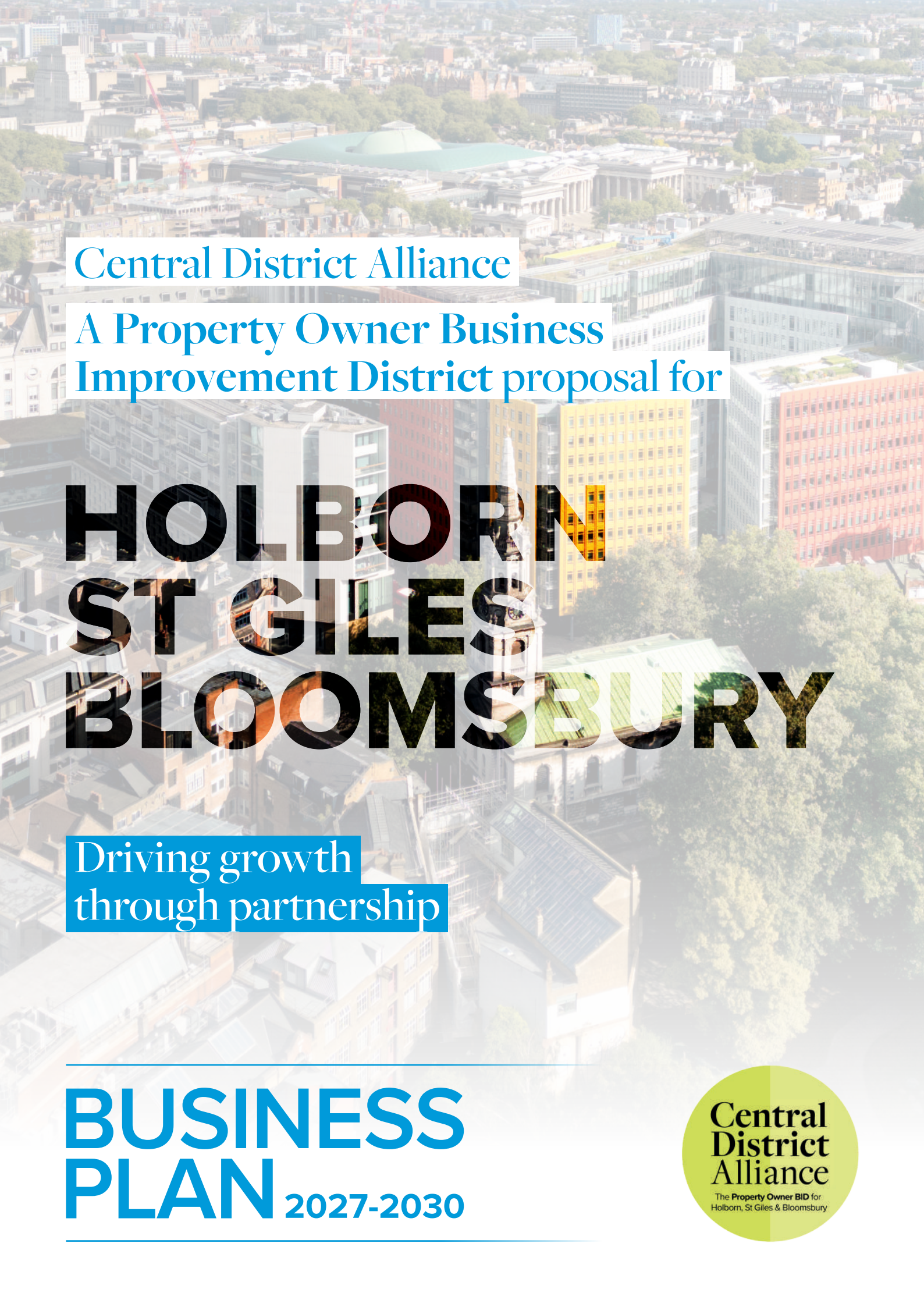


Central District Alliance

A Property Owner Business Improvement District proposal for

HOLBORN ST GILES BLOOMSBURY

Driving growth through partnership

BUSINESS PLAN 2027-2030

Central District Alliance
The **Property Owner BID** for Holborn, St Giles & Bloomsbury



