

2026–2027

Understanding your BID Levy Bill

Piccadilly & Jermyn Street

Occupier BID



WHAT IS HEART OF LONDON BUSINESS ALLIANCE (HOLBA)?

Heart of London Business Alliance (HOLBA) is a 500-strong multi-sector business membership organisation in the heart of London's West End.

HOLBA has been the catalyst for positive, tangible change in London's West End for the past 20 years, with a proven ability to improve the commercial, cultural and trading environment of the Heart of London area.

WHAT DOES HOLBA DELIVER?

HOLBA mobilises the business community to tackle current challenges, drive future prosperity and realise its full potential as a place for culture, heritage and commerce.

Comprising property owners and occupiers from all sectors, we bring businesses together to consider, agree on and invest in improvement plans for their individual and shared trading environments. This delivers economies of scale, joint procurement of key services, greater influence and better results for all.

WHERE IS THE HOLBA AREA?

The Heart of London area spans three districts in London's West End, including, Piccadilly & Jermyn Street, Leicester Square & Piccadilly Circus and St Martin's. The area plays a significant role in the wider London and UK economies. Each of the three districts, distinctive in character, is neighbouring, complementary and contributes to the ecosystem of the whole area.

HOW IS HOLBA FINANCED?

BIDs are funded via an annual business levy. HOLBA is an entirely not-for-profit company and 100% of its income is ring-fenced to spend on the BID priorities. HOLBA has a strong track record of securing additional non-levy investment for the area.

WHAT IS A BUSINESS IMPROVEMENT DISTRICT (BID)?

Business Improvement Districts are business led and funded partnerships which are created through a ballot process to deliver additional services to local businesses.

There is no limit on what projects or services can be provided through a BID. The only requirement is that it should be in addition to services provided by local authorities.

WHAT IS THE DURATION OF A BID TERM?

BIDs have a maximum term of five years. Once completed they automatically cease and require a new ballot to continue.

The BID term start and end dates for all HOLBA BIDs are not aligned and so not all ballots are held simultaneously.

HOW IS HOLBA MANAGED & GOVERNED?

The Board of Directors is responsible for the long-term success of the company. Its role is to provide oversight of the company's strategic and fiscal management. It is made up of non-executive directors and presided over by an elected chair. The membership of the board is representative of all business sectors operating in the HOLBA districts. The Board of Directors is unpaid and the liability of each director is limited to £1.

IS HOLBA PART OF WESTMINSTER CITY COUNCIL?

HOLBA and the statutory providers including Westminster City Council are separate entities. HOLBA is non-political. It is established, controlled and funded by businesses via an independently regulated ballot and has a maximum five-year term. It is an entirely not-for-profit company and 100% of its income is ring-fenced to spend on business priorities.

Here are last year's delivery highlights across our five areas of focus, as well as those planned for the coming year.

For a more thorough look at HOLBA's delivery please visit:
www.holba.london



MANAGE

To caretake the streets, keeping them clean, safe & attractive, elevating the experience for everyone.

LOOKING BACK 2025 – 2026

- ◆ Provided 24/7 private security team, resulting in 1,500 incidents logged and dealt with over the year.
- ◆ Enhanced street cleaning, including pavement washing and stains, chewing gum and graffiti removal. Over 30,000 street cleaning issues managed.
- ◆ 1,059 pieces of graffiti removed, 10,275 items of flyposting removed and 1,045 fly tipping items removed.
- ◆ Reduced over 5,000 tonnes of CO₂ emissions via our Waste and Recycling Scheme.
- ◆ Improved the response time of our Street Cleaning and Rapid Janitorial Response service to under 45 minutes.
- ◆ Achieved a Keep Britain Tidy rating of 95%.
- ◆ Over 1,000 people sleeping on the streets received one-to-one support via our Outreach Programme with The Connection at St Martin's.

