

A photograph of two young women smiling at an outdoor event. The woman on the left is wearing sunglasses and holding a small Union Jack flag. The woman on the right is wearing a blue cardigan. In the background, other people are visible, some wearing blue jackets. The scene is brightly lit, suggesting a sunny day.

Victoria Business Improvement District

OVERVIEW OF PROJECTS, INCOME & EXPENDITURE

2025/2026, 2026/2027



LONDON HERITAGE QUARTER



Contents	
Cleaning & Greening	3
Community Safety & Business Resilience	5
Destination	7
Environmental, Social and Governance	9
Placemaking	11
Our Priorities	14
What's new for 2026/2027	15
Income & Expenditure	21



INTRODUCTION

Victoria Business Improvement District (BID) champions one of London’s most accessible and distinctive destinations, home to Victoria Station, Buckingham Palace, Westminster Cathedral and renowned theatres including the Apollo Victoria and Victoria Palace.

Over the past year, we have continued to work closely with our neighbouring districts of Victoria Westminster, Whitehall and Northbank through the London Heritage Quarter brand. This collaboration has strengthened our shared identity, elevated the area’s reputation and ensured a strong, unified voice. Through effective partnership

working, the BID has driven meaningful improvements, enhanced public spaces and helped make the area safer, cleaner and better connected. This billing leaflet highlights the BID’s key achievements from April 2025 to March 2026 and sets out how our services will continue to support local businesses throughout 2026/27.



6,000+

laps of an Olympic running track is the equivalent distance we swept and litter-picked across the year



3,300+

jobs completed by our on-call Janitorial Service at the request of our business community

CLEANING & GREENING

Clean streets, attractive public spaces and a friendly environment remain a key priority for businesses in Victoria.

This year, working closely with Westminster City Council, our Clean Team has maintained streets and public spaces daily to a high standard across Victoria. Activity has included enhanced street cleaning, waste collection, graffiti and fly-posting removal and targeted deep-cleaning interventions to support a consistently high-quality local environment. The service now operates seven days a week, with an on-call janitorial response available Monday–Friday.

Our Ambassadors play a complementary and highly visible role in enhancing the Victoria experience, providing a warm welcome and street concierge service seven days a week. They support wayfinding, share local information, gather business intelligence, provide real-time updates to partners, and monitor and report environmental issues to Westminster City Council and Transport for London. Collectively, these services help ensure Victoria remains clean, welcoming and well-maintained, supporting a positive experience for businesses, employees, residents and visitors.

12,900m²+

of pavement equivalent to 50 standard tennis courts was deep cleaned across the district

2,300+

pieces of graffiti and flyposting removed from across the area

2,600+

bags of litter, recycling and leaves collected from streets and public spaces



52,000+
security checks
carried out

1,000+
network radio calls
responded to

10,000+
business welfare
checks carried out

COMMUNITY SAFETY & BUSINESS RESILIENCE

We work in close partnership with key partners including the Greater London Authority, Metropolitan Police, Westminster City Council, British Transport Police, outreach services and national security partners to deliver a coordinated response to safety and environmental challenges across the district.

London Heritage Quarter has acted as a convening partner at both strategic and operational levels, bringing together the Metropolitan Police, Westminster City Council and service partners to align priorities, intelligence and resources. This has enabled a sustained focus on Victoria over the past year, directing partnership attention and investment towards addressing antisocial behaviour, vulnerability and street-based pressures in the area.

Through targeted and proactive interventions over this period, we have addressed antisocial behaviour, supported vulnerable individuals and strengthened security measures, helping to ensure the area remains safe, inclusive and welcoming.

The Victoria Patrol Team has played a central role in this approach, providing a visible daily presence, responding to incidents and working directly with businesses to deter crime and offer support. This has been reinforced by complementary measures including the Emergency Notification System, counterterrorism training, a homelessness education event, Night Safety Audits and ongoing community engagement programmes, collectively strengthening the district's resilience for businesses, residents and visitors.

500+
users of Emergency
Notification system received
over 120 operational updates
on events, road closures
and protests



303,000+
 email communications sent to subscribers, sharing local news, offers and events



8,000+
 engaged users of the upgraded LHQ Hub App

DESTINATION

We have continued to enhance the area’s appeal through a strong programme of marketing and communications, supported by a wide range of events, creative installations and engaging campaigns.