Southampton Row, Holborn



High Holborn, looking east

This proposal draws on the expertise and guidance of our Property Owner Group which comprises:

Chair

Susan Freeman – Mishcon de Reya

Deputy Chair

Alexander Jan – Central District Alliance (CDA)

Members / invitees

Simon Elmer – The Bedford Estates

Horatio Lovering – The British Museum

Alistair Subba Row – Farebrother

Kevin Henson & Alex Neal – Gerald Eve

Jake Sciberras & Nick Taylor – GMS Estates

Amy Brown – Google

Alexander Walduck – Imperial London Hotels

Neil Warwick – Kinney Green

Lynn Henderson – Knight Frank

Abdul Hai – LabTech

Tony Travers – London School of Economics and Political Science

Hugo Pickford – Oxford Properties

Jorge Varela Saavedra – Pontegadea

David Hutton – Prudential Assurance Company Ltd

Keith Miller & Mark Carroll – Royal London Group

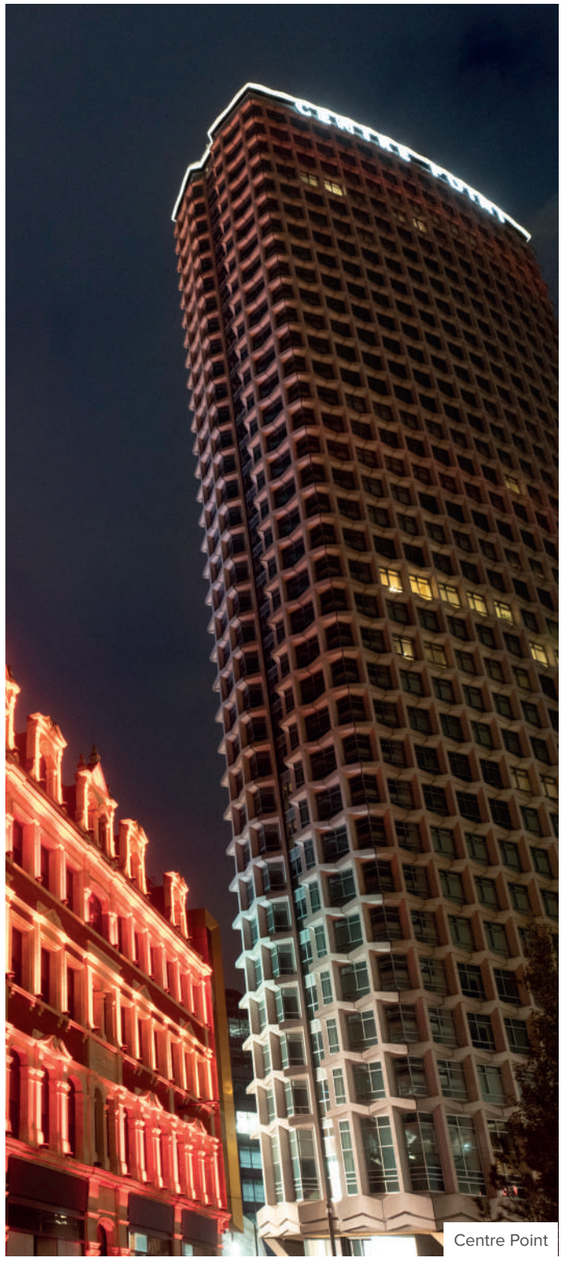
Emmanuele Selvaggi – Rosewood London

Lisa Kenny – Sidara

Eleanor Wright & Mike Raynor – Simten

Glenn Brown – United Grand Lodge of England

Caroline Samson & Jonathan Barclay – University of London



Centre Point



Bedford Place & Russell Square



The Post Building

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United Grand Lodge of England



Bedford Hotel



Southampton Row & Kingsway looking south



Foreword

This proposal outlines a clear and focused framework for the first term of a proposed Central District Alliance Property Owner BID (CDA PBID). Our neighbourhoods of Holborn, St Giles and Bloomsbury are increasingly attractive places to work, study, visit, stay and invest. From the historic squares and universities in the north of our area, to the commercial centres in the heart of London, we draw workers, students and visitors from around the world.