YEAR AHEAD 2026 – 2027

- ◆ Provide a 24/7 private security team, radio network and an online crime reporting system to deter and tackle crime.
- ◆ Establish a bespoke West End Crime Reduction Strategy that delivers a multi-agency crime taskforce, CCTV and dedicated policing and enforcement patrols. Establish a bespoke West End Crime Reduction Strategy that delivers coordinated, joint-tasked patrols in partnership with the police and local authority.
- ◆ Provide a 7-day-a-week programme of sanitation and pavement washing, removing stains, chewing gum and graffiti.
- ◆ Carry out daily street audits, ensuring quick fix rates from agencies.
- ◆ Support people sleeping on the streets by providing one-to-one support via our Outreach Programme with The Connection at St Martin's.



SHAPE

To shape a resilient, sustainable & investable district that values the role culture & commerce play in its success.

LOOKING BACK 2025 – 2026

- ◆ Delivered an Inward Investment and Curation programme for the area using insights from our Economic Real Estate Reports.
- ◆ Delivered a Net Zero programme including, audits, discounted waste and recycling services and circular economy solutions.
- ◆ Progressed on our priority street improvement projects including St Martin's Lane, Sackville and Vigo Streets, Green Park Gateway and Charing Cross Road.
- ◆ Coordinated partners to look at the future of Piccadilly Circus as a place of spectacle.
- ◆ Developed a strategy on the role of digital signage in the West End.
- ◆ Secured cross-agency alignment around a shared vision of a West End International Centre - a single, unified West End geography, reflecting the full ecosystem of culture, hospitality, retail and creative industries.

YEAR AHEAD 2026 – 2027

- ◆ Advancing the Arts Quarter vision to strengthen the creative economy and deliver public realm improvements in coordination with significant private sector redevelopments.
- ◆ Secure maximum benefit for our members from The Crown Estate and Westminster City Council's public realm improvement proposals, including Piccadilly Circus and Haymarket.
- ◆ Continue to make the case that the West End warrants special recognition and treatment by the decision-making authorities, due to its significance to London and the UK.
- ◆ Advance the vision for Charing Cross Road to enhance public space, improve road safety, pedestrian comfort, air quality and way-finding.
- ◆ Progress implementation of the Evening and Night-time Economy Strategy, focusing on opportunities for enhanced lighting, security and improving the 24-hour economy.



PROMOTE

To curate a programme of standout events, experiences & campaigns that celebrate the area's illustrious cultural offer.

LOOKING BACK 2025 – 2026

- ◆ Delivered 2 new permanent statues to Scenes in the Square, part of HOLBA's evolving programme of statues that celebrate Leicester Square as London's home of film and entertainment – host to 50+ premieres annually.
- ◆ Launched our 'Crafted in the West End' national campaign, spotlighting artisanal retail and craftsmanship in the Piccadilly & Jermyn Street area.
- ◆ Delivered the 2025 Festive Lights and partnered on the 2025 London Ramadan Lights Programme with supporting marketing campaigns.
- ◆ 1.53B press reach generated from 2025 through destination marketing projects.
- ◆ Delivered the 2025 Art After Dark programme supporting galleries and businesses throughout the area.
- ◆ Promoted our members to engaged audiences – local, regional and international – through our Heart of London Club and consumer channels.

YEAR AHEAD 2026 – 2027

- ◆ Collaborate with businesses, partners and wider community to programme a bespoke calendar of events and experiences that celebrate the district's rich culture and heritage.
- ◆ Deliver a programme and supporting marketing campaign for annual Ramadan and Festive Lights.
- ◆ Delivered the 2026-27 Art After Dark programme supporting galleries and businesses throughout the area.
- ◆ Deliver a rolling programme of advertising and PR campaigns via HOLBA's consumer marketing channels: Art of London, Discover LSQ and London West End, showcasing the district at its best.
- ◆ Provide dedicated marketing platforms, including a marketing forum, weekly newsletter and venue hire directory.
- ◆ Deliver the Heart of London Club - an employee privilege scheme offering member experiences and discounts.



ADVOCATE

To unite and empower members to protect, defend and promote shared interests.