Promoting Victoria as a vibrant and dynamic destination has remained a key priority throughout the year. Under the London Heritage Quarter identity, we have delivered coordinated campaigns and activity that attract residents, employees and visitors while supporting and promoting local businesses. Delivery has included major campaigns such as More Than Monuments, seasonal installations and festive activity, cultural programming, business events and large-scale activations and partnerships, strengthening the district’s offer and helping to build stronger connections across the community.

We have also continued to invest in our digital channels and visitor platforms to increase reach and engagement. The LHQ Hub App has been actively promoted following a system upgrade to improve user experience, alongside ongoing digital campaigns and social media activity that have driven growth in followers, impressions and engagement.

Investment in search engine and website optimisation has delivered sustained increases in search visibility and clicks, supporting stronger discovery of London Heritage Quarter content and local businesses online. Targeted digital content, email campaigns and online promotion have supported our campaigns and individual business partners throughout the year. Together, this activity has strengthened awareness of London Heritage Quarter and reinforced its position as a distinctive destination in the capital.

20m+
 impressions of More Than Monuments at TfL underground stations

700,000+
 views were achieved across our social media channels

74,000+
 online advert calendar entries



15,000+
beneficiaries supported
through ActionFunder

12,500+
minutes of learning
completed on Seedl

£3,500
revenue for small
businesses at the one-
day pop up market to
celebrate Black
History Month

ENVIRONMENTAL, SOCIAL & GOVERNANCE

This year, through continued collaboration with businesses, partners and charitable organisations, we strengthened our commitment to Corporate Social Responsibility while ensuring Victoria remains a thriving business community.

Key activity, including Seedl, our digital learning platform, supported the upskilling and professional development of the local workforce, alongside the delivery of wellbeing events for business members. London Heritage Quarter continued to support the wider community through programmes such as ActionFunder, as well as targeted support for vulnerable and elderly residents through festive hamper donations.

Our Community Outreach and Engagement Team again played a central role in supporting those facing homelessness, working closely with local partners to provide outreach and

access to vital services. Wider ESG-focused activity across the district included youth engagement through Royalties London, a pilot programme adapted from a long-established Copenhagen model that empowers diverse young creatives through mentorship, artistic collaboration and public performance; apprenticeship networking in partnership with Capital City College; seasonal wellbeing workshops hosted across office buildings; and cultural programming such as community installations, heritage tours and Black History Month activity, contributing to a more inclusive neighbourhood.

470
Christmas Hampers donated
to vulnerable and elderly
residents across Westminster
in collaboration with
the Sir Simon Milton
Foundation

370+
business members
signed up to Seedl and
completed over 230
courses during the year

1,600+
hugs given by our
Hug Bubbles during
Mental Health
Awareness Week



PLACEMAKING

Through our placemaking and sustainability programme, we delivered targeted improvements to the local streetscape and public spaces in collaboration with BID members, local stakeholders and strategic partners.

Key activity this year included additional planting and greening across the district, including a green wall at St Peter's Eaton Square and enhancements at King's Scholars' Passage and Westminster Cathedral Piazza, alongside design work for wider greening projects across Victoria Street and other priority locations. We also began collaborative work at Hyde Park Corner with neighbouring BIDs and strategic partners to improve subways, lighting and wayfinding, while continuing to support major long-term projects such as the Victoria Station regeneration programme.

This work has been guided by the launch of the Urban Vision, a long-term framework for the London Heritage Quarter. It sets out coordinated improvements across Victoria, the Northbank, Victoria Westminster, Whitehall and the riverfront, underpinned by principles of sustainability, connectivity and high-quality public realm, ensuring greening, lighting and regeneration initiatives form part of a coherent strategy.

Lighting, public realm and wayfinding enhancements were progressed across the area, alongside decluttering initiatives, community clean-up events and street banners. Visitor experience was strengthened through updated maps, a storytelling exhibition, discovery trails and heritage walks, promoted via the LHQ Hub app.

Progress also continued across our sustainability agenda, including advancement of Project SWAN, delivery of the Sustainability Action Plan and Net Zero Roadmap, and support for pollinator pathways, healthy parks and active travel projects, reinforcing our commitment to a cleaner, greener and more accessible district. An i-Tree Eco study by Treeconomics further strengthened our evidence-led approach, providing robust data on carbon storage, air quality improvement and wider ecosystem services to inform future investment and long-term stewardship of green infrastructure.



