminster City Council. The intention is to maximise the positive impact of art installations, increased plantings and garden maintenance, al-fresco dining, film premieres, investment by businesses, and new developments – while continuing to address issues that have a negative impact.

## POSITIONING AND PROMOTION

We will support business and inspire confidence for further investment in the area, with campaigns that increase footfall, dwell time and spend.

## WEST END PARTNERSHIP MARKETING STRATEGY

**Inspirational destination marketing is pivotal to ensuring the West End continues to attract investment and remains a magnet for national and international tourists.**

We want to support global organisations’ perceptions of the area as an ideal location for flagship and head office locations.

Helping the partnership create an effective marketing strategy for the West End gives us a unique opportunity to influence decisions at local, national and global levels.

Working with destination-marketing partners and communications specialists, we will create an identity that expresses clearly to businesses, tourists and Londoners the clear and unique benefits of being part of the West End.

## LONDON LUXURY QUARTER (LLQ)

**We will enhance the LLQ programme under four key strands of activity:**

- **Communication:** Telling the success story and building the area's status as the most sought-after destination for top luxury brands, galleries, hotels and restaurants.
- **Develop our network of businesses:** Building a luxury community where brands can share valuable insights and explore opportunities to collaborate.
- **Attract a compelling mix of luxury brands, and further investment:** Enticing high-quality occupiers will support the local expansion of luxury brands, and attract visitors from all over the world.
- **Attract international visitors:** Develop the luxury 'By Appointment' concierge service that focuses on attracting high net worth individuals from China, USA and Gulf markets, and makes the Quarter the number one destination for luxury retail, gourmet, art and cultural experiences. This will be supported by international media trips, travel trade shows and familiarisation tours.

## ONLINE PROMOTION

We are improving our digital engagement strategy, raising consumers' awareness of the area and businesses using social media.

## DESTINATION MARKETING

- Profile our area as the destination to go to for entertainment, culture, leisure, retail and hospitality.
- Showcase our area to our key domestic and overseas markets, working with London & Partners and Visit Britain, and with the GREAT campaign.
- Develop a programme for art, animation and event activities to attract visitors and improve global awareness of the area.
- Maximise affinity with events around the globe, from the Rio Games to the Queen's 90th birthday celebrations.
- Continue to promote key West End 'attractors' based on research of luxury shopping, fashion, heritage, theatre, food, film and TV – as well as entertainment, including casinos.
- In partnership with the Mayor of London's Office, review and evaluate Lumiere London 2016, with a view to establishing if Lumiere London 2018 is an opportunity.
- Thematically portray Leicester Square as the home of film.
- Develop a PR strategy to support the area and its events on the global stage.

## LIGHT STRATEGY

In partnership with Westminster City Council, develop a lighting strategy for Leicester Square, Haymarket and side streets, on a permanent and festive basis.

## WOW PRIVILEGE SCHEME

We are looking to expand the scheme with new and exciting offers, showcasing venues and activities in the area – and to develop the platforms that promote the scheme while providing vital analysis on the scheme.

## LONDON & PARTNERS

**Further develop our partnership to help enhance domestic and international digital campaigns we can measure and refine.**

We will host regular events to share market insights from London & Partners and help further develop the Tourism Strategy for our area.



## CONNECTING WITH YOU

**We aim to be the most engaged business community in the West End.**

So, as part of our digital engagement strategy, we will share timely and specific operational news to help you plan ahead – and we will further develop the website accordingly.

We will also implement a new CRM system that provides intelligent business engagement tracking, and further develop and enhance the business insight programme, providing six events during the year with topical speakers.

We will continue reaching out to you in person to maintain our partnerships, and host our sector forums twice a year.

## REPORTING AND EVALUATING

**We will gather, analyse and report business performance data, and provide regular updates on our initiatives. This will help our members with their strategic and operational planning.**

Our pedestrian flow counters in key locations in the area will help us identify peak times and the trading environment, and assess the impact of marketing and events. We will install additional cameras to develop a wider view of footfall in the area.

We will keep you fully up to date with what we are doing, with a comprehensive Annual Report that details our achievements and monitors progress against strategic targets. We will produce an area insights publication that includes an index representing forecasts for socio-economic destination indicators.

We will grow the sales index scheme by encouraging new members to contribute to the Retail Sales Index and Food & Beverage Sales Index.

# LOOKING BACK AT 2015/16

## INFLUENCING THE AGENDA

### PROPERTY OWNER BUSINESS IMPROVEMENT DISTRICTS

**In June 2015, property owners voted in favour of establishing the UK's first Property Owner Business Improvement Districts (PO BIDs) – and these became operational on 1 July.**

This means that in addition to the contribution of occupiers, property owners are now also matching this funding which creates a step change in what we do.