Through coordinated investment with the London Borough of Camden and individual developers, the PBID aims to deliver a step-change in the quality of our shared environment beyond the boundaries of individual buildings. Additional resources will enable us to work with the London Borough of Camden to accelerate delivery of a more pleasant and higher-quality public realm.

The investment a PBID will bring will in turn support a more resilient local economy and create lasting impact. Occupiers are more likely to be attracted and retained. In turn, this will help drive sustainable growth and long-term investment. Crucially, it will also provide a voice for owners, and a means by which they can help to shape and influence lasting change.

It has been a pleasure to speak with so many owners over the last twelve months or so. We have noted the strong interest in being part of the area's future. These conversations have highlighted the shared appetite among owners to invest, to support local businesses, to begin to tackle some of the area's longer-term challenges, and to come together to collectively shape the future of CDA.

Our commitment to you is that CDA PBID will help to improve neighbourhoods in Camden so that they are increasingly attractive to workers, students, visitors and residents, and therefore tenants. We invite you to consider this proposal with confidence, knowing that it builds on CDA's proven record of delivery that spans more than two decades.

A vote for 'yes' in November is a vote for collectively shaping a Holborn, St Giles and Bloomsbury that meets today's challenges, and embraces tomorrow's opportunities. Together, we will deliver growth through partnership.



Susan Freeman
Chair, CDA Property Owner Group



Alexander Jan
Deputy Chair, CDA Property Owner Group, Chair, CDA



Debbie Akehurst
Chief Executive, CDA



Introduction

Together, Holborn, St Giles and Bloomsbury form a highly active and economically important area in central London. The combination of commerce, campus, culture and community provides a strong foundation for future growth, which is reflected in continued occupier demand, new tenants and low vacancy rates amongst the best buildings. The opening of the Elizabeth line has brought many millions of new visitors to our part of central London. We are home to four of the UK's top universities and colleges and we host a student population drawn from the world's brightest and best.

Despite these strengths, the CDA area faces challenges that require coordinated action. The public realm is fragmented in places, with narrow pavements and poor pedestrian connections between key destinations and green spaces, often along congested roads that suffer from poor air quality. This affects the experience for workers, students, visitors and residents. Years of pressure on local government resources – particularly in inner London – have added to these challenges.

While our area benefits from excellent transport connectivity, the streets and spaces of Holborn, Chancery Lane, Russell Square, Tottenham Court Road and Euston Square are under significant pressure. As a result, with some notable exceptions, the public realm often presents a weaker first impression. Much of our shared space is in continuing need of renewal and improvement; something that the London Borough of Camden has recognised and is tackling with for example, its Holborn and Bloomsbury Visions. But their resources are constrained and timelines for improvement stretched.

By bringing property owners into our BID family we can work with Camden to shape, accelerate and complement their public realm improvement plans. By doing so, we strengthen the business community's capacity to engage with public bodies. This partnership approach enables us to promote owners' legitimate interests more effectively, while securing additional funding for public realm schemes. In turn we can provide additional funding for schemes that might otherwise be delayed or be constructed (and subsequently maintained) to less-than-ideal standards.

Our property owners frequently tell us just how much potential the CDA area has, and how much they, in partnership, want to contribute. Their insights have shaped this proposal for the public realm in the area we help to look after.



What is a Property Owner BID?

A Property Owner Business Improvement District (PBID) is a statutory mechanism through which property owners can choose to invest collectively in a defined area. It provides owners with a formal role in shaping priorities, funding improvements and influencing activity that supports long-term asset value and place quality.

PBIDs are only permitted in London and where an Occupier BID is currently located. Today, they exist in areas covered by HOLBA, NWEC and the Knightsbridge Partnership. These BIDs have already demonstrated the value of coordinated owner and occupier-led investment, including the ability to attract significant third-party funding for public realm improvements.

