

VICTORIA BUSINESS IMPROVEMENT DISTRICT

BUSINESS PLAN 2025-2030

VICTORIA DISTRICT



LHQ

LONDON HERITAGE QUARTER

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FOREWORD

Since the BID's inception in 2010, Victoria has been transformed. An area once dominated by Government offices now plays host to destination restaurants, major new office buildings, a varied sector mix and a buzzy evening and weekend offer.

The time of transition for Victoria is set to continue as we enter our fourth term; with a new Government, the changing nature of the office and technological advancements in AI all set to influence business in London for years to come.

The Victoria Business Improvement District is also going through something of a transformation. Following the success of working with our neighbouring BIDs; Victoria Westminster, Whitehall and The Northbank, particularly through the pandemic, we have come together under one overarching brand. 'London Heritage Quarter' represents the best of what our area has to offer, supports destination marketing and allows us to have a stronger collective voice on issues impacting our members.

While the new 'London Heritage Quarter' brand will become more visible throughout the area as part of our marketing campaigns and on-street events; the Victoria BID itself remains, continuing to prioritise local issues and invest levy income within the BID footprint.

Partnership working extends well beyond our neighbouring BIDs and we have achieved much in the last five years in collaboration with our public, private and charity sector partners; not least Westminster City Council who supported the revitalisation of Christchurch Gardens and who continue to work closely with us on issues as varied as air quality, skills and rough sleeping.

Looking ahead and building on these strong partnerships, working with Network Rail and Transport for London, we plan to progress the 'Future Victoria' project to develop a new place plan and 20-year vision for the Victoria Station area. Another long-term investment in the Victoria area being spearheaded by the BID with the Department for Energy Security and Net Zero is Project SWAN.

Our business members consistently rank public realm improvements and on-street events as high priorities for the area. The coming five-year term will bring the next phase of The Arc to life; greening and pedestrian-focused improvements to a network of streets connecting Cardinal Place to Storey's Gate as a quieter alternative to Victoria Street.

Alongside the major infrastructure projects the BID hopes to progress, the wider community continues to be a high priority for business members and we are delighted to have developed strong ongoing relationships with key local charities The Passage and the Hotel School, among others.

As ever, local stakeholders and the community remain at the heart of the BID's activities and we will continue to develop stronger links with small businesses and local residents via the work of the Victoria Neighbourhood Forum as it works to implement a new Neighbourhood Plan for Victoria. These connections were made inexorably stronger by the events of the last five years. At the very outset of our current term, the BID team pivoted to redirect our efforts to those needed on the ground in the early days of the pandemic to support remote workers, small shops and local residents. We are proud to say that at no point did we cease, pause or scale back our teams or operations. With major office buildings fully let before completion and office tenants committing to extending their floorplates, the premium grade stock and unrivalled connections of Victoria continue to drive investment for the future. We have also delved further into the future landscape after 2030 with a report recently published examining trends up to 2040 and how these will affect Victoria and London as a whole, which has been at the forefront of our thinking in writing this document.

With increasing opportunity to work more strategically with our neighbours as part of 'London Heritage Quarter', and large schemes planned, there is much to look forward to over the next five years.

As ever, our work is dependent on the support and involvement of our business members. Our board and steering groups are made up of representatives from the levy-paying community and we are grateful for their support.



Nigel Hughes MBE Chair



Ruth Duston OBE, OC
Chief Executive

COMMITMENT TO OUR COMMUNITY

Collaboration has been ingrained at the heart of the Victoria BID since its establishment in 2010, and has been the foundation of numerous successful partnerships.

As our third term commenced in 2020, the significance of partnership and collaboration was heightened, amid the unprecedented challenges posed by the COVID-19 pandemic. From the initial acute phase of the crisis to the early stages of recovery and beyond, the BID supported local businesses to meet the evolving needs of the community and adapt to a city in constant flux, demonstrating our commitment to navigating uncertain times alongside our partners.

Recognising the value that each member of our community brings to the table is a key element to the BID's work to foster opportunities that unite our communities. By championing collaboration, we not only aim to celebrate shared successes but also to collectively address challenges and drive towards a unified vision for the future of Victoria, from major placemaking enhancements and community-focused initiatives to supporting local charities and involving youth groups in our forward planning.

Here are just a few examples from the last 15 years. We are proposing to continue our collaborative approach to delivery in our fourth term, going further than ever before.



Christchurch Gardens

Thanks to our initial £385k investment and feasibility work, £2.5m of capital investment was committed by Westminster City Council, to redesign and complete extensive landscaping works at Christchurch Gardens. The new gardens opened in September 2020 and we played a leading role in developing the design amongst local stakeholders. We continue to work with the council to maintain the public space to a high standard.



Integrated Street Team

Over the past 15 years, our Integrated Street Team has been crucial to the BID's operations, providing daily coverage for wayfinding, security, and cleaning issues. Our Ambassador team has welcomed and assisted 2.7 million visitors, visited businesses 8,505 times, and logged 10,240 environmental issues with Westminster City Council since 2014. Our dedicated Patrol Team conducts 43,197 hours of foot patrols annually, from 6am to 11pm daily, targeting low-level crime and anti-social behaviour, with 138,747 proactive checks and 39,899 welfare checks carried out since 2015. Our Cleaning Team works five days a week to clear litter, graffiti, fallen leaves, and dumped rubbish, having cleaned, flushed, and deep cleaned 11,922 km of pavements since 2011 and responded to 6,175 business requests via the Janitorial Service, which was launched in 2017 and runs from 7:30am to 5pm, Monday to Friday. Our team's dedication ensures a safe, welcoming, and clean environment for everyone who lives, works and visits the area.