OUR PRIORITIES

In line with our 2025-2030 Business Plan, we develop project and programmes across a range of core strategic themes, which were identified by the business community as priority areas:

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 also in the wider community.

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 driving the economy while consolidating the global relevance of the London Heritage Quarter by fostering relationships and knowledge sharing with organisations worldwide.

WHAT'S NEW FOR 2026/27

As outlined in our 2025-2030 Business Plan there will now be a refocus for some of our themes to deliver in five key work areas:



CLEANING & GREENING

We will continue to uphold high standards of cleanliness across the district through our enhanced seven-day street cleansing service. Delivered by a dedicated on-street team in partnership with Westminster City Council and stakeholders, this includes regular sweeping, litter picking, pressure washing and deep cleaning to maintain a high-quality public realm.

We will strengthen and build on our monitoring of statutory Council service provision to ensure maintenance standards are met and delivered

transparently, alongside a proactive approach to street-based issues. This will be supported by rapid responses through the Janitorial Service and routine inspections of priority locations. In parallel, we will identify new tree planting opportunities, encourage green roofs and vertical greening, and promote sustainable drainage solutions to enhance biodiversity and climate resilience, while continuing to report environmental concerns to relevant authorities.

WHAT'S NEW FOR 2026/27



COMMUNITY SAFETY & BUSINESS RESILIENCE

We will continue to strengthen safety and security across Victoria through the work of the Victoria Patrol Team and close partnerships with the Metropolitan Police, Westminster City Council, businesses and community organisations. Collaboration through the Police and Council Tasking Team (PACT) will address antisocial behaviour, drug use and environmental crime, supported by coordinated joint operations, intelligence-led delivery and visible daily patrols.

We will facilitate effective intelligence sharing between businesses and statutory partners, with

the Emergency Notification System, SentrySIS platform and radio link network supporting prevention and rapid response. Alongside this, we will explore enhancements to LHQ's CCTV provision and trial new approaches with the Met Police, including the potential lawful use of facial recognition technology and drones to strengthen monitoring and deterrence.

We will also continue to develop the Women's Night Safety programme, deliver counter-terrorism training and host a homelessness education event.

WHAT'S NEW FOR 2026/27



DESTINATION

In the year ahead, we will launch Pride in the Quarter, a new summer-long placemaking and engagement programme that celebrates community, connection and belonging, bringing together community pride, wellbeing and visual culture to animate the district and broaden audience reach. Alongside this, we will continue to support and deliver landmark cultural events that define the area, including West End Live, hosting seasonal activity across spring, summer, autumn and winter, and delivering Christmas lights, installations and switch-on events across all BID areas to encourage exploration and repeat visits.

Local businesses will continue to be supported through targeted digital communications and campaigns, including the online Advent Calendar, collaborative social media activity and ongoing promotion through newsletters, the website and the LHQ Hub App. We will also continue to grow The Network of office managers, EAs and venue bookers, delivering networking events and a venue showcase to support local hospitality and event businesses. Collectively, this programme will strengthen community connections, increase visibility for local businesses and further position London Heritage Quarter as a distinctive and must-visit London destination.

WHAT'S NEW FOR 2026/27



ENVIRONMENTAL, SOCIAL & GOVERNANCE

We will continue to advance local skills development by expanding access to professional training and innovative learning opportunities, including the Seedl e-learning platform, and the rollout of a Skills Academy, in partnership with Capital City College. Working closely with local businesses, schools, community partners and Royalties London, we will support both the current and future workforce by addressing skills gaps, promoting apprenticeships, and developing new youth engagement pathways that respond to employer needs across the district. Alongside this, we will deliver a year-round programme of wellbeing and inclusion-focused activity, including seasonal workshops and events

aligned with Mental Health Awareness Week and key cultural moments, supporting the mental and physical wellbeing of our members while celebrating the diversity of our communities.

Our commitment to the wider community will continue through initiatives such as the Community Outreach and Engagement Team, ActionFunder, collaboration with local charities and voluntary organisations, and the delivery of community-focused projects. Alongside this, we will continue to share air quality data and increase engagement with partners to support improved environmental outcomes across London Heritage Quarter.

