



LONDON HERITAGE QUARTER

VICTORIA WESTMINSTER BUSINESS IMPROVEMENT DISTRICT

ANNUAL REPORT

2025/2026

VICTORIA WESTMINSTER DISTRICT



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FOREWORD

We are pleased to present the Victoria Westminster Business Improvement District (BID) Annual Report for 2025–2026. Now in the third year of our second five-year term, this has been another year of delivery, partnership and investment, building on the foundations established since the BID's renewal and continuing to strengthen this unique part of London.

Victoria Westminster is a district steeped in history and undergoing significant change, home to world-renowned landmarks, political institutions, cultural venues and a growing base of businesses and luxury hospitality venues. This year, the BID has continued to deliver projects that enhance the visitor experience, protect and celebrate heritage, improve the public realm and strengthen the area's role as a vibrant destination for workers, residents and visitors.

Work has included continued development of key public realm and heritage projects, alongside improvements to Christchurch Gardens and the wider streetscape. The Victoria Neighbourhood Plan was formally approved following a successful referendum, establishing a community-led framework for future planning and sustainable growth, with Victoria's share of the Neighbourhood Community Infrastructure Levy increasing from 15% to 25%, potentially unlocking an additional £1 million for community projects. Working with the Forum, we have progressed projects including nominating Assets of Community Value to Westminster City Council, a strategy for Victoria Street to enhance the pedestrian environment and introduce green infrastructure, and plans for Strutton Ground focused on improving the public realm and arrangement of market stalls. The Arc programme continues to drive upgrades to walking routes and public spaces, improving connectivity while supporting active travel and a greener environment.

Keeping Victoria Westminster safe, secure and welcoming remains a key priority. We have strengthened our approach to tackling crime and anti-social behaviour through close collaboration with the Metropolitan Police Service, British Transport Police, Westminster City Council and local outreach teams. Targeted patrols have addressed emerging hotspots, while Counter Terrorism training, night-time safety activity and emergency communications have strengthened resilience.

Our work with The Passage continues to provide vital support to people sleeping rough in the area. We have also engaged with partners and policymakers on public safety and the future of the visitor economy, including discussions with the Mayor's Office for Policing and Crime, HM Treasury on the visitor levy and Rachel Blake MP on rough sleeping and homelessness.

We have also continued to look at the longer-term needs of the district and its business community. Our Property Owner Group has brought together property owners to explore shared priorities and the potential for a Property Owner BID. Feasibility work is underway, with the aim of considering a potential ballot in September 2027. These proposals reflect the importance of long-term investment and collaboration.

Events, campaigns and destination activity have continued to showcase Victoria Westminster and encourage people to spend time in the area. Working as part of London Heritage Quarter, we have strengthened collaboration across the destination and promoted the area through our 'More Than Monuments' campaign, highlighting its hospitality, culture, retail and leisure offer alongside world-famous landmarks. Promotional events and the 'LHQ Hub' app have also helped businesses reach new audiences.

We have continued to use research and insight to understand the challenges facing London and inform future priorities. Our work exploring why young Londoners are rethinking life in the capital highlighted affordability, fair pay and safety as key factors influencing whether young people choose to stay. These insights will help inform our work with businesses and partners to support a successful and inclusive future for the capital.

Partnerships remain central to everything we do. We work closely with Westminster City Council, the Metropolitan Police Service, British Transport Police, property owners, cultural and hospitality organisations, The Passage and neighbouring BIDs to address shared priorities and deliver positive change. As we enter the fourth year of our second five-year term, we remain focused on delivering practical benefits while shaping the long-term future of Victoria Westminster. We encourage business members to engage with us and share their priorities.