Although many of our property owners have always been very supportive through funding and expertise, there was no formal mechanism for them to invest until legislation was passed in 2009 – and regulations applied in December 2014 to allow the introduction of PO BIDs. The model works in much the same way as for occupiers, with a strategic proposal for owners to vote on.

PO BIDs give property owners the opportunity to ensure sufficient resources are directed at what they see as priorities, and to have a say in how the area is managed and evolves. The PO BIDs will generate about £10m of investment over five years, on top of what is already generated by existing Occupier BIDs, which will help us work towards the joint vision for the area and ensure its future as a vibrant, world-class destination. As well as providing effective leadership and insight to improve the area's commercial

advantage, our work over the next five years will fit broadly into two themes: transformational place management and powerful destination marketing.

### WEST END PARTNERSHIP

**Heart of London Business Alliance remained a key partner and board member of the West End Partnership, and in June 2015 saw the launch of the Partnership's Vision 2030.**

With better and greater collaboration, the Partnership wants improvements such as Tube upgrades and maximising the benefits of Crossrail. Overall, the Partnership aims to achieve greater economic prosperity for all.

The vision comprises eight key headings that emphasise how, over the next 15 years, the West End will be:

1. *Vibrant, productive, resilient, creative and surprising*
2. *Pivotal to London's continued economic success*
3. *A provider of new jobs and opportunities to acquire new skills*
4. *Easy to reach, with less congestion and better air quality*
5. *Safe and secure, as well as open and relaxed*
6. *Renowned for the quality, interest and extent of its public spaces, helping to differentiate London from other world cities*
7. *Conducive to a sense of common purpose*
8. *More self-reliant*

In recent months there have been many developments across the West End, and a new way of working between partners in the private and public sectors. This vision shows how the Partnership aims to make The West End one of the most celebrated and exciting places in the world.

### UK CHINA VISA ALLIANCE

**We have continued to support the UK China Visa Alliance (UKCVA), which seeks to remove the need to apply twice for the two visas needed (Schengen and UK) to include the UK on a European tour. Introducing a standard, longer term, multi-visit visitor visa is a great way to achieve this, and to encourage more Chinese visitors to our area.**

On 21 October, the Prime Minister announced a series of initiatives to improve the visa application system, including expansion of its mobile biometric services. The Chinese Government has granted the UK alone the right to have mobile biometric services, so visa applications can be processed throughout China, not restricted to the 12 official Visa Application Centres.

In early January 2016, the Foreign Secretary announced a new two-year visit visa for Chinese nationals. This will mean Chinese visitors only need to go through the visa application process once in 10 years. While there is not a set timetable for introducing this arrangement, we look forward to working with the Government to further increase Chinese visitor numbers over the next 12 months.



### POLICY AND PUBLIC AFFAIRS

**We enhanced our public affairs plan to focus on supporting relations with Westminster City Council, Greater London Authority and national government, and the development and launch of PO BIDs.**

- *We established a programme of one-to-one briefings with key Westminster politicians, officers and local groups.*



## PLACE MANAGEMENT

### STREET PERFORMING

We tested new approaches to addressing business members' concerns about noise, crowds, and anti-social behaviour.

Specifically, business support for the trial of Busk in London – designated street performing pitches, a code of conduct, and a busker liaison team – and the use of new Community Protection Notices for addressing negative behaviour that affects businesses.

### PEDICABS

We developed an advocacy plan that seeks to prohibit or regulate pedicabs during the current government's term of office.

This has been complemented by interim operations with the Metropolitan Police and Westminster City Council to help manage the situation in the meantime.

### ROUGH SLEEPING AND BEGGING

Intensive work has taken place to address issues of rough sleeping and begging on the streets.

This includes impact statements compiled by area businesses, and is supported by information-sharing and a joined up approach of with West End Ambassadors, the Metropolitan Police, Westminster City Council and social service agencies.

Considerable partnership work helped deal with this complex issue. Following reports from Ambassadors and partners regarding an increase in foreign national beggars, joint operations with the Border Agency resulted in multiple arrests, and a decrease in begging and rough sleeping.

### PURPLE FLAG ACCREDITATION

Gained the renewal of Leicester Square's Purple Flag Accreditation which recognises standards of excellence in managing the evening and night time economy.

### FOOTWAY CLEANING

We started an intensive programme to clean all pavements in the district.