CDA is now proposing to establish a PBID for Holborn, St Giles and Bloomsbury. Our proposed new PBID is designed to complement and strengthen the existing Occupier BID. The PBID will provide an additional, owner-sponsored level of investment and associated representation, enabling property owners to secure long-term improvements and value creation in co-operation with the local authority and others.

PBIDs operate for a maximum term of five years between renewal ballots. The first term of the proposed CDA PBID is designed to run for just over three years, starting on 1st January 2027, and co-terminate with the renewal of the occupier BID, on 31st March 2030.

Our proposed CDA PBID will initially cover areas within the London Borough of Camden. Subject to the support of owners and the London Borough of Islington, property owners in Farringdon and Clerkenwell may create a PBID in spring 2030 as a separate entity.

The formal decision on the establishment of the PBID can only be taken by eligible property owners (or very long leaseholders), based on the rateable value of their hereditaments (see page 24). Following a successful ballot, a levy is then applied to all qualifying property owners within the defined BID boundary. Within the proposed PBID area, there are more than 160 qualifying property owners, collectively responsible for over 500 hereditaments.

Analysis by CDA indicates that in the first (three year, 3 month) term of our PBID, some £4.5 million of revenue could be collected. There is the potential for a further £8.0 million over a subsequent full five-year term in the Camden area alone, subject to a second successful ballot outcome.



DELIVERY

Our track record of delivery

CDA has a strong track record of delivery. Since our formation in 2005, we have worked in partnership with businesses, the London Boroughs of Camden and Islington and the wider community to deliver a wide range of initiatives including improvements to the built environment, cleanliness, safety, and increased advocacy, footfall, and volunteering under our Environmental, Social and Governance (ESG) programmes.

CDA has helped to deliver a cleaner, safer and more attractive environment for workers, students, visitors and residents. We have provided enhanced safety and reassurance through daily community patrols, rapid response interventions and targeted support around key transport hubs and the night-time economy.

In partnership with the London Borough of Camden, we have helped to make public spaces a little greener and more welcoming, supporting owners and occupiers. We have contributed to placemaking enhancements including the Princes Circus (West End Project) scheme, New Oxford Street, High Holborn, Museum Street, Red Lion Square, Russell Square, Bloomsbury Square and outside our London Underground stations. We aim to go further.

Our marketing and events activities, including annual seasonal lights, Party in the Park, egg hunts and Christmas fairs have boosted footfall and supported local businesses. Alongside these, CDA has continued to advocate for policy improvements and uses data-driven insights to shape priorities and represent the needs of businesses. Topics include removing modern phone boxes, commercial waste regulation, business rates reform and traffic management challenges.

We work collaboratively with around four hundred Occupier BID members, local communities, London boroughs, Transport for London (TfL), the Greater London Authority (GLA), our neighbouring BIDs and the third sector. Our partnerships enable us to act as a facilitator, custodian, ambassador and advocate for businesses and the CDA area more generally.

The support for our work and activities was reflected in the recent Occupier BID ballot of spring 2025. Some 93% of businesses by hereditament, and 97% by rateable value, voted in favour of renewal. This result is testament to CDA's delivery capability and ability to translate investment into visible improvements on the ground.

Through the Property Owner Group, landowners and investors have already played an important role in shaping the development of the prospective PBID, contributing insight, resources and providing strategic direction. In the next section we set the principal processes and activities we have been undertaking to deliver a Property Owner BID.



Princes Circus piazza

Princes Circus

Princes Circus is now a green and enjoyable public area, just off Shaftesbury Avenue. The space was previously overlooked, dominated by an electricity substation and lacking features such as quality paving, seating, or planting. As a result, it became a centre for anti-social behaviour. In 2023, with the support of CDA, the whole site was reopened as a pedestrianised space. New seating was added, alongside planting to create a more connected, vibrant and welcoming public realm. By connecting Covent Garden and St Giles to Bloomsbury and the British Museum, the scheme facilitates active travel and sustainable movement.