Nigel Hughes MBE
Chair



Ruth Duston, OBE, OC
Chief Executive

MORE THAN MONUMENTS

LHQP

2025/2026

THE YEAR IN NUMBERS

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



33+ million

visits to Victoria
Westminster 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



15,000+

beneficiaries reached
through ActionFunder



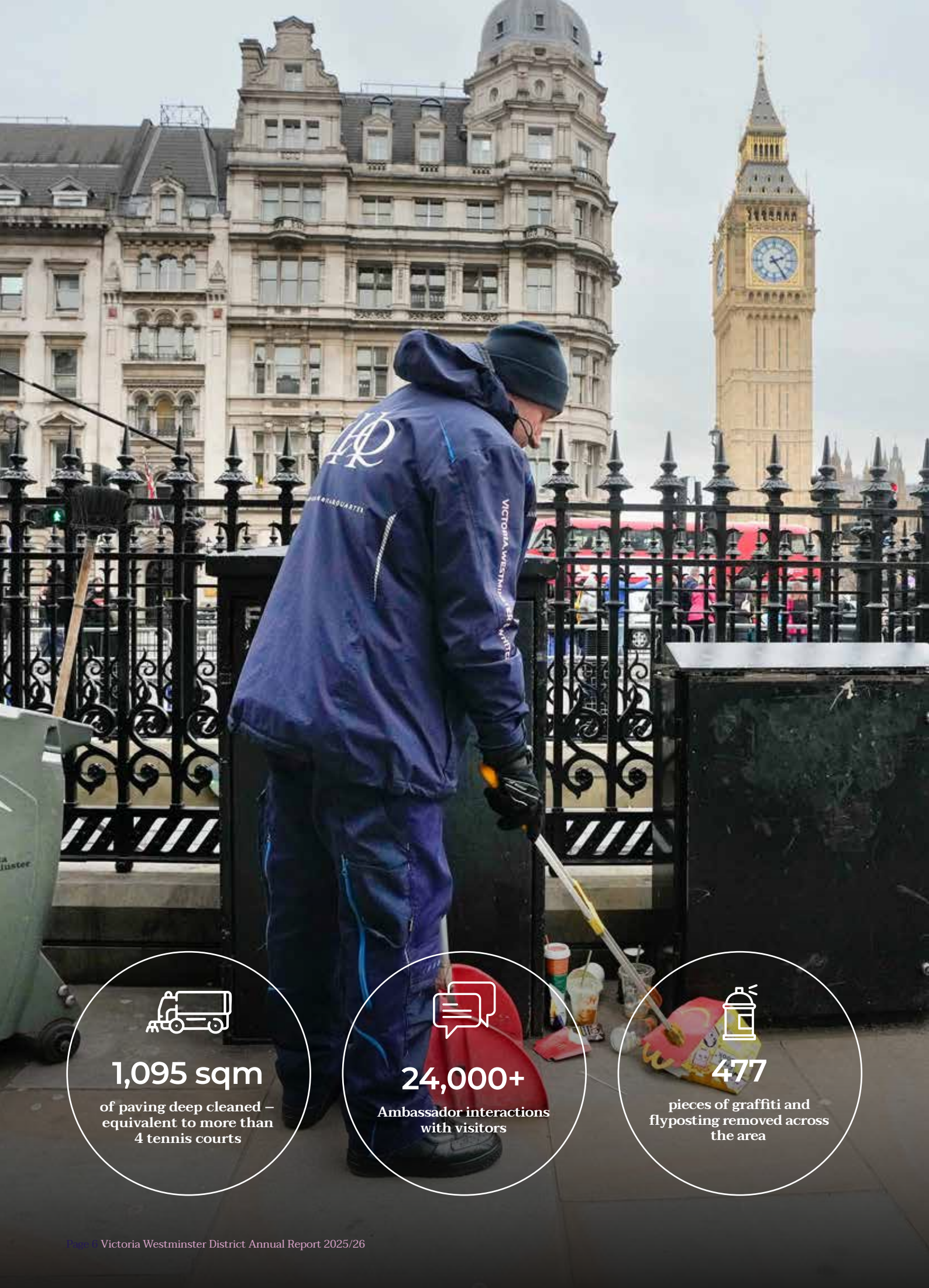
16,000+

deals redeemed through
the LHQ Hub App



74,000+

entries to our Online
Advent Calendar



1,095 sqm

of paving deep cleaned –
equivalent to more than
4 tennis courts



24,000+

Ambassador interactions
with visitors



477

pieces of graffiti and
flyposting removed across
the area

CLEANING & GREENING



High-quality public spaces are essential to Victoria Westminster's appeal as a place to live, work and visit. Working closely with Westminster City Council (WCC), our street team delivers year-round services that help maintain a clean, safe and welcoming environment. Through daily cleansing operations, responsive support services and community-led initiatives, the team contributes to the area's reputation as an attractive and vibrant destination



Our street cleansing service operates seven days a week, from 6.30am to 5.30pm, providing a range of essential services across the district. These include street sweeping, litter picking, sharps and graffiti removal, as well as bin and pavement flushing. An on-call janitorial service also forms part of this provision, responding to requests from the business community within two hours. Throughout the year, the team also supported the local environment by setting out tables and chairs outside Blewcoat School.