Scheduled cleaning is supported by funding from property owners, while occupiers are supporting reactive services for spillages that complement overnight deep cleaning.

The reactive service flushes spillages and areas of staining, and responds to business concerns. The team removes graffiti and stickers, cleans telephone boxes in the area, and cleans around and under litter bins.

The overnight deep clean focuses on removing gum, and carries out hot-water deep cleaning.

### POLICING

We supported the Metropolitan Police's second year of operating a dedicated and highly visible team of officers in the West End Impact Zone on Leicester Square, Piccadilly Circus, Coventry Street and Shaftesbury Avenue.

A comprehensive survey and support from business members helped make the case for continuation. Reported crimes fell by 32.16% from August 2014 to August 2015.

### BUSINESS RESILIENCE

There are now over 200 radio users in the Heart of London area providing an important communications tool between businesses, property owners and authorities including emergencies and also during marches and demonstrations.

We represent business members through the Cross Sector Safety & Security Communications (CSSC) hub, sharing urgent information with business members. We have also been part of strategising with London First's Community Resilience Partnership Project to apply best practices.

### WEST END AMBASSADORS

We will enhance the team's visibility with new uniforms, and implement new approaches to 'hot spot' locations requiring ongoing street management.

We will also introduce a feedback mechanism for businesses members.





## POSITIONING AND PROMOTING

### WEST END PARTNERSHIP MARKETING STRATEGY

**We are key members of the Marketing sub-group of the West End Partnership that aims to attract investment, business and jobs to the area, and create and sustain an environment where people and businesses want to stay and grow.**

The marketing strategy will launch with the theme 'There's no end to the West End' and will work alongside campaigns from London & Partners and the Government's GREAT Britain campaign. In the first year, it will build a foundation for the theme, and compete mainly for domestic attention through digital campaigns and a programme of events.

In its second year, it will also target overseas audiences – and in its third year secure a positive transformation in the way people think and feel about the West End.

### LONDON LUXURY QUARTER (LLQ)

- We have hosted many exciting and informative B2B events, including the inaugural LLQ Conference, which brought together over 120 businesses and property owners to hear from luxury experts across retail, hospitality, property and dining sectors.
- We developed 'By Appointment' for Piccadilly & St James's, launching it at the Visit Britain GREAT campaign tourism mission in China. During the event, we met with 50 pre-qualified luxury travel buyers from across China. In partnership with British Airways we developed bespoke press trips for specific Chinese media. We also hosted five Chinese media titles showcasing Piccadilly & St James's and meeting some of our luxury members. We then met with them at Visit Britain in China to further develop the 'By Appointment' programme.
- We launched the London Luxury Insider. Articles by luxury journalists feature 'In Conversation With' interviews, ambassador video content, new LLQ openings, property developments, trends and area developments.
- Enhanced the LLQ website to accommodate a section for our trade partners.

### ONLINE PROMOTIONAL ACTIVITY

**We have enhanced our strong online presence with the London West End brand, with 4,150 Facebook fans and over 40,000 Twitter followers.**

We have also launched two new consumer websites: [leicestersquare.london](http://leicestersquare.london) and [piccadillystjames.london](http://piccadillystjames.london) showcasing our business members and upcoming events.

### COVENTRY STREET FESTIVE LIGHTS

We funded the impressive and inspirational festive lights for Coventry Street for the seventh consecutive year.

### JERMYN STREET HAMPERS

**We funded the Jermyn Street Christmas Hamper Competition in partnership with the Jermyn Street Association and promoted this on social media channels for London West End.**

26 businesses participated, with over 380 entrants.

## DESTINATION MARKETING

### DESTINATION MARKETING VIDEO

This video highlights the events and activities we have arranged or supported in the West End that help us highlight the fantastic area we represent within many of our promotional campaigns and communications.

### TALKING TULIPS IN LEICESTER SQUARE

We created a programme of creative installations for Leicester Square, enhancing its reputation as an exciting, fun and dynamic destination for Londoners and visitors.

The Talking Tulips installation featured boxes of flowers talking and moving in response to passers by, which proved hugely popular and entertaining. It enjoyed excellent coverage on our Twitter and Facebook pages, and in high-circulation print media such as Time Out and the Evening Standard.

### SWEPT UP IN LEICESTER SQUARE

Heart of London installed 'Swept Up' in the garden's trees in Leicester Square, in October.

With the support of Westminster City Council, artist Michal Trpak's installed 'umbrella people' flying amongst the Plane Trees of Leicester Square Gardens in an exciting autumnal exhibition. This activity follows on from our widely celebrated 'Talking Tulips' installation in May.