Future Victoria

We have played a vital role in bringing the right people to the decision table on a major infrastructure project for Victoria Station. 'Future Victoria' is a collaborative project aiming to develop a new place plan and 20-year vision for the Victoria Station area. Led by Allies and Morrison, the project involves London Heritage Quarter, Network Rail, Westminster City Council, Greater London Authority, and Transport for London. It focuses on holistic placemaking, enhancing social and environmental value. The framework will guide the development of sustainable, heritage-sensitive buildings, streets, and spaces around Victoria Station, aiming to improve accessibility, create a sustainable urban district, enhance community facilities, and benefit the local economy while attracting visitors.



Project SWAN

We have supported the feasibility work for Project SWAN, a low-carbon heat network in central London, in collaboration with AECOM and the Department for Energy Security and Net Zero. Project SWAN utilises low carbon sources like the River Thames and TfL ventilation shafts, and is estimated to supply five hundred customer buildings from four to six local energy centres.



The borough-scale energy network would serve an area from Pimlico to Strand Aldwych, providing 402 Gwh of power. The environmental benefits of SWAN are estimated to provide a saving of 75,000 tonnes of carbon dioxide per year and 92% carbon savings by 2040. Local air quality will also improve, with nitrogen oxides (NOx) emissions from buildings that connect to the network reducing by approximately 99% by 2035. While timescales are yet to be established there is potential for initial phases to start in 2026-2027 with phased delivery over the next 5-8 years.



Youth Leadership Council

We are committed to involving the next generation in how we shape our projects and programmes. Our Youth Leadership Council launched in 2022 and comprises local 16-25 year olds from a variety of backgrounds, who meet quarterly and are provided with networking opportunities with professionals, upskilling, confidence building workshops, volunteering opportunities and CV development.



ActionFunder

The BIDs in the London Heritage Quarter have supported ActionFunder since 2022. The crowdfunding platform allows community groups and charities of all shapes and sizes to apply for grants of up to £5,000, covering themes such as Education and Employment, Mental Health and Wellbeing, Poverty and Homelessness, Sustainable Consumption and Production, Neighbourhood and Climate and Nature. The BIDs have been able to provide funding for 22 projects so far and have supported 13,262 people in the local community.

COVID-19

We provided regular updates and guidance on restrictions and emerging trends, and ran a highly popular virtual events programme during the pandemic. In the post-pandemic landscape, we have been focused on ensuring we play our part in securing a more vibrant and resilient future for our business community.





Community Intervention Team

A Community Intervention Team (CIT) from The Passage charity is funded by the Victoria BID and works every weekday to help rough sleepers in the area move away from the streets and make the difficult transition into support services. Throughout 2022-23 they engaged with more than 900 individuals.

The Queen & Her Corgis

A trail held across south Westminster in summer 2022, to mark the Platinum Jubilee of Her Majesty Queen Elizabeth II, was a great representation of partnership in action. With support from Westminster City Council, we were able to host 19 giant corgi statues across the London Heritage Quarter footprint, including in the Victoria area. Local businesses supported the campaign, and the corgis were auctioned off for charity, raising over £35,000. The trail demonstrated that more can be achieved when all parties work together – a great model for future partnership work.



Operation London Bridge

Over the two weeks between the news of Her Late Majesty's passing to the State Funeral, the BID team worked closely with partners including the Metropolitan Police and Westminster City Council to communicate verified information to our business community regarding road closures and official proceedings through email and our Victoria Emergency Notification System (VENS). Across the period 25 updates were sent and we saw a 53% increase in users of the VENS platform. Our Cleaning Team and Ambassadors were deployed to focus on main gateways and transport hubs and across the period our Ambassadors played an important role supporting the huge number of mourners who visited the area, having over 7,000 interactions with members of the public over a few days. Our Ambassadors also distributed 3,000 walking maps to stewarding staff, military personnel and police officers to help their engagement with the public.



15 YEARS OF POSITIVE CHANGE

40%
growth in
value of
retail space



over
2017-2023
to **£640** per sqm

Over
30
new trees
planted
working with
Community
garden groups



£31.2m
invested
by the BID
across all
our service
areas since



2010




43,197
Patrol
hours
per year




from our
7 day-a-week
on security team

Over
500
offers from
businesses on our
LHQ Hub App.



Employment growth
in Victoria between
2011 and 2021
alone made up



15%
of the entire
employment
growth in Westminster



Holds
9%
of Westminster's
office floorspace

399,000
sqm NIA



38,800+
welfare visits to
businesses
by our



**Patrol
Team**



Over
11,900km
of pavement swept,
flushed and deep cleaned



Complete transformation
of Christchurch Gardens
Our

£385k



investment
leveraged in
£2.5m
of funding to
make it happen



Over
3.9m
page views on



Over
2.7m
visitors welcomed
by our Ambassadors
since
2014

8,500+



business
visits
completed
by our

Ambassador
team



In 2024
Wicked
played its

6,762nd

performance,
becoming the 10th
longest-running West End
stage production
in British history



RHS Chelsea Flower
Show Silver Award,



**Urban
Connections**

with
Sir Simon Milton
Foundation
and
Westminster
City Council.