In May 2025, we hosted our third annual Smarten & Sparkle event, bringing together more than 30 employees from local businesses to help clean and enhance the area. Working alongside our cleansing team, volunteers took part in litter picking and public realm improvements, helping to improve the local

environment while fostering stronger connections between businesses. The event provided a valuable opportunity for participants to work together and make a visible, positive contribution to their neighbourhood.

Throughout the year, our Ambassador team provided a visible and welcoming presence across Victoria Westminster, supporting businesses, employees and visitors with wayfinding, local information and concierge services. The Ambassadors also played an important role in reporting environmental issues, supporting the work of our cleansing and patrol teams, and helping to identify and address issues across the district. Together, these efforts contributed to a cleaner, safer and more welcoming environment for everyone who lives, works and visits the area.



504 km

of streets and pavements swept
and litter picked – roughly
the distance from London
to Edinburgh



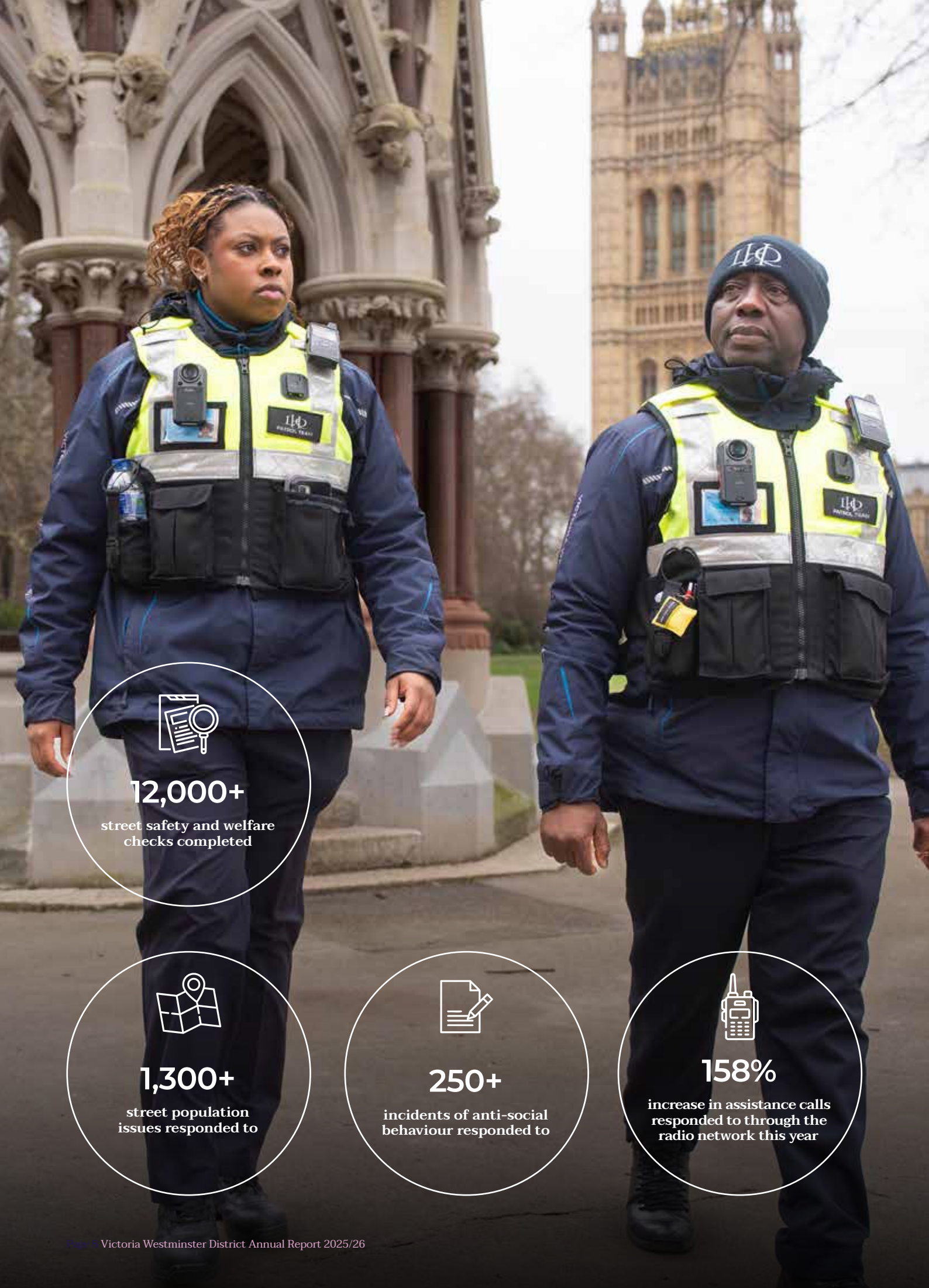
1,700+

bags of litter, recycling
and leaves collected



2,200+

environmental issues reported
to Westminster City Council
and Transport for London



12,000+

street safety and welfare checks completed



1,300+

street population issues responded to



250+

incidents of anti-social behaviour responded to



158%

increase in assistance calls responded to through the radio network this year



COMMUNITY SAFETY & BUSINESS RESILIENCE

Keeping Victoria Westminster safe, secure and welcoming remains a key priority. We have continued to strengthen our approach to tackling crime and anti-social behaviour through close collaboration with the Metropolitan Police Service, British Transport Police, Westminster City Council and local outreach teams. Working with specialist security partners has further strengthened business resilience, enhanced preparedness and helped minimise the risk of serious incidents

The Victoria Westminster Patrol Team, consisting of two officers, patrols the BID area in pairs five days a week, operating from 10am to 6pm one week and 7am to 3pm the following week. They provide a visible security presence across the district, addressing low-level crime and anti-social behaviour and working closely with businesses, the Metropolitan Police Service and other partners to identify and respond to emerging issues. Using body-worn cameras and radios in the course of their duties, the team helps to reassure businesses, employees and visitors and provides an important link between businesses and wider policing and security operations.