### CELEBRATING THE 7TH EARL OF SHAFTESBURY

On 1 October 2015, we supported a special celebration recognising the 130th anniversary of the death of politician, philanthropist and social reformer, the 7th Earl of Shaftesbury.

An image of the Earl was projected on the Piccadilly Lights, and the event featured on the BBC lunchtime and evening news.

### LUMIERE LONDON

We were a founding partner of the Lumiere London light festival, which from 14-17 January 2016 offered four evenings of spectacular outdoor light

installations by international artists, transforming the streets and buildings of London's West End and Kings Cross into stunning artworks.

Produced by arts charity Artichoke and supported by the Mayor of London, the event aimed to reach a public audience of over 1 million, and estimates suggest it achieved this success. The festival turned our streets into a magical pedestrian playground and brought a significant uplift for businesses in food and drink sales at what is normally a quiet time of year.

Heart of London and our area received 70 pieces of positive international press coverage and 31,000 mentions of #LumiereLDN on Twitter.

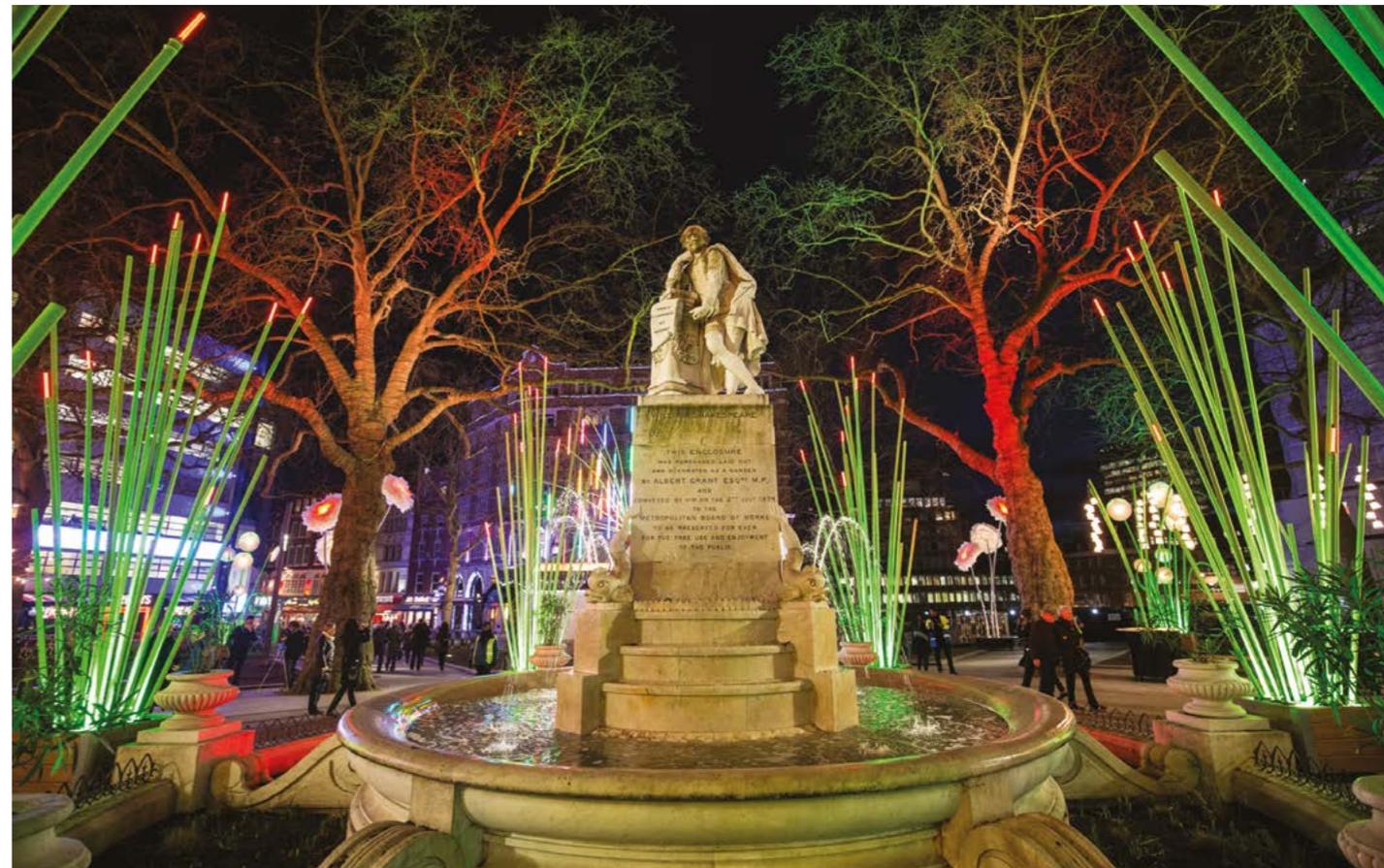
### WOW PRIVILEGE SCHEME

We have ensured the continued success of the WOW Privilege Scheme, which provides employees working in the area with exclusive offers.