LOOKING BACK 2024 – 2025

- ◆ Secured legislation that gives Transport for London (TfL) the power to regulate and licence pedicabs.
- ◆ Briefed politicians, in the run-up to local, mayoral, and general elections, on the issues that matter most to our members, including pedicab regulation, crime and safety, reinstating tax-free shopping, levelling the playing field for business in London and protecting funding for London's cultural institutions.
- ◆ Promoted member priorities at critical meetings including West End Security Network, London's Tourism Advisory Group, TfL's Business Advisory Group, MP's Business Advisory Group, and Westminster City Council's BID Group.
- ◆ Hosted quarterly Public Affairs Steering Groups to push the business agenda.

YEAR AHEAD 2025 – 2026

- ◆ Lobby government for business rate reform, tax-free shopping, greater policing and enforcement, investment in culture and transport, regulation of micro-mobility market and more transparency of net zero targets.
- ◆ Collaborate with TfL to establish a new licensing and enforcement regime for pedicabs, having secured primary legislation to regulate pedicabs.
- ◆ Campaign for investment to upgrade Leicester Square station, including step-free access.
- ◆ Address planning and licensing challenges for members in the district.
- ◆ Establish a single united and powerful voice for the business community to influence decisions, tackle issues and effect positive change in the district.
- ◆ Lead a major shift in government's recognition and treatment of the West End, securing its status as a Special Area for Commerce, Culture and Experience (SPACCE).



SUPPORT

To provide exceptional support & services that help members thrive & strengthen the community network.

LOOKING BACK 2024 – 2025

- ◆ Increased registrations to our members' only Area Performance Report by 35%, with monthly updates for members on footfall, visitor behaviour and demographics.
- ◆ Launched a ground-breaking series of Data & Insight Reports including a quarterly and an annual Economic & Real Estate Insights Report.
- ◆ Business visits and meetings with 379 member businesses and a total reach of 2,144 people.
- ◆ Hosted briefing and networking events that reached 242 member businesses.
- ◆ Helped members create promotional content for our Heart of London Club and consumer channels.
- ◆ Increased Heart of London Club redemptions by 30%.
- ◆ Increased the number of venues to showcase in our members' venue directory by 17 to a total of 58 venues.

YEAR AHEAD 2025 – 2026

- ◆ Act as a one-stop shop to deliver business support and a wide range of services to help members save time and money.
- ◆ Facilitate networking events and partnership opportunities.
- ◆ Share area and real estate performance data and insights to support members in making business decisions, forward planning and investment.
- ◆ Provide businesses with relevant information, news and alerts about what's happening in the district and area.
- ◆ Promote local volunteering and sponsorship opportunities.



INDICATIVE BID BUDGET 5 YEAR CASH PROJECTION

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	TOTALS
INCOME (£)							
BID Levy	1,258,529	1,149,208	1,183,684	1,219,195	1,255,771	1,293,444	7,359,830
Other	54,463	39,512	40,697	41,918	43,176	44,471	264,238
Total	1,312,992	1,188,720	1,224,382	1,261,113	1,298,946	1,337,915	7,624,068
EXPENDITURE (£)							
Support	60,063	48,867	48,558	50,015	51,515	53,061	312,079
Advocate	48,222	39,780	37,730	38,862	40,028	41,229	245,852
Shape	185,959	215,638	197,147	203,062	209,154	215,428	1,226,388
Promote	265,522	243,735	232,296	239,264	246,442	253,836	1,481,096
Manage	348,552	332,187	317,168	326,683	336,484	346,578	2,007,652
BID Renewal	20,065	30,915	17,691	18,221	18,768	19,331	124,991
Core Costs	321,440	283,264	301,470	310,514	319,829	329,424	1,865,940
Contingency	62,926	57,460	59,184	60,960	62,789	64,672	367,992
TOTAL	1,312,749	1,251,847	1,211,244	1,247,581	1,285,009	1,323,559	7,631,988

Budget figures are indicative, based on the anticipated levy income using 2023 Rateable Values. Core Costs will cover all costs associated with the core staffing, legal, accountancy and accommodation for the BID. Assumed 0.03% annual inflationary increase and 95% levy collection rate. Contingency based upon 5% of BID levy income. Levy income may fluctuate and is subject to the market at the time of the ratings assessment. Projects and services expenditure reflects current priorities; these may change causing variances across the BID term. Any material variations will be approved by the Board.