We also strengthened communication and safety through several initiatives, including the 4G Victoria Radio Link network. Used by 21 local businesses and on-street teams, the network enables real-time reporting of non-emergency incidents and helps businesses share information quickly when issues arise. This supports a coordinated response across the district and ensures that intelligence can be shared efficiently between businesses and partner organisations.

The Emergency Notification System remained a vital communication tool throughout the year, issuing 59 alerts to 520 users on protests, road

closures, crime prevention and training opportunities. The system provides businesses with timely information on issues that could affect their operations, allowing them to take appropriate action and prepare for potential disruption. We have continued to encourage businesses to register for and engage with the system so that important updates can be disseminated quickly when required.

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.

We also delivered a Homelessness Education event on 21 October, in partnership with our Environmental, Social & Governance programme, to increase understanding of homelessness within the local business community and 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. Together, these initiatives have strengthened resilience across Victoria Westminster, contributing to a safer, more secure and welcoming environment for businesses, workers and visitors.



DESTINATION

Showcasing Victoria Westminster as a vibrant, welcoming and competitive destination remains a key priority for the BID. Throughout the year, we continued to champion the area through our website, social media channels and targeted campaigns, highlighting its unique blend of world-renowned landmarks, historic institutions, hospitality venues, cultural attractions and green spaces.

Working closely with local businesses and strategic partners, we promoted Victoria Westminster as a place to visit, work and spend time, while highlighting the ongoing investment and transformation taking place across the district.

Digital communications remained an important tool for raising awareness of the BID's work, supporting local businesses and connecting audiences with activity taking place across Victoria Westminster. Through regular content across Instagram, LinkedIn and TikTok, alongside our website and email communications, we promoted local businesses, events, initiatives and seasonal campaigns throughout the year. Collaborations, competitions and targeted campaigns also helped increase visibility for businesses and encourage greater engagement with the district's diverse offer.

