LONDON HERITAGE QUARTER

VICTORIA BUSINESS IMPROVEMENT DISTRICT

ANNUAL REPORT

2025/2026

VICTORIA DISTRICT

Contents

Foreword	3
The Year in Numbers	5
Cleaning & Greening	6
Community Safety & Business Resilience	8
Destination	10
Environmental, Social & Governance (ESG)	14
Placemaking	16
Board members	20
Boundary Map	21
Profit and Loss	22

FOREWORD

We are pleased to present the Victoria Business Improvement District (BID) Annual Report for 2025–2026, the first year of Victoria BID's fourth five-year term. In February 2025, our levy-paying business partners voted overwhelmingly to renew Victoria BID for a fourth five-year term, with 97% voting in favour. This exceptional result demonstrates the confidence businesses have in our work and our vision for Victoria, providing a strong foundation for the next chapter of delivery.

Victoria continues to evolve as both a gateway to London and a destination, with major investment, regeneration and development transforming the area. Our work has focused on supporting this growth through placemaking, public space improvements, environmental initiatives and destination activity. Progress has continued across projects including Future Victoria, the proposed redevelopment of Victoria Station and its surrounding area, in close collaboration with Places for London, The Arc and Westminster Cathedral Piazza, alongside improvements to green spaces and public areas. Across the wider London Heritage Quarter, we are also exploring opportunities to support a more sustainable future through Project SWAN, a proposed low-carbon heat network that could deliver more sustainable energy solutions across the district.

The Victoria Neighbourhood Plan was formally approved following a successful referendum, marking an important milestone for the area and establishing a community-led framework for future planning and sustainable growth. Victoria's share of the Neighbourhood Community Infrastructure Levy will increase from 15% to 25%, potentially unlocking more than £1 million for community projects over the next five years, including public realm, green infrastructure, active travel and climate resilience initiatives. Victoria BID played a key role in establishing the Victoria Neighbourhood Forum in 2015 and remains its secretariat, supporting collaboration between businesses, residents and local partners.

Safety, resilience and cleanliness remain fundamental to our operational delivery. During the year, we strengthened our response to anti-social behaviour (ASB) and the needs of vulnerable people through increased patrols, targeted activity in identified hotspots and closer partnership working. Our cleansing team continued to provide daily street cleaning, graffiti removal, deep cleaning and responsive services, while our Ambassador team provided a seven-day visitor welcome and concierge service. Patrol teams worked closely with businesses, Westminster City Council, the Metropolitan Police and other partners to address ASB and crime, support vulnerable people and respond to emerging issues. Through the Emergency Notification System, business radio scheme and joint deployments, we continued to strengthen resilience across the district.

Destination activity has continued to play an important role in promoting Victoria and encouraging people to explore the area. The 'More Than Monuments' campaign celebrated the experiences, businesses, culture and stories alongside Victoria's renowned landmarks, supported by digital and social content, street-level promotion and destination marketing.

The LHQ Hub App also continued to grow, connecting visitors, workers and residents with offers from businesses across London Heritage Quarter.

We continued to collaborate with neighbouring BIDs through London Heritage Quarter, strengthening the collective promotion of Victoria, Whitehall, Victoria Westminster and Northbank as a connected destination. We also brought together businesses, policymakers and public sector partners to address issues affecting the district and wider London economy, including public safety, the visitor economy and the future workforce. This included discussions with MOPAC and HM Treasury on the Policy Taskforce and potential visitor levy, alongside discussions on rough sleeping with Rachel Blake MP. Our Young Londoners research also explored barriers to attracting and retaining young people in the capital. Working closely with Westminster City Council, the Metropolitan Police, British Transport Police, Greater London Authority, property owners, developers, community organisations and business members, we continue to ensure Victoria's priorities are represented and collective action is taken on the issues that matter most to the district.

There has also been growing appetite among property owners to support the future of Victoria. During the year, we established a Property Owner Group and progressed feasibility work for a potential Property Owner BID, with the intention of taking proposals to ballot in September 2027. This represents an important step in exploring how property owners can work alongside the existing occupier BID to support investment, development and the long-term success of the district.

With a new five-year term underway, significant investment and regeneration progressing, and growing collaboration between businesses and partners, we look forward to continuing to work with our business community to ensure Victoria remains a vibrant, resilient and successful destination.

Nigel Hughes MBE
Chair

Ruth Duston, OBE, OC
Chief Executive

2025/2026

THE YEAR IN NUMBERS

As the year draws to a close, we reflect on the numbers that defined the past 12 months.

108+ million

visits to Victoria District between April 2025 and March 2026

40+ million

times our More Than Monuments campaign was seen at Victoria and Embankment London Underground stations

2 million

views of our More Than Monuments TV advert on Channel 4 and 4 On Demand

56,000+

Street audits completed by our Patrol Teams

15,000+

beneficiaries reached through ActionFunder

16,000+

deals redeemed through the LHQ Hub App

13,500+ sqm

of paving deep cleaned

4,700+

cleaning jobs completed through our on-call Janitorial Service, responding to requests from local businesses

2,900+

pieces of graffiti and flyposting removed across the area

CLEANING & GREENING

We're committed to maintaining a clean, welcoming and well-cared-for environment for everyone who lives, works or visits the area. Our dedicated cleaning team works in partnership with Westminster City Council to keep public spaces clean, vibrant and inviting, ensuring Victoria remains a destination people enjoy and return to frequently.

Our street cleansing service operates seven days a week, from Monday to Sunday, between 6.30am and 5.30pm. The team provides a range of services including street sweeping, litter picking, sharps removal, graffiti removal, and bin and pavement flushing. An on-call Janitorial Service also operates as part of the programme, responding to cleaning requests from the business community within a two-hour window. The team also sets out tables and chairs on Westminster Cathedral Piazza throughout the year and provides deckchairs in Lower Grosvenor Gardens during the summer months.

In May 2025, we hosted our third annual Smarten & Sparkle event, bringing together more than 30 local employees to volunteer their time to help clean and green the area.

Working alongside our cleaning team, volunteers took part in litter picking and improvements to public spaces, helping to enhance the appearance of the area while bringing businesses together to take practical action in their local neighbourhood. The event provided a great opportunity for businesses to get involved, connect with one another and make a visible difference to their surroundings.

Throughout the year, our seven-day-a-week Ambassador team provided a visible presence across Victoria, supporting businesses, employees and visitors with wayfinding, local information and concierge services. Ambassadors also reported environmental issues, supported the work of our cleaning and patrol teams and helped identify issues across the area, contributing to a cleaner, safer and more welcoming district.

3,400+ km

of streets and pavements swept and litter picked

4,400+

bags of litter, recycling and leaves collected

300+

days tables and chairs were set out at Westminster Cathedral Piazza

56,000+

street safety and welfare checks completed

15,700+

street population issues responded to

1,500+

incidents of anti-social behaviour responded to, 25% more responses than the previous year

1,300+

calls for assistance responded to through the radio network, 52.1% more than the previous year

13,500+

business welfare checks carried out

COMMUNITY SAFETY & BUSINESS RESILIENCE

To help create a safer and more secure environment for businesses, visitors and the wider community, we worked closely with key partners including Westminster City Council, the Metropolitan Police Service, British Transport Police, the Greater London Authority, outreach teams and the Centre for the Protection of National Infrastructure. These partnerships have been vital in tackling crime and anti-social behaviour, strengthening business resilience and reducing the risk of more serious incidents.

We continued to tackle crime and anti-social behaviour across the area through the Victoria Patrol Team. Four officers patrolled the BID area in pairs from 6.30am to 11.30pm, seven days a week, carrying out welfare checks, visiting businesses and responding to safety incidents on the street. Body-worn cameras and radios supported the team in carrying out their duties.

We also strengthened business and community safety through improved communication and information-sharing. The 4G Victoria Radio Link network, used by 115 local businesses and on-street teams, enables real-time reporting of non-emergency incidents, while the Emergency Notification System issued 59 alerts to 520 users covering protests, road closures, crime prevention and training opportunities.

In partnership with the Metropolitan Police and Westminster City Council, we hosted the Victoria Day of Action on 9 October. The event brought additional police presence to the area and provided an opportunity to engage with businesses and the public to distribute crime prevention materials. This resulted in two drug-related arrests, seven stop and searches and three Community Protection Notices. A further Transport for London Day of Action took place at Victoria Station on 16 October, during which crime prevention materials were distributed to visitors.

Our Patrol Team also worked alongside the Metropolitan Police and Westminster City Council on four joint-partnership deployments, targeting crime hotspots, engaging with people experiencing street homelessness and carrying out weapon sweeps across the area.

To help businesses strengthen their security awareness and preparedness, we delivered three ACT (Action Counters Terrorism) and four SCaN (See, Check and Notify) training sessions, attended by more than 200 people. Three Diphoterine chemical attack kits also remained available across Victoria, providing access to specialist first-aid equipment in the event of a chemical incident and supporting wider emergency preparedness.

We also delivered a Homelessness Education event on 21 October, in partnership with our Environmental, Social & Governance programme, to educate the local business community about homelessness and build greater understanding of the challenges faced by people sleeping rough. The event was attended by 63 people and provided practical guidance on how businesses can respond appropriately and offer support.

40+ million

times our More Than Monuments campaign was seen at Victoria and Embankment London Underground stations

2 million

views of our More Than Monuments TV advert on Channel 4 and 4 On-Demand

31,000

views of our More Than Monuments campaign video on Instagram

DESTINATION

We continued to champion Victoria as a vibrant destination through our website, social media, email communications and targeted campaigns, showcasing the area's renowned theatres, dining, leisure and cultural offer.

Working closely with local businesses, we promoted Victoria as a destination of choice for visitors, workers and residents, while raising awareness of the businesses, experiences and attractions within the district.

Our digital marketing activity supported the promotion of BID projects, local businesses and key London themes, with regular content across Instagram, LinkedIn, TikTok, our website and email channels. We worked with businesses through collaborations, competitions and promotional opportunities, helping them increase their visibility, reach new audiences and grow their social media presence.

The LHQ Hub App has become an increasingly valuable platform connecting businesses, workers, residents and visitors across the London Heritage Quarter. Featuring exclusive offers, competitions and local promotions, the app recorded more than 16,000 deal redemptions during the year, driving footfall and supporting local businesses. By encouraging users to discover new places across Victoria, Victoria Westminster, Whitehall and Northbank, the Hub App has helped to foster a stronger sense of community while increasing engagement with the wider district.

Our More Than Monuments summer campaign encouraged Londoners and visitors to discover Victoria beyond its world-famous landmarks, showcasing hidden gems, cultural experiences and independent businesses through photography, video and digital content. For the first time, the campaign extended along Victoria Street, with 30 street flags installed between Lower Grosvenor Gardens and Orchard Place. The campaign was supported by advertising across TfL, Channel 4, social media and digital channels, alongside visitor maps promoting local businesses and attractions.

We continued to strengthen Victoria's profile through PR and media activity, working with a communications agency to generate coverage and raise awareness of the area. We also produced branded materials and published three issues of the Victoria 'London Starts Here' magazine, each with a circulation of 25,000. At MIPIM, London Heritage Quarter promoted Victoria as a leading destination for investment and business growth, strengthening relationships with investors, developers and public sector partners while showcasing the area's ongoing transformation and regeneration.

The BID maintained memberships with BusinessLDN, London & Partners, Westminster Property Association, Opportunity London, and the NLA, enabling us to contribute to discussions on the role of BIDs, policy development, and investment across London. Through regular engagement with the Deputy Mayor for Business, we have continued to strengthen our relationship with the Greater London Authority, ensuring the priorities of businesses within London Heritage Quarter remain front of mind in policy discussions and investment decisions. We also introduced new footfall and consumer spend data through our partnership with Huq, helping us understand visitor activity and spending patterns across Victoria and providing valuable insights to inform our Destination and Placemaking work, and support our business partners.

We commissioned Public First to explore why young Londoners are rethinking life in the capital. The research highlighted affordability, fair pay and safety as key factors influencing whether young people choose to stay in London. These insights will help inform our work with businesses and partners to support a more attractive and inclusive city for younger generations.

Over the year, our Ambassador team supported businesses, employees and visitors in Victoria through wayfinding, local information and concierge services.

Events Programme

We delivered a varied programme of events and activations throughout the year, bringing businesses, residents and visitors together, supporting local businesses and showcasing Victoria's vibrancy.

We participated in The Big Egg Hunt, bringing artist-designed egg sculptures to Victoria and the wider London Heritage Quarter area as part of the city-wide trail. Easter storytelling workshops complemented the programme, engaging families and encouraging them to explore the area and discover its heritage.

We also celebrated key cultural and heritage moments throughout the year, connecting people with Victoria's history and the places that help shape the area's identity. To mark the 80th anniversary of VE Day, we worked with partners across Victoria, Westminster and Whitehall to deliver a programme of commemorative activity celebrating the area's wartime history. This included a VE Day celebration in Lower Grosvenor Gardens, bringing the community together to mark the anniversary, alongside commemorative installations, heritage interpretation and promotional activity across the area. We also supported Heritage Open Days, helping six organisations across Victoria open their doors and showcase the area's nationally significant heritage to a combined 4,000+ visitors.

We continued our sponsorship of West End LIVE, one of London's largest free outdoor theatre events, which attracted around 70,000 attendees. Our involvement provided an opportunity to showcase London Heritage Quarter through event branding, advertising and promotional activity, while supporting one of the capital's major free cultural events.

Our annual Christmas programme brought festive activity to Victoria, including a special market and celebration at Westminster Cathedral Piazza to mark its 50th anniversary, delivered in collaboration with our Placemaking theme. The event brought businesses, visitors and the local community together to celebrate the milestone and showcase the Piazza as an important public space in the heart of Victoria. The wider Christmas celebrations included a Christmas tree at the Piazza, the return of Victoria Street column lighting and the Enchanted Snow Globe at Victoria Station, which created an interactive festive experience featuring live ballet performances, activities and prize giveaways.

Our Online Advent Calendar continued to drive engagement with local businesses through daily competitions and exclusive prizes, generating 74,000+ entries, a 30% increase year on year. Alongside this, our Christmas community programme delivered fully booked creative workshops for families, encouraging people to engage with Victoria and its cultural offer during the festive season.

Our PA/EA Network continued to connect corporate event bookers with hospitality businesses through three networking events and the annual Network Showcase. The showcase brought together 63 Executive and Personal Assistants and generated a confirmed £10,000 corporate booking, alongside further enquiries and opportunities for collaboration.

In March, our Spring Reset wellbeing programme launched in partnership with Together Collective, delivering creative workshops including candle making, plant and paint and Gua Sha. The programme achieved strong attendance and supported our wider ESG and employee wellbeing objectives.

16,000

deal redemptions on the LHQ Hub App

54%

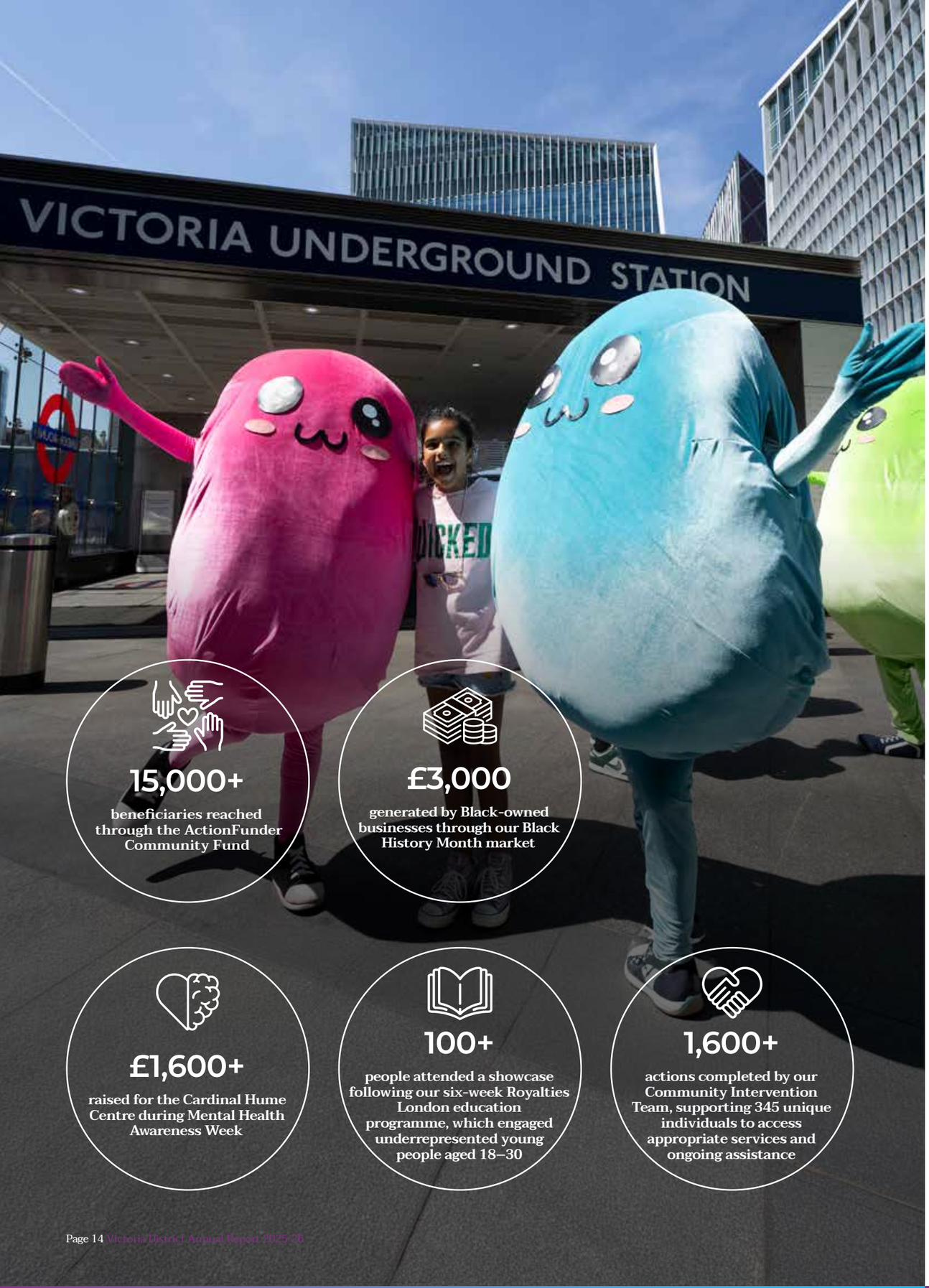
increase in social media followers year on year

200,000+

visits to the London Heritage Quarter website

38,000+

people subscribed to our email newsletter



ENVIRONMENTAL, SOCIAL & GOVERNANCE

Supporting our community through a strong Environmental, Social & Governance (ESG) programme remains a key priority for the BID.

This year, our activity focused on supporting local wellbeing, education and skills development, creating opportunities for employment and inclusion, and strengthening connections between businesses and the wider community.

To support education and skills development, we continued promoting our online learning platform, SEEDL, giving businesses access to more than 200 live courses covering leadership, wellbeing and project management. In its second year, the platform attracted more than 200 new users, who collectively completed over 1,000 hours of learning and earned certificates.

We partnered with Capital City College's Victoria campus to host an Apprenticeship Breakfast, attended by more than 40 people from across the London Heritage Quarter. Businesses including Chelsea FC shared their experiences alongside an apprentice discussing her career journey. We also sponsored Westminster Adult Education Service's Apprenticeship Awards.

We launched the Royalties London pilot with Volcano, providing 25 young people aged 18–30 with a six-week creative development programme, culminating in a showcase attended by more than 100 people. Following its success, the programme has been extended for a second year and our partnership with Hotel School continued to connect local businesses with hospitality training, creating pathways into sustainable careers.

Supporting local wellbeing remained a priority. During Mental Health Awareness Week, we partnered with businesses including Brigit's Bakery and Cuddle Club to deliver a Colour and Chat Afternoon Tea and dog therapy sessions, engaging more than 80 business members. Alongside our Destination programme, we also brought the Hug Bubbles installation to Cardinal Place. Seasonal activities included pumpkin carving and festive wreath-making workshops, attended by almost 100 people. In January 2026, we relaunched our Wellness Calendar with five local businesses, generating more than 1,000 competition entries while showcasing Victoria's wellbeing offer.

We continued supporting vulnerable communities through partnerships and funding. With the Sir Simon Milton Foundation and Westminster Connects, we sponsored and delivered 750 Christmas hampers for elderly and vulnerable residents, including 470 funded by London Heritage Quarter. Through the London Heritage Quarter ActionFunder Community Fund, we also supported seven local organisations delivering projects focused on homelessness, education, employment, climate, nature and mental health.

As part of our Equality, Diversity and Inclusion programme, we delivered events throughout the year, including the Pop-Up Africa Market, Black Women on Wheels and storytelling sessions with Onyinye Iwu during Black History Month. The market was highly successful, with food vendors selling out and increasing revenue year on year. During Ramadan 2026, we partnered with the Ramadan Tent Project to host a volunteer appreciation day at The Passage for more than 80 volunteers.

Our Community Intervention Team, funded by the BID and delivered with The Passage, continued supporting people sleeping rough by connecting them with services and helping them move towards permanent accommodation and long-term support.

3 million

commuters had the opportunity to see our Tree Council Woodland installation at London Victoria Station over two weeks

1,000+

visitors attended our festive Christmas market at Westminster Cathedral Piazza

2,000+

listens to the Voices from the Piazza podcast series

110m+

of new biodiverse planting added at King's Scholars' Passage and St Peter's Eaton Square

PLACEMAKING

This year, we have continued to invest in the quality, resilience and character of our public spaces, delivering practical improvements today while developing and supporting ambitious plans for the future of our district.

We have delivered an ambitious programme of public realm, greening, sustainability and placemaking projects and we continue to work closely with Westminster City Council, Transport for London, neighbouring BIDs, local stakeholders and other partners to improve the environment. Our Public Realm Steering Group has remained an important forum for collaboration, helping to shape investment priorities and guide the delivery of these improvements.

We have continued to support long-term public realm ambitions through Future Victoria, Parliament Square and the Arc Public Realm Strategy. Working with the Victoria Neighbourhood Forum, Westminster City Council, Transport for London and other partners, we are progressing initial proposals for Victoria Street, Westminster Cathedral Piazza and Palace Street, while developing wider plans to strengthen connections to Hyde Park Corner and Wellington Arch through improved wayfinding, lighting, accessibility and greening.

Alongside these strategic projects, we continued to bring public spaces to life through events, installations and cultural programming. As part of our Christmas programme, we celebrated the 50th anniversary of Westminster Cathedral Piazza with a festive community market, while a six-month spoken-word installation shared the stories and heritage of ten local people.

Greening and biodiversity have remained a major focus through Pollinator Pathways, our district-wide initiative to create greener, healthier streets and spaces. We began developing a Greening Toolkit to help businesses introduce planting and biodiversity initiatives, while working with Westminster City Council on improvements to Christchurch Gardens and supporting youth engagement in Upper Grosvenor Gardens.

We secured external funding to transform the frontage of St Peter's Eaton Square Primary School, introducing biodiverse planting and more than 150 plants. At King's Scholars' Passage, new planting was installed along the pedestrian route with support from Neighbourhood Community Infrastructure Levy funding, while the KSP Garden received an 'Outstanding' award from London in Bloom.

To mark World Environment Day, we partnered with The Tree Council and Network Rail Southern to transform London Victoria Station with an immersive woodland installation centred around a mature beech tree. The installation brought nature into one of London's busiest transport hubs while highlighting the importance of urban greening and biodiversity.

We have continued to encourage people to explore the area on foot, distributing Footways London maps, launching a new riverside banner programme between Tate Britain and Temple, and beginning work with Footways London on a dedicated Arc walking map. Together with our seasonal banner programme, these initiatives help visitors, workers and residents discover the area's cultural, heritage and green spaces while strengthening connections between key destinations.

This year, we have also launched our Sustainability Action Plan, setting out three strategic pillars and ten commitments to guide environmental action across London Heritage Quarter.

We published our Urban Forest report following the i-Tree study, installed three Breathe London air quality sensors and delivered four Zero Emission Group events to support businesses transitioning to the Sustainable City Charter. Our circular economy programme engaged almost 60 participants through webinars and a showcase event covering reuse, single-use plastics and food waste. Other initiatives included progressing Project SWAN supporting Westminster City Council's public conveniences programme, contributing to Wilder Westminster, London Climate Ready Partnership's first Climate Costs Guide, and launching Project Reshare to extend the life of valuable items.

BOARD MEMBERS

Nigel Hughes MBE	Victoria, Victoria Westminster and Whitehall Business Improvement Districts (Board Chair)
Claudia Binkert	EDF Trading (Board Vice Chair)
Abel Campos	McDonald's
Zoe Gilligan	Landsec
Piers Townley	Grosvenor Property UK
William Rowberry	Cleveland Clinic London *to August 2025
Lindsey Condron	Cleveland Clinic London *from February 2026
Andrew Davidson	Studio PDP
Rolf Buehlmann	The Peninsula London
Ruth Duston OBE, OC	London Heritage Quarter

BOUNDARY MAP

PROFIT & LOSS

	BID LEVY £	VOLUNTARY / OTHER INCOME £	TOTAL 2025/26 £	COMPARATIVE BID LEVY £	COMPARATIVE VOLUNTARY / OTHER INCOME £	COMPARATIVE TOTAL 2024/25 £
TURNOVER						
BID Levy	2,424,677		2,424,677	1,916,687		1,916,687
Voluntary Contributions and Other Income		327,970	327,970		345,884	345,884
TOTAL	**2,424,677**	**327,970**	**2,752,647**	**1,916,687**	**345,884**	**2,262,571**
COST OF SALES						
Community Safety and Business Resilience	496,606		496,606	494,371	400	494,771
Cleaning and Greening	499,612		499,612	433,542		433,542
Placemaking	319,087	130,000	449,087	322,778	153,634	476,412
Destination	594,087	3,100	597,187	610,256		610,256
Environmental, Social & Governance (ESG)	255,553	5,627	261,180	161,698	645	162,343
TOTAL	**2,164,945**	**138,727**	**2,303,672**	**2,022,645**	**154,679**	**2,177,324**
GROSS PROFIT	**259,732**	**189,243**	**448,975**	**(105,958)**	**191,205**	**85,247**
ADMINISTRATION EXPENSES						
BID Team Support	44,320	189,243	233,563	36,149	188,705	224,854
Rent and Rates	60,851		60,851	57,772		57,772
Estates Costs	6,179		6,179	4,177		4,177
Insurance	9,941		9,941	8,520		8,520
Office Consumables	10,466		10,466	8,661		8,661
Office Expenses	30,128		30,128	7,837		7,837
Subscriptions	875		875	703		703
Training Costs	780		780	841		841
Legal & Professional Fees	32,621		32,621	23,184		23,184
Audit Fees	13,161		13,161	9,899		9,899
IT costs	18,197		18,197	25,998		25,998
Telephone	2,257		2,257	3,071		3,071
BID Levy Collection Fee	35,341		35,341	33,942		33,942
BID Admin Costs	13,417		13,417	8,973	2,500	11,473
BID Renewal Costs	0		0	44,994		44,994
Bank Charges	1,024		1,024	1,090		1,090
Depreciation	8,327		8,327	8,664		8,664
Corporation Tax	7,456		7,456	7,952		7,952
TOTAL	**295,341**	**189,243**	**484,584**	**292,427**	**191,205**	**483,632**
Surplus brought forward			952,749			1,351,134
Profit/(Loss) for the year			(35,609)			(398,385)
Surplus carried forward			917,140			952,749

LONDON HERITAGE QUARTER

Victoria BID, 54 Wilton Road, London, SW1V 1DE

London-hq.co.uk

@londonheritagequarter

MORE THAN **MONUMENTS**