Today, the view from Princes Circus is of the architecture and mature trees that surround it. The scheme rebalanced a complex junction in favour of people and biodiversity, introducing new planting, seating, improved paving and clearer walking routes. These changes have improved first impressions, enhanced pedestrian experience and reduced vehicle dominance, supporting footfall, dwell time and the attractiveness of surrounding buildings to both occupiers and visitors.

Our contribution of £1.5m, paid over a number of years, demonstrates the value of aligning business investment with local authority programmes. Similar principles have been applied to other more modest improvements where our partnership working has focused on landscaping, maintenance and improving the surrounding streetscape.

Through the PBID, this is the model that we want to enhance, expand and roll out across Holborn, St Giles and Bloomsbury.



Central St Giles and The British Museum



THE FIRST THREE YEARS

In preparation for the first three-year term, CDA has undertaken consultation with property owners and prospective levy payers to identify and validate the priorities of the property owner community.

CONSULTATION ACTIVITY HAS INCLUDED:

Outreach to all eligible property owners: CDA has contacted each of the 160+ eligible property owners, sharing details of the proposed PBID and inviting further discussion.

Perception analysis: A detailed survey was undertaken to gather insight into owners' experiences, priorities and expectations, ensuring proposals reflect the needs of the levy-paying community.

One-to-one meetings: Every eligible property owner has been invited to a one-to-one discussion with CDA to provide direct feedback on the proposals.

Property Owner Group (POG): Quarterly meetings of the Property Owner Group have provided ongoing input into PBID proposals and draft levy rules throughout 2025 and 2026.

Virtual drop-in webinar: In March 2026, CDA offered a virtual pop-in webinar, providing an additional opportunity for owners to review and comment on the proposals.

Newsletter communications: Since autumn 2025, CDA has issued a monthly email newsletter to all eligible property owners, providing updates on consultation activity, progress and next steps, including invitations to participate in the perception analysis.



RESULTS

Perception analysis

The perception analysis provided a clear picture of property owners' priorities and expectations for the proposed PBID.

Feedback emphasised the expectation of enhancing and securing long-term asset value growth and tenant retention from the PBID. Owners recognised that there is potential for improvement in the public realm and in tackling anti-social behaviour and rough sleeping, and in safety. Throughout the consultation, there was recognition that a high-quality well-maintained environment directly supports occupier demand and strengthens rental performance.

There was strong support for placemaking activity, with a particular focus on improving public realm and securing investment around major transport gateways, and routes, especially Holborn Station, Kingsway and the gyratory, tackling traffic challenges and upgrading the environment around, for example, the British Museum and Lincoln's Inn Fields. Respondents highlighted the importance of first impressions and everyday experience for workers, students, visitors and residents in shaping perceptions of the area.

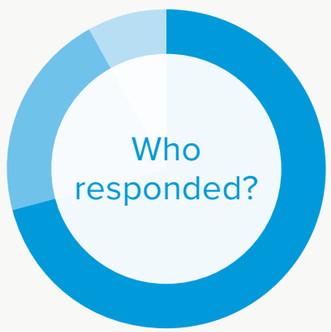
Enhanced street cleaning and proactive maintenance were identified as essential to maintaining a consistently well-presented district. Safety on the street was also identified as a critical priority, with strong support for measures that address anti-social behaviour, improve lighting and provide visible reassurance. Owners noted that these operational issues, if left unchecked, can damage long-term asset values and private sector investment.

Advocacy on behalf of property owners was recognised as a key benefit of the proposed PBID. Respondents expressed a clear desire for a unified voice for Holborn, St Giles and Bloomsbury, particularly in relation to policy decisions that affect commercial performance and long-term investment.

These findings underpin the strategic priorities and commitments set out in this proposal, which directs investment to areas where owners expect the greatest return on their collective investment.



BMA House



RESPONDENT MIX

- **71%** Property owners
- **21%** Asset managers
- **8%** Advisors/agents

[1]PBID Perception analysis response rate was 50% by rateable value (RV).