Over the past 15 years, Victoria has welcomed many new commercial occupiers and seen improvements in retail, dining, and cultural offerings.

*Bone
Daddies*
ramen bar

R.H.C

R.H.C

R.H.C

THE NEXT CHAPTER FOR VICTORIA

Since 2010, we have got to know our community and witnessed significant transformation. However, it is clear that our ongoing projects and programmes remain a top priority for organisations across the BID area.

To enhance our business plan and extend our usual five-year planning horizon, we commissioned a report from Arup titled “The Future of London Heritage Quarter – Trends up to 2040.” This report evaluates key trends affecting the area up to 2040 and provides actionable recommendations, which have been incorporated into this document.

We also have undertaken a comprehensive consultation exercise over the past few months, in the form of a Perception Analysis, to ascertain the key priorities for our members and the corresponding projects you’d like us to deliver over the next 5 years.



This is what you said:

Response

273 responses representing 143 businesses.

83% said they were familiar with the work of the Victoria BID.

86% said they’d support another 5-year term, with 10% undecided.

Cleaning & Greening

93% rated the services of our Cleaning Team as important or very important.

84% rated additional litter picking & sweeping as important or very important.

Placemaking

68% said they would like to see more green space in the public realm surrounding Victoria Station.



81% rated new public gardens and green spaces and 50% rated widened pavements and more pedestrian space as important or very important.

50% said that more managed events and activities in public spaces would encourage them to spend more time in the area, 48% called for more leisure and entertainment venues (e.g. comedy clubs and music venues).

Community Safety & Business Resilience

84% rated our Patrol Team as important or very important.

49% said our Business to Business Radio Scheme was important to them.

77% of respondents said they feel safe during the day; 45% at night.

Destination

82% rated Privilege Card offers and 40% rated free events to attend as important or very important.

70% said it was important to improve relationships and facilitate local connections through networking events.

Environmental, Social & Governance

85% said that providing an outreach and support service to the homeless and vulnerable on the streets was important or very important.

58% thought it important that we provide local mentoring and volunteering opportunities.

61% wanted to see a programme of focused mental health and wellbeing events for staff.



OUR AIMS

Based on trends up to 2040, our consultation analysis, and ongoing conversations with businesses, we have developed four overarching aims that underpin this Business Plan.

These aims will guide our future work:



1

Create a more environmentally sustainable business district and tackle climate change by championing a quarter wide approach to adaptation and decarbonisation of local emissions, in line with the City of Westminster's ambition for a net zero borough by 2040.



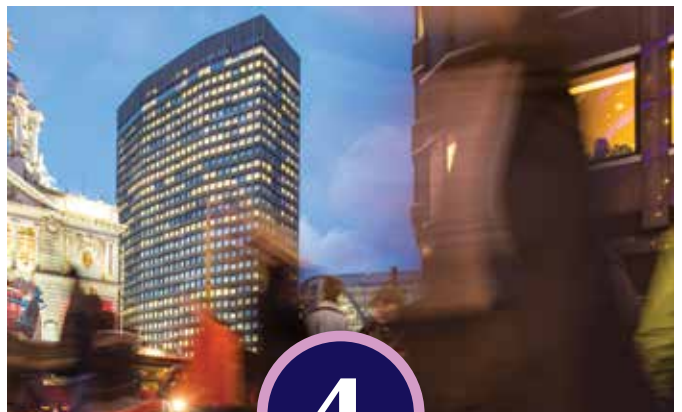
2

Make London Heritage Quarter the destination of choice for emerging sectors by engaging with leaders to understand their priorities, and working with partners to make sure that the office and after-work offer responds to their needs.



3

Maintain our role as an important bridge between the private and public sector, enabling partnerships that drive positive change not only in the BID area but the wider community too.



4

Leverage the collective strength of London Heritage Quarter to lobby for sustained local and central government investment in the Victoria BID. This will help keep London at the forefront of the economy while consolidating the global relevance of the London Heritage Quarter by fostering relationships and knowledge sharing with organisations worldwide.

Our committed street cleaning team operates five days a week, enhancing the area and swiftly resolving environmental issues.



CORE THEMES & DELIVERABLES

Cleaning and Greening - £2.3m

Making a positive first impression is crucial, and it is important to ensure that the public spaces within the Victoria BID reflect the prestige of the location for our business community.

Our committed street cleaning team operates five days a week, enhancing the area and swiftly resolving environmental issues. In addition, our network of on-street planting adds vibrancy and vitality to our streets, transforming the area into a more appealing place to work, live and visit.

Objectives for 2025-30:

- Ensure that Westminster City Council delivers their baseline clean
- Monitor, report and resolve environmental issues and street defects on a daily basis.
- Increase our network of sustainable on-street planting to improve the biodiversity, cooling, tranquility and aesthetic appeal of our public spaces.