Over 9,000 cards are now in circulation, with 65 offers available.

### LONDON & PARTNERS

We continued working on key domestic and international campaigns, and providing market insights.



## CONNECTING WITH YOU

### EVENTS

We hosted 60 events and networking opportunities, for businesses to share knowledge, experience and best practice.

### BUSINESS FORUMS

We have hosted 44 sector and issue-specific forums, with great attendance from our business community.

### ONLINE PROGRAMME

We have continued to update our corporate website, and have achieved over 92,000 hits.

We have also sent 205 e-comms and maintained our weekly operational e-comms, keeping businesses up to date with information that helps them plan and manage a growing programme of exciting events.

### BUSINESS ENGAGEMENT

We have launched a series of informative and inspirational Business Insights events for members and property owners. These appeal on a personal level, and encourage open and productive dialogue.

We have hosted four events this year, covering a variety of topics, with industry leaders and experts featuring on the panel.

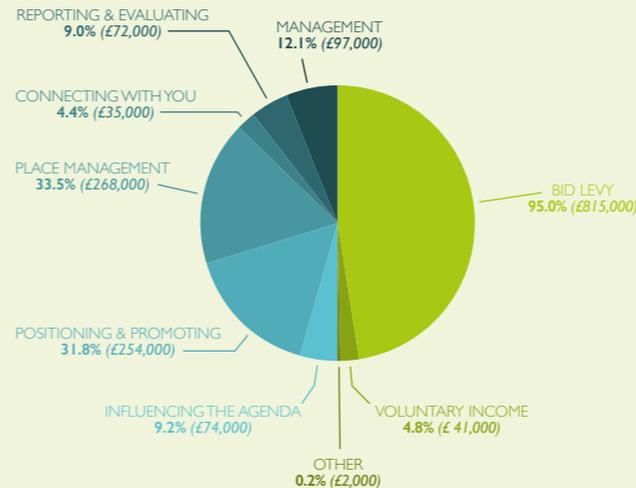
## REPORTING AND EVALUATING

### FOOD AND BEVERAGE SALES INDEX

We further developed the Food and Beverage Sales Index, with a greater reach of businesses involved and useful information on visitor flow.

# FINANCE

## LEICESTER SQUARE AND PICCADILLY CIRCUS OCCUPIER BID: PROJECTED ACTUALS 2015/16

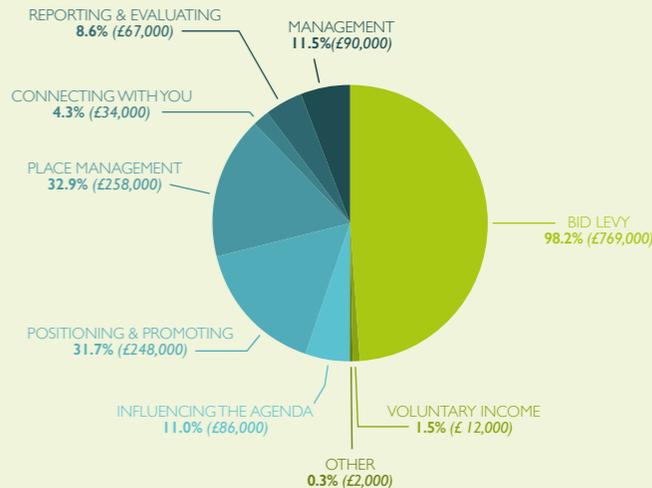


**Notes:**

Projected income for 2015-16 is **£858,000**  
 Projected expenditure for 2015-16 is **£800,000**  
 Projected levy collection for 2015-16 is **£815,000**

■ INCOME  
 ■ EXPENDITURE

## LEICESTER SQUARE AND PICCADILLY CIRCUS OCCUPIER BID: PROJECTED BUDGET 2016/17



**Notes:** Budget income figures are based on notional 100% levy collection. Budget expenditure figures are indicative based on the anticipated actual levy income. Assumed 0.03% annual inflationary increase and 95% levy collection rate. Levy income may fluctuate in relation to occupancy. Expenditure headings correlate with business plan.