A key focus during the year was our More Than Monuments campaign, which celebrated the breadth of experiences available across Victoria Westminster and the wider London Heritage Quarter area. While the area is known internationally for its iconic landmarks and institutions, the campaign encouraged visitors and workers to discover its independent hospitality venues, cultural destinations, leisure opportunities and public spaces. By showcasing the area's wider offer, the campaign helped support local businesses and reinforced Victoria Westminster's identity as a vibrant and evolving destination.

The LHQ Hub App continued to provide a platform for exclusive discounts, competitions and local promotions across London Heritage Quarter. The app had more than 16,000 deal redemptions during the year. The platform helped businesses reach new audiences and encouraged exploration across Victoria Westminster and neighbouring districts.

Throughout the year, we continued to strengthen the profile of Victoria Westminster through PR, media and destination marketing activity. Working with a communications agency provided additional support in promoting the area and its businesses, while three editions of the Victoria: London Starts Here magazine were published, each with a circulation of 25,000. London Heritage Quarter also promoted Victoria Westminster as a leading destination for investment and business growth at MIPIM, showcasing the area's ongoing transformation and strengthening relationships with investors, developers and public sector partners.

We maintained memberships with BusinessLDN, London & Partners, Westminster Property Association, Opportunity London and the NLA, ensuring Victoria Westminster was represented in discussions on business, investment and policy. Our partnership with Huq provided valuable insights into footfall and consumer behaviour, helping to inform placemaking and giving businesses a better understanding of how people use the area.

We also brought businesses and key stakeholders together through our roundtables, creating opportunities to discuss shared priorities and emerging challenges. We commissioned Public First to explore why young Londoners are rethinking life in the capital, identifying affordability, fair pay and safety as key factors influencing whether young people remain in London. Together, this work has strengthened collaboration, informed priorities and helped shape Victoria Westminster's future.



Events Programme

Events and activations play an important role in bringing Victoria Westminster to life, supporting local businesses, strengthening community connections and encouraging people to spend more time in the area. Throughout the year, we delivered a varied programme of cultural, seasonal and business-focused activity designed to showcase the district's unique character and create memorable experiences for workers, residents and visitors.

London Heritage Quarter participated in The Big Egg Hunt, bringing artist-designed egg sculptures to Victoria Westminster as part of the city-wide trail. Easter storytelling workshops complemented the programme, providing family-friendly activities that encouraged exploration of the area's public spaces, heritage and local attractions.

Our More Than Monuments summer campaign encouraged Londoners and visitors to look beyond Victoria Westminster's world-famous landmarks and discover its wider hospitality, cultural and leisure offer. Through photography, video and digital content, the campaign highlighted hidden gems, local businesses and unique experiences across the district. Supported by 30 branded street flags, advertising across TfL, Channel 4, social media and digital channels, and visitor maps promoting local businesses and attractions, the campaign helped raise awareness of the area's diverse offer and encouraged greater exploration.

Throughout the year, our PA/EA Network continued to strengthen relationships between hospitality venues and corporate event bookers. Three networking events and the annual Network Showcase provided opportunities for businesses to promote their venues and services directly to Executive and Personal Assistants responsible for arranging meetings and events. The Showcase attracted over 60 attendees and generated a confirmed corporate booking worth £10,000, alongside further enquiries and business opportunities.

Employee wellbeing and community engagement were supported through our Spring Reset programme, delivered in partnership with Together Collective. Featuring workshops such as candle making, plant and paint, and Gua Sha, the programme encouraged participation, networking and wellbeing while supporting wider ESG objectives across the district.

Celebrating Victoria Westminster's rich heritage remained an important focus throughout the year. To mark the 80th anniversary of VE Day, we worked with partners across Victoria Westminster, Westminster and Whitehall to deliver commemorative installations and promotional activity celebrating the area's wartime history and cultural significance. We also supported Heritage Open Days, helping six organisations across London Heritage Quarter showcase their nationally significant heritage to more than 4,000 visitors.

Our sponsorship of West End Live, one of London's largest free outdoor theatre festivals, helped raise awareness of London Heritage Quarter among approximately 70,000 attendees. Through branding, advertising and promotional activity, we engaged new audiences and strengthened awareness of the wider London Heritage Quarter destination.

Our annual Christmas programme brought festive cheer to Victoria Westminster, with a Christmas tree at Christchurch Gardens serving as a focal point alongside festive installations across the district. Our Online Advent Calendar continued to generate strong engagement with local businesses, attracting more than 74,000 competition entries, representing a 30% increase on the previous year. Together, these activities created memorable experiences for visitors and workers while supporting local businesses, driving footfall and encouraging people to spend time in the area throughout the festive season.

These events and campaigns helped celebrate Victoria Westminster's distinctive identity and strengthen its appeal as a vibrant destination.



54%

increase in social media followers year on year



200,000+

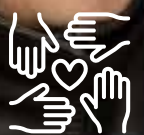
visits to the London Heritage Quarter website



38,000+

people subscribed to our email newsletter




15,000+
beneficiaries reached
through the ActionFunder
Community Fund


£3,000
generated for Black-owned
businesses through our Black
History Month market


£1,600+
raised for the Cardinal Hume
Centre during Mental Health
Awareness Week


1,000+
entries to our Wellness
Calendar in January


1,600+
actions completed by our
Community Intervention
Team, supporting 345 unique
individuals to access
appropriate services and
ongoing assistance

ENVIRONMENTAL, SOCIAL & GOVERNANCE

Victoria Westminster BID continued to prioritise the wellbeing and resilience of the local community through a focused Environmental, Social and Governance (ESG) programme, delivered in collaboration with local businesses and community partners.



Throughout the year, our work supported employee wellbeing, education and skills development, youth opportunities and vulnerable communities, while creating opportunities for businesses to connect, collaborate and share knowledge.

Supporting education, skills development and future talent remained a key focus throughout the year. We continued to promote our online learning platform, Seedl, providing businesses with access to more than 200 live courses covering leadership, wellbeing and project management. In its second year, the platform attracted more new users, who collectively completed over 1,000 hours of learning.

We also continued to create pathways into employment and professional development through our partnership with Hotel School, supporting people who have experienced homelessness to develop skills and build careers in hospitality. Alongside this, we launched the Royalties London pilot with Volcano, providing 25 young people aged 18 to 30 with a six-week creative development programme designed to nurture emerging talent and provide opportunities for learning, collaboration and professional growth. The programme culminated in a public showcase attended by more than 100 people, giving participants the opportunity to present their work and build connections within the creative sector. Following its success, the programme has been extended for a second year.

Employee wellbeing remained an important priority throughout the year. During Mental Health Awareness Week, we delivered a Colour and Chat

Afternoon Tea with Brigit's Bakery alongside Cuddle Club dog therapy sessions, engaging almost 80 business members. Seasonal wellness workshops delivered in partnership with Jar and Fern also provided opportunities for people to connect and unwind, attracting almost 100 participants across pumpkin carving and festive wreath-making sessions. To help businesses prioritise wellbeing during a challenging start to the year, we relaunched our Wellness Calendar in January 2026, attracting more than 1,000 entries and showcasing local wellness providers.

Supporting vulnerable communities remained an important part of our ESG activity. Our Community Intervention Team, funded by the BID and delivered in partnership with The Passage, continued its vital work engaging with people sleeping rough and connecting them with specialist support and services. Alongside this, we worked with the Sir Simon Milton Foundation and Westminster Connects to sponsor and deliver 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.

Together, these initiatives helped strengthen community resilience, support wellbeing and create opportunities for people across Victoria Westminster, while reinforcing our commitment to building a more inclusive and resilient district.






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


150+
environmental pledges were made by visitors and displayed as part of the Tree Council Woodland installation


110+
metres of new biodiverse planting added at King's Scholars' Passage and St Peter's Eaton Square

PLACEMAKING

Our Public Realm Steering Group continued to help shape strategic priorities and guide future investment across the district, while the Arc Project Group brought together local partners and stakeholders to review emerging proposals, identify opportunities and support the development of the next phase of The Arc programme.



We continued to strengthen the pedestrian route between Victoria and Westminster, building on public realm opportunities identified in the previous year. A key focus was improving wayfinding and encouraging people to explore the area on foot, aligned with the wider wayfinding strategy and Westminster City Council's active travel priorities. In partnership with Footways London, we developed a new walking map and guide for physical and digital use, highlighting cultural, heritage, green and independent destinations along the route. We also progressed plans for complementary wayfinding banners on key streets, with QR codes linking to the digital map. Both initiatives were prepared for launch in the following financial year.



We also continued to develop longer-term public realm proposals at key locations along The Arc. At Palace Street, we progressed feasibility work to take forward the school street vision developed in the previous year, exploring opportunities to improve pedestrian movement, safety and the quality of the public realm and establishing the basis for the next stage of design and transport assessment. The feasibility study formed the first milestone in a wider programme, ahead of subsequent design, traffic signal assessment and implementation stages. We also began exploring opportunities to enhance accessibility and inclusive wayfinding across The Arc, helping to ensure key pedestrian routes are easier to navigate, understand and use for everyone.

Greening and biodiversity remained an important focus through Pollinator Pathways, our programme to create greener, healthier streets and spaces. During the year, we began developing a Greening Toolkit to help businesses, landowners and partners introduce effective planting and biodiversity

measures, while progressing further opportunities for greening across The Arc, including enhancements to existing planters and the integration of biodiversity within future public realm projects. The toolkit is set to launch in Q1 of the following year.

We also continued to identify opportunities to use greening to improve the quality and resilience of streets and public spaces, supporting our wider ambitions for biodiversity, climate resilience and a more attractive everyday environment.

At Westminster Chapel, we developed proposals for greening and lighting improvements to create a more welcoming space and support our wider Pollinator Pathways ambitions. The scheme was progressed during the year and prepared for delivery in the following financial year.

Building on work begun in the previous year, we launched the London Heritage Quarter Sustainability Action Plan, setting out three strategic pillars and ten commitments to guide environmental action across the Quarter. Its priorities include biodiversity, climate resilience, air quality and supporting the transition towards a more sustainable local economy.

Alongside this, we continued to support wider environmental programmes across the district, including air quality monitoring, sustainable transport and logistics initiatives and collaborative projects with Westminster City Council and other partners.

Together, these projects demonstrate our continued focus on improving the experience of Victoria Westminster today while developing the partnerships, evidence and long-term plans needed to support more significant public realm and environmental improvements in the years ahead.





BOARD MEMBERS

Nigel Hughes MBE	Victoria, Victoria Westminster and Whitehall Business Improvement Districts (Board Chair)
Claudia Binkert	EDF Trading (Board Vice Chair)
Lee Oxley	Channel 4
Bernadette Gilligan	Conrad London St James
Stuart Burrows	DEFRA
Mark Taylor	QEII Centre
Mark Fisher	Tuckerman
Ruth Duston OBE, OC	London Heritage Quarter



BOUNDARY MAP



PROFIT & LOSS

	TOTAL 2025/26 £	COMPARATIVE TOTAL 2024/25 £
TURNOVER		
BID Levy	849,103	973,852
Voluntary Contributions and Other Income	34,753	98,254
TOTAL	883,856	1,072,106
COST OF SALES		
Cleaning and Greening	165,218	159,446
Community Safety and Business Resilience	106,577	105,487
Environmental, Social & Governance (ESG)	104,914	118,641
Destination	222,585	265,131
Placemaking	139,872	260,436
TOTAL	739,166	909,141
GROSS PROFIT	144,690	162,965
ADMINISTRATION EXPENSES		
BID Team Support	85,011	92,184
Rent and Rates	22,306	32,483
Estates Costs	2,261	1,924
Insurance	4,130	3,473
Office Consumables	3,829	3,875
Office Expenses	11,206	4,872
Subscriptions	343	319
Training Costs	285	443
Legal & Professional Fees	12,139	10,831
Audit Fees	10,108	8,964
IT costs	7,306	11,809
Telephone	730	1,374
BID Levy Collection Fee	17,467	16,767
BID Admin Costs	6,610	6,303
Bank Charges	605	652
Depreciation	2,599	2,808
Corporation Tax	4,485	4,511
TOTAL	191,420	203,592
Surplus brought forward	656,231	696,858
Profit/(Loss) for the year	(46,730)	(40,627)
Surplus carried forward	609,501	656,231





LONDON HERITAGE QUARTER

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

London-hq.co.uk

[@londonheritagequarter](https://www.instagram.com/londonheritagequarter)

MORE THAN **MONUMENTS**