WHAT'S NEW FOR 2026/27



PLACEMAKING

In the year ahead, we will focus on enhancing streets and public spaces to celebrate the area's heritage while creating greener, more accessible environments that better connect people to parks, the river and nature. We will continue to improve key routes and spaces across the district, progressing projects such as Westminster Cathedral Piazza, King's Scholars' Passage and Victoria Street Green Boulevard, alongside wider work to strengthen gateways including Parliament Square.

Our placemaking agenda will advance flagship projects such as Project SWAN, a pioneering low-carbon heat network, and the Future Victoria transformation programme for Victoria Station, while progressing greening initiatives including Pollinator Pathways and community-led planting to support biodiversity and environmental quality. Through close partnership working with local stakeholders, landowners and public sector partners, we will continue to deliver projects that enhance the character, resilience and long-term vitality of the district.



INCOME & EXPENDITURE*

2025/26

Income	BID LEVY £	VOLUNTARY & OTHER INCOME £	TOTAL £
BID Levy collection	2,227,000	-	2,227,000
Voluntary contribution	-	150,000	150,000
Other income	-	159,000	159,000
TOTAL	2,227,000	309,000	2,536,000
Expenditure			
Destination			
Street Ambassador service	76,000	-	76,000
Cultural and promotional events	322,000	-	322,000
Marketing strategies	167,000	-	167,000
Public affairs and research	49,000	-	49,000
Environmental, Social & Governance (ESG)			
Environmental sustainability	118,000	-	118,000
Charitable giving	44,000	-	44,000
Homelessness outreach and support	66,000	-	66,000
Wellbeing activities	39,000	-	39,000
Skills, employability & young people	14,000	-	14,000
Placemaking			
Public space enhancements	159,000	-	159,000
Strategic improvements	265,000	40,000	305,000
Community Safety & Business Resilience			
Community safety & anti-social behaviour	460,000	-	460,000
Business resilience	33,000	-	33,000
Crime prevention initiatives	38,000	-	38,000
Placemaking - Future Victoria			
Victoria Station project	-	84,000	84,000
Cleaning and Greening			
Greening and environmental issues	143,000	-	143,000
Enhanced street cleaning	405,000	-	405,000
BID Team support	177,000	50,000	227,000
BID overhead costs	156,000	100,000	256,000
Contingency			
TOTAL	2,731,000	274,000	3,005,000
Surplus /(Deficit)	-504,000	35,000	-469,000
Brought forward from 2024/25			952,000
Carried forward to 2026/27			483,000

ANTICIPATED INCOME & EXPENDITURE

2026/27

Income	BID LEVY £	VOLUNTARY & OTHER INCOME £	TOTAL £
BID Levy collection	2,447,000	-	2,447,000
Voluntary contribution	-	150,000	150,000
Other income	-	57,000	57,000
TOTAL	2,447,000	207,000	2,654,000
Expenditure			
Destination			
Street Ambassador service	65,000	-	65,000
Cultural and promotional events	278,000	-	278,000
Marketing strategies	144,000	-	144,000
Public affairs and research	42,000	-	42,000
Environmental, Social & Governance			
Environmental sustainability	95,000	-	95,000
Charitable giving	35,000	-	35,000
Homelessness outreach and support	53,000	-	53,000
Wellbeing activities	31,000	-	31,000
Skills, employability & young people	11,000	-	11,000
Placemaking			
Public space enhancements	140,000	-	140,000
Strategic improvements	268,000	-	268,000
Community Safety & Business Resilience			
Community safety & anti-social behaviour	409,000	-	409,000
Business resilience	29,000	-	29,000
Crime prevention initiatives	34,000	-	34,000
Placemaking - Future Victoria			
Victoria Station Project	-	42,000	42,000
Cleaning and Greening			
Greening and environmental issues	145,000	-	145,000
Enhanced street cleaning	410,000	-	410,000
BID team support	173,000	75,000	248,000
BID overhead costs	165,000	75,000	240,000
Contingency	100,000	-	100,000
TOTAL	2,627,000	192,000	2,819,000
Surplus /(Deficit)	-180,000	15,000	-165,000
Brought forward from 2025/26			483,000
Carried forward to 2027/28			318,000



LONDON HERITAGE QUARTER

VICTORIA DISTRICT

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VIC 26-27