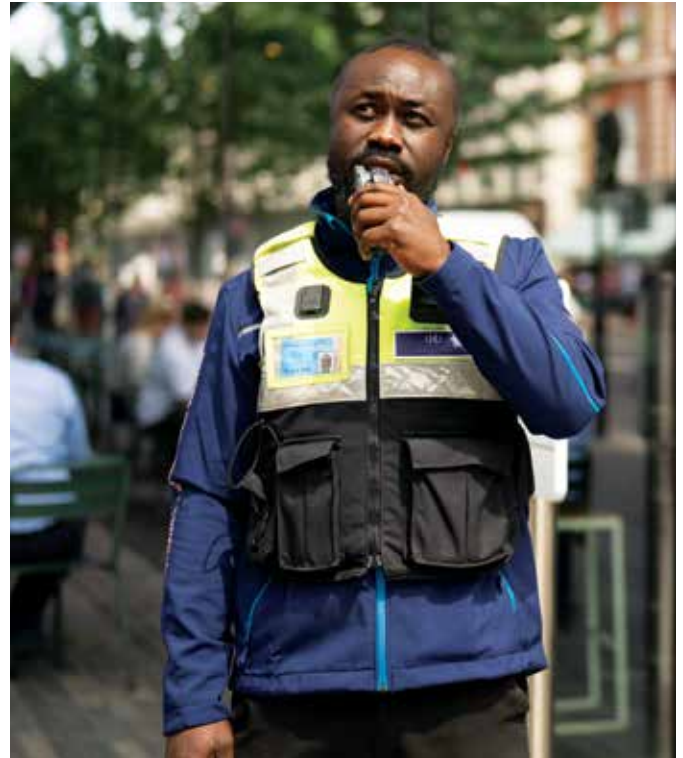
Community Safety and Business Resilience - £2.3m

The safety and resilience of the Victoria area has always been a key priority for the BID and its members. Throughout our third term, we have collaborated with the police, local authority and other key stakeholders to effectively combat crime and anti-social behaviour.

Given the high-profile nature of the area and its complex economy, it is also imperative that we establish resilience in the face of major incidents such as terrorism and civil emergencies. We deliver this through meticulous planning and exercising, offering complimentary training opportunities to our members, and disseminating important information quickly.

Objectives for 2025-30:

- Continue the day and night-time patrols of our on-street patrol team 7 days a week.
- Support local police teams in tackling crime and anti-social behaviour through intelligence gathering and joint operations.
- Continue to operate our Emergency Notification System, providing businesses with fast, reliable and accurate information during security incidents and other disruptive events.
- Collaborate with the Metropolitan Police, British Transport Police, Westminster City Council, West End Security Group, BID members and landowners to enhance our collective resilience to terrorism and civil emergencies.
- Improve street lighting and incorporate design-out-crime principles into our Placemaking theme.
- Continue to provide a free business-to-business radio scheme – creating an instant line of communication with one another and our patrol team.
- Introduction of SentrySIS, a secure cloud based software system that will help BID members reduce and manage crime in a much more efficient way. The award winning software offers a secure solution for data sharing and crime analysis between all stakeholders.



- Continue to support the Night Stars programme, in collaboration with Westminster City Council, an initiative to reduce vulnerability at night.
- Create a safer night time economy experience in Victoria looking at both licensed venues and the public realm.
- Through our position on the steering group, help deliver the Women's Night Safety Charter in partnership with our members and the Greater London Authority.
- Help deliver the Rough Sleeping Charter in partnership with our members and the Greater London Authority.
- Continue to provide businesses with an array of free training and resources on topics such as personal safety, business continuity & resilience, counter-terrorism, crime reduction and homelessness.
- Continue to work in partnership with Westminster City Council and West End Security Group to share resources and support the roll out of the Business Readiness Toolkit Pilot to strengthen the resilience of the business community, and support them with mitigating against key threats, risks and issues.



Destination - £2.2m

Surrounded by rich culture, history, and some of the country's most visited landmarks, Victoria boasts world-class dining and drinking venues, numerous theatres, and a vibrant local atmosphere.

This makes it an appealing destination for workers, residents, and visitors alike. As competition increases for international tourism and domestic leisure spending, we are committed to showcasing Victoria's exceptional assets through innovative events and compelling marketing campaigns.

Acknowledging the evolving role of the office as a dynamic social space for collaboration, we will actively support employees in their return to the workplace by implementing a range of initiatives that enable them to fully embrace the array of leisure and hospitality options available right at their doorstep. We are also heavily involved in strategic efforts to secure the future of Victoria, including lobbying for investment in infrastructure to support the growth of the area, and we'll continue to be a strong voice for businesses in the capital.

Objectives for 2025-30:

- Host and support high profile cultural events and activations in public spaces to step-up the visitor offer and embrace immersive experiences which use cutting-edge technology to enhance, and not detract, from the existing rich heritage landscape.
- Continue our seasonal lighting installations with associated promotional activity and events.
- Work with organisations such as London & Partners, Opportunity London and BusinessLDN to increase international tourism and investment.
- Collaborate with local landowners and engage with leaders to make London Heritage Quarter the destination of choice for emerging sectors, understanding their priorities, and working with partners to make sure that the office and after-work offer responds to their needs.
- Support our retail and hospitality members with marketing assistance, event opportunities and initiatives such as The Network which aims to connect our corporate and hospitality sectors with those in PA/EA, Office Manager and event booking type roles, through VIP events and experiences.
- Continue to grow the LHQ Hub App scheme which provides perks for staff, residents and visitors and encourages spend in our local retail, leisure & hospitality venues.