WHERE THE PBID CAN MAKE THE BIGGEST DIFFERENCE (OWNERS' EXPECTATIONS)



- **56%** Influence asset marketability
- **24%** Tenant demand/retention
- **12%** Direct movement on rents
- **8%** Vacancy rates

PUBLIC REALM QUALITY VS CENTRAL LONDON TODAY



- **44%** Better
- **25%** Same
- **25%** Worse
- **6%** Don't know

SAFETY PERCEPTION VS CENTRAL LONDON TODAY



- **41%** The same
- **31%** A little worse
- **22%** A little better
- **6%** Don't know

WHAT OWNERS RATE HIGHEST FOR PBID DELIVERY

Average score on 1–5 scale (top items)

1. Public realm, maintenance, and street cleaning **4.50**
2. Anti-social behaviour (ASB) interventions and addressing rough sleeping **4.42**
3. Women's safety and vulnerability support **4.22**
4. Lobbying on property tax/rates **4.12**
5. Improved walking routes **4.03**
6. Increasing visitor and worker footfall **4.00**
7. Representing owners on planning/transport policy **4.00**
8. Enhanced landscaping and greening **3.91**

Lower-rated items: market data/insight **2.88–2.94** and cycling/last-mile **2.88**

MOST COMMON THEMES COMMENTED ON BY RESPONDENTS

Public realm (streetscape/greening/parklets, e.g. Lincoln's Inn Fields, pavements): most-mentioned theme

Anti-social behaviour, visible drug use and cleanliness (litter/refuse/odour): recur across owners and owner-occupiers

Rough sleeping

Holborn station, Kingsway, and Gyratory: repeated asks to address congestion, kerb appeal, and pedestrian experience

Wayfinding and identity: desire for clearer district identity and navigation, especially Knowledge Quarter/Bloomsbury campus feel

Footfall & activation: calls for off-peak activation and stronger ground-floor offer

Planning flexibility and retrofit advocacy: was important to educational sector/large institutional owners in particular

Most common dislikes explicitly cited: traffic and congestion, litter and cleanliness, Holborn streetscape quality, crime and antisocial behaviour



DRIVING GROWTH THROUGH PARTNERSHIP

Our business plan for 2027-2030

The proposed PBID will focus investment on the areas where collective, targeted action can deliver the greatest positive impact for owners and in such a way as to complement and enhance the outputs and activities of the current Occupier BID.

OUR VISION

Our vision is to make the CDA area London's foremost sustainable centre of commerce, academia and culture, and the capital's most sought-after area to work, study, visit, stay and invest. We believe that a thriving Holborn, St Giles and Bloomsbury can be built on strong partnerships between property owners, occupiers, users and authorities.

OUR AIMS

- To support sustainable growth in commercial property values and long-term asset performance.
- To deliver an uplift in the quality, safety and experience of the public realm.
- To strengthen the district's attractiveness as a place to work, study, visit, stay and invest.

WE WILL ACHIEVE THIS BY

- Partnering with public and private sector stakeholders to secure significant investment in the area, including the delivery of (amongst others) the Bloomsbury Vision and the Holborn Liveable Neighbourhood, and improvements around key transport hubs.
- Working alongside the CDA Occupier BID to enhance cleanliness and street management, and safety and security. We will work with London Borough of Camden to help address rough sleeping, and to tackle antisocial behaviour.
- Strengthening collaboration across owners, and between owners and occupiers, enabling stakeholders to shape a shared long-term vision and act as a unified, influential voice for the district.
- Using a strengthened voice to advocate for the CDA area as a leading destination to work, study, visit, stay and invest, and to represent the interests of CDA property owners at London-wide and national levels.
- Deliver these plans sustainably and equitably, through our commitment to Environmental, Social and Governance (ESG) principles.

The perception analysis results, alongside these aims, are reflected in the delivery sections that follow, which set out how the PBID will focus investment and activity across:

- Transformation of the public realm.
- Improved cleanliness and security.
- Advocacy, insight and ESG through a unified owner voice, including direct representation for landowners within the CDA business community.



Outernet



TRANSFORMATION OF THE PUBLIC REALM