- Organise a programme of events to help people enjoy and explore the local area.
- Continue to employ our on-street Ambassadors who provide a multilingual welcome and information service to visitors.
- Collaborate with neighbouring Districts in the London Heritage Quarter to lobby central and local government on issues affecting our community, and for investment in the BID area, whilst also advocating for growth-aligned policies at national and local level.
- Share footfall and economic insight data with our members, helping them adapt to changing consumer behaviour.
- Champion the regeneration of Victoria Station by collaborating with stakeholders to transform this transportation hub into a vibrant destination, integrating transportation with cultural experiences, retail, and leisure.
- Work with Westminster City Council's Investment Service to attract and support new businesses into the area that complement existing occupiers and add value to the local economy.

Environmental, Social & Governance - £1m

In our third term and through consultation for this plan, Environmental, Social & Governance (ESG) standards have emerged as a top priority for local businesses.

In our next five year term our focus will be to deliver a comprehensive set of initiatives that can address concerns on an area-wide scale, tackling environmental issues and adapting our city to climate change, enhancing the health and wellbeing of our local workforce, and lending support to the larger Westminster community surrounding us, which includes providing employment opportunities and skills. Our collaborative approach will also support the area's transition to Net Zero which aligns with our strategic partners, Westminster City Council, the Greater London Authority (GLA) and many of our member organisations.

Objectives for 2025-30:

Environmental

- Continue to progress sustainability, infrastructure, and net zero projects such as Project SWAN, the district heating project for the Victoria area, with the Department for Energy Security and Net Zero.
- Work with Westminster City Council, Transport for London, and the Zero Emission Group to promote and deliver air quality and freight, servicing and delivery trip reduction projects to make the area cleaner and a healthy and vibrant place to live, work, visit and do business in.
- Continue to support businesses and the public to reduce waste and improve recycling rates.
- Promote Westminster's Sustainable City Charter to encourage organisations to commit to reducing carbon, tackle climate change, and achieve widespread active travel among other activities.
- Provide businesses with guidance and resources, such as case studies, on how to reduce their carbon impact.
- Identify opportunities for enhancing biodiversity, nature recovery and sustainable drainage schemes (SuDS) to improve surface water management and tackle urban climate challenges.
- Work with the placemaking team to adapt our streets to reduce vehicle congestion and encourage sustainable, active travel - partnering with businesses, landowners, Transport for London, Westminster City Council, and the Mayor of London to increase the transition to more sustainable modes.
- Commission further research to assess climate change and environmental issues affecting

the BID and develop ways in which the BID can address these challenges.

- Reduce the environmental impact of our BID activities, and as an organisation become net zero by 2030.
- Develop initiatives for sustainable operations which increase recycling and reduces waste.

Social

- Continue to fund a Community Intervention Team (CIT) dedicated to the Victoria BID area who actively support the homeless community in finding a route off the streets.
- Provide a year-round programme of activities to support mental health and wellbeing in the workplace.
- Further develop our ActionFunder programme which supports local Westminster community projects and charities and continue to explore other avenues which encourage increased levels of giving, sponsorship and support for community projects.
- Partner with our businesses, universities and Westminster City Council to provide employment and training opportunities for the local community, through the 'City Lions', 'Westminster Adult Educations Services' and 'Westminster City Care Leavers' programmes.
- Champion the development of a diverse, highly skilled workforce capable of meeting future skills demands, either by attracting the best and the brightest around the world, or by upskilling existing workers.
- Embrace a technologically-augmented future. Foster a culture of curiosity and innovation around technology, including AI.
- Continue to provide support to local Small and Medium-Sized Enterprises (SMEs) in Westminster to provide training and initiatives such as The Supplier Readiness Programme in collaboration with Westminster City Council.

Governance

- Continue to develop our Youth Leadership Council, a group of 16 to 25 year-olds, who help guide our work and increase the participation of young people in the local economy with career development, training and industry experience opportunities.

Placemaking - £2.2m

Creating a high-quality public realm and enhancing the environment has been a priority for the BID since its inception. In our third term there has been much to celebrate including a new-look Christchurch Gardens on Victoria Street redesigned with people, wildlife, and the future climate in mind.

Visionary projects also included co-creating design proposals for the streets and spaces from Palace Street to Storey's Gate – the Arc project, and delivering a wayfinding strategy and action plan, focusing on Victoria Station and its environs. The progression of these and similar public realm projects will be a key component of our placemaking, sustainability and infrastructure delivery over the next five years, with an enhanced focus on leveraging further private sector funding to deliver our ambitious strategy and major projects. This will include project SWAN that is poised to become one of the largest district heating networks ever to be delivered in Westminster.

The BID is working closely with central government as engagement delivery partners to advance this largescale district heating network. The investment is crucial in the context of our capital's journey to net zero and there is recognition from government that the BID is best-placed to act as the convenor for local business.



Objectives for 2025-30:

- Create and deliver short, medium and long-term public realm improvement projects that complement the Council's City Plan, Mayoral and TfL policies and programmes, including Healthy Streets, Vision Zero and the completed Victoria Neighbourhood Forum Neighbourhood Plan. Deliver better spaces for pedestrians and cyclists across Victoria through projects such as the Arc.
- Continue to work closely with Network Rail and other key partners on the Future Victoria station project.
- Enhance the quality of public gardens and green spaces by making them more biodiverse, accessible, and welcoming, and exploring opportunities for creating more where possible, underpinned by research.
- Identify areas for more public seating, addressing the need for tranquil spaces where the public can relax.
- Work with developers to increase green infrastructure within schemes and encourage sustainable design standards, aligned with Wild West End partners.

- Work with partners to develop safe and welcoming gateway areas.
- Support people visiting our area with high quality wayfinding maps and information to attractions, transport hubs and neighbouring districts.
- Seek funding sources for the delivery of physical enhancements and digital engagement projects, to support placemaking and add value through partnerships with New London Architecture, Cross River Partnership, and heritage organisations.
- Influence national, regional and local policy and development consultations to represent the views of our members and support investment into suitable infrastructure and area enhancements.
- Develop innovative placemaking projects to improve accessibility, inclusivity and attract new audiences.
- Create a welcoming district which through wayfinding improves connectivity to our heritage assets and work with local strategic partners and the community to create a permeable district which encourages healthy life choices for travel.

GOVERNANCE

The Victoria Business Improvement District is a not-for-profit company limited by guarantee and led by a voluntary Board of Directors.

Business Improvement Districts (BIDs) have numerous advantages for the area in which they operate as they aim to reduce crime and anti-social behaviour, drive economic growth and trade, improve social wellbeing, provide a voice for local businesses and enhance the public realm through investment in capital projects and place management. There are over 300 formal BIDs in the UK, with more than 70 of those in London alone.

BIDs are a tried and tested model for generating private sector investment and supporting shared goals. It is a transparent model for delivering change with a clear governance structure.

The BID Board

The Victoria Business Improvement District Board is made up of representatives from a variety of sectors within the BID area to ensure balanced representation.

The Board will be supported by a number of steering groups which oversee the delivery of activity, these will be made up of representatives from the wider stakeholder community. The BID finances will be independently audited and reviewed each year, and these will be presented at the AGM.

A London HQ Limited Board has been appointed to oversee the management and operations of the BIDs within the London Heritage Quarter (Victoria BID, Victoria Westminster BID, Whitehall BID and The Northbank BID). Shareholders from each of the BID areas sit on this Board, however the individual BID boards still operate independently on issues affecting their BID area.



Current Board Directors are:

Nigel Hughes MBE

Victoria, Victoria Westminster and Whitehall Business Improvement Districts (Chair)

Ruth Duston OBE, OC

Victoria, Victoria Westminster and Whitehall Business Improvement Districts (Chief Executive)

Claudia Binkert

EDF Trading (Board Vice Chair)

Piers Townley

Grosvenor Property UK

Zoe Gilligan

Landsec

William Rowberry

Cleveland Clinic London



The Executive Team

The Board will be supported by an Executive Team. It is proposed that the Executive Team and associated costs are primarily met through voluntary contributions received and not from the core levy generated.

Legal Agreements

It is important that the activities of the BID represent added value over and above the public services already provided in the area. For this reason, a baseline agreement will be entered into with Westminster City Council to clearly define the levels of service that can be expected from the Council and the BID. There will also be a formal operating agreement between the BID and the Council that will define all of the contractual arrangements for collection and enforcement of the BID levy. There may be agreements with other neighbouring BIDs where such arrangements can lead to business efficiencies, cost savings and enhanced services.



THE BID LEVY EXPLAINED

The Victoria BID proposes to charge a levy on all eligible businesses occupying a property with a rateable value equal to or greater than £150,000.

Business Improvement District (BIDs) are business led collectives developed in order to improve a geographically specific area. They come in to being once a majority “yes” vote both on number of votes and aggregate rateable value is achieved from the business community.

The BID process is governed by The Business Improvement Districts (England) Regulations 2004 and as such, once a majority vote has been achieved, the BID levy becomes mandatory for all defined ratepayers.

The quantum paid by the landlord is negotiable, so it is estimated that we will generate an additional £200,000 per annum – providing £1,000,000 over the lifetime of the BID.

Retail units in dedicated shopping centres that operate in Victoria – Cardinal Place; Victoria Place Shopping Centre; and London Victoria Station will have a levy multiplier that is 25% reduced.

The Closed Year Rule

Where the rateable value for a hereditament changes and results in a higher or lower BID levy, this comes into effect only from the start of the financial year in which the change is made and no refunds of the BID levy will be made for previous years. The Closed Year rule does not apply to rating list deletions/insertions/splits or mergers or changes to/from £0 or £1.

BID Boundary and List of Streets

The Victoria Business Improvement District boundary has been calculated to ensure we include all major landholdings in Victoria with the inclusion of London Victoria Train Station and Victoria Coach Station. Since our third term we have extended our BID boundary slightly to align more with the neighbouring Victoria Westminster BID and Whitehall BID. Officially, this makes the ballot an ‘alteration ballot’ rather than a ‘renewal ballot’.

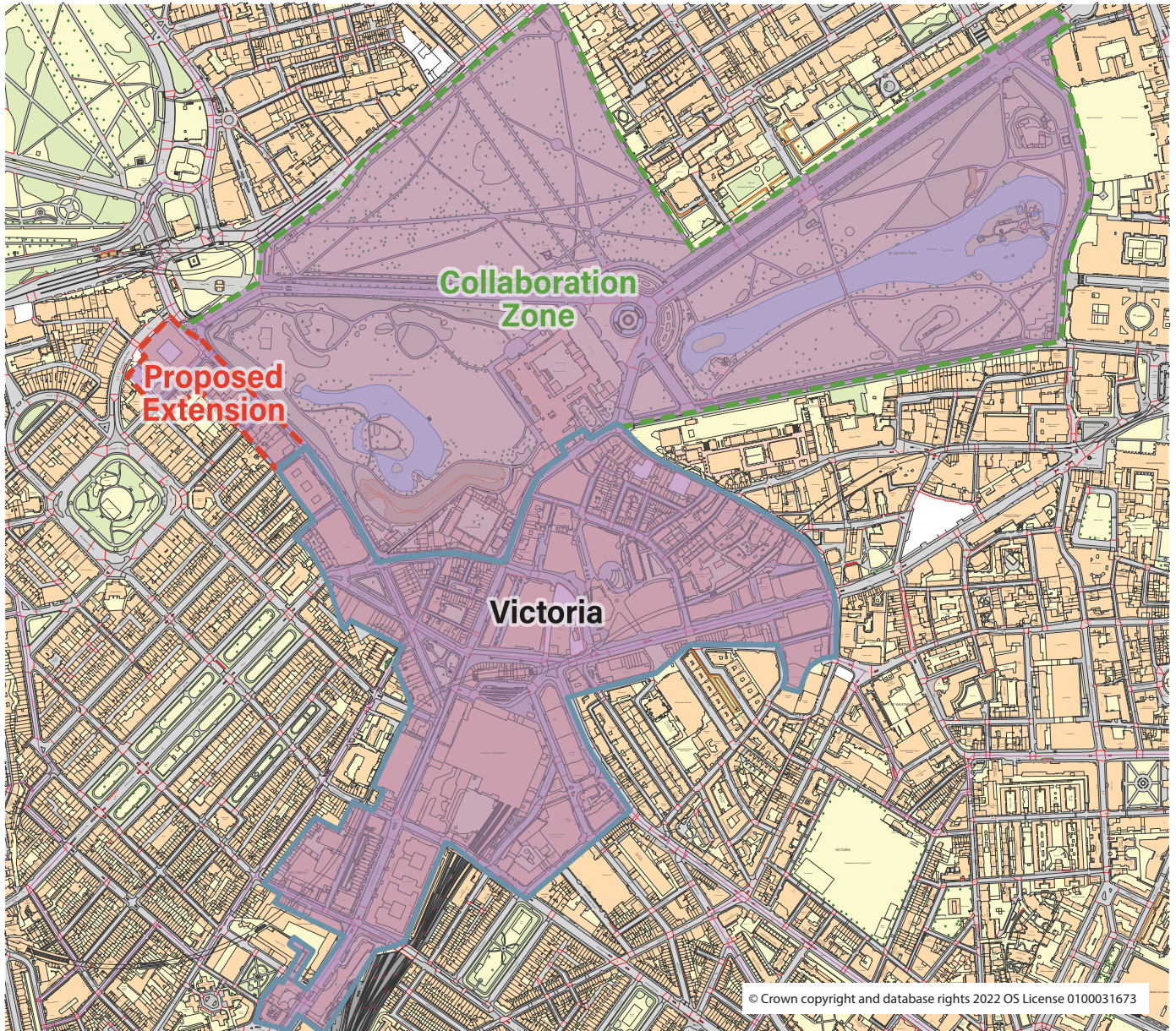
We are also aiming to establish an extended collaboration zone on the outskirts of the existing Victoria, Victoria Westminster, and Whitehall BID boundaries, encompassing Buckingham Palace and The Royal Parks. This expansion zone aims to facilitate strategic partnerships with key neighbouring partners, who will play a role in the delivery of initiatives like Project SWAN and the greening and activation of public spaces, through Destination marketing activities such as our recent heritage trail.

For more information and the full map on the proposed footprint visit – london-hq.co.uk/victoria-bid-renewal-2025-2030/

BID Levy Rules

1. The term of the BID will be for a period of 5 years from 1st April 2025 to 31st March 2030.
2. A BID levy of 1% of the rateable value will be applied to all eligible hereditaments (rateable business units) within the BID area in Year 1.
3. The levy will assume a growth rate for inflation of 2.5% applied on 1st April each year. As the BID will commence on the 1st April 2025, it is proposed that the inflationary rate is applied from 1st April 2026.
4. The BID levy will be based upon the rateable value in effect on 31st March 2025.
5. Hereditaments that come into the rating list during the BID term will be subject to the BID levy from the effective date that it's brought into the rating list and the rateable value effective at that time.
6. The BID levy will be applied to all hereditaments with a rateable value equal to or greater than £150,000.
7. The levy per hereditament will be capped at £50,000. The capped levy will assume a growth rate for inflation of 2.5% applied on 1st April each year.
8. Ratepayers in receipt of mandatory charitable relief from business rates on their hereditaments will be fully exempt from the BID levy. All schools other than Independent Schools registered as such with the Department for Education will be fully exempt from the BID levy.
9. A ratepayer will be liable to pay the BID levy on an unoccupied hereditament without any void period or reduction in the BID levy.
10. There will be no VAT charged on the BID levy.

PROPOSED BID FOOTPRINT



The streets and part streets contained within the BID area are as follows:

Street	All or Part	Street	All or Part	Street	All or Part
Artillery Row	Part	Eaton Row	All	Kingsgate House	All
Beeston Place	All	Eaton Square	Part	Lower Belgrave Street	Part
Belgrave Road	Part	Ebury Square	All	Lower Grosvenor Place	All
Bressenden Place	All	Ebury Street	Part	Lygon Place	All
Bridge Place	All	Eccleston Bridge	All	Neathouse Place	All
Buckingham Gate	Part	Eccleston Place	All	Palace Place	All
Buckingham Mews	All	Eccleston Square (corner 89-84)	Part	Palace Street	All
Buckingham Palace Road	All	Eccleston Street	Part	Phipps Mews	All
Buckingham Place	All	Eccleston Yards	All	Semley Place	All
Bulleid Way	All	Elizabeth Bridge	All	Sir Simon Milton Square (all Nova Building)	All
Cardinal Place	All	Elizabeth St – to Ebury St	Part	Spenser Street	All
Cardinal Walk	All	Fountain Court	All	Stafford Place	All
Castle Lane	All	Gillingham St	Part	Terminus Place	All
Cathedral Walk	All	Grosvenor Gardens	All	Vauxhall Bridge Road	Part
Catherine Place	All	Grosvenor Gardens Mews East	All	Victoria Square	All
Chapel St	Part	Grosvenor Gardens Mews North	All	Victoria Station	All
Chester Close	Part	Grosvenor Gardens Mews South	Part	Victoria Street	Part
Chester Mews	Part	Grosvenor Place	All	Warwick Row	All
Chester St	Part	Headfort Place	All	Wilcox Place	All
Chester Street	Part	Hobart Place	Part	Wilfred Street	All
Cundy Street	Part	Howick Place	Part	Wilton Road	Part
Dorset Mews	Part	Hudsons Place	All	Wilton St	Part

THE BID BUDGET

	2025/26	2026/27	2027/28	2028/29	2029/30	TOTAL	
INCOME	£	£	£	£	£	£	% OF TOTAL
BID Levy Collection 95%	2,340,000	2,399,000	2,459,000	2,520,000	2,583,000	12,301,000	92%
Voluntary Contributions	200,000	200,000	200,000	200,000	200,000	1,000,000	8%
Total	2,540,000	2,599,000	2,659,000	2,720,000	2,783,000	13,301,000	100%
EXPENDITURE	£	£	£	£	£	£	% OF TOTAL
Cleaning & Greening	457,000	468,000	479,000	490,000	501,000	2,395,000	18%
Community Safety & Business Resilience	457,000	468,000	479,000	490,000	501,000	2,395,000	18%
Destination	432,000	442,000	452,000	462,000	473,000	2,261,000	17%
Environmental, Social & Governance (ESG)	203,000	208,000	213,000	218,000	223,000	1,065,000	8%
Placemaking	432,000	442,000	452,000	462,000	473,000	2,261,000	17%
Staffing	203,000	208,000	213,000	218,000	223,000	1,065,000	8%
Overheads	229,000	234,000	239,000	245,000	250,000	1,197,000	9%
Contingency	127,000	129,000	132,000	135,000	139,000	662,000	5%
Total	2,540,000	2,599,000	2,659,000	2,720,000	2,783,000	13,301,000	100%

We will produce public Annual Reports detailing precise service spend and delivery.

What happens next.

Businesses in the Victoria BID area will now be asked to vote on whether they endorse this proposal with a simple 'YES' or 'NO' during a formal ballot.

Westminster City Council is responsible for managing the process and sends out a ballot paper to each eligible business.

It is important that each business nominates a named contact who will receive the ballot paper and is authorised to vote on behalf of that organisation.

For any BID to proceed, two independent outcomes must be satisfied.

1 Those voting in favour must exceed those voting against in terms of number of votes cast (essentially 51% of votes are 'yes').

2 The total rateable value of those properties/ hereditaments voting in favour must exceed the total rateable value of those voting against i.e. the aggregate rateable value of 'yes' votes must also be 51% or above.



All you need to do now is:

- Take time to read, understand and consider what this Business Plan means to your business and the wider Victoria BID area; members of the BID Executive Team will be in touch to discuss this further if you wish.
- Prepare for your notice of ballot which will be sent to you no later than **Monday 20th January 2025**.
- Your ballot papers will be sent to you by Civica Electoral Services, who run the ballot on behalf of Westminster City Council, on **Monday 3rd February 2025** and will contain all voting procedure information and proxy or replacement paper information;
- All voting papers must be returned to Civica Electoral Services by **5pm on Monday 3rd March 2025**.

Remember that voting **YES** will deliver the services in this plan to your business and the area; a no vote would see all of the current provision come to an end.

The result will be announced on **Tuesday 4th March 2025**.

A resulting vote in favour will allow the pledges in this plan to be set in motion with a 5-year term commencing on **1st April 2025**.



We look forward to working with you through the BID's next five-year term, safe in the knowledge that we can confidently and positively rise to whatever it may bring!





Victoria Business Improvement District

Web london-hq.co.uk/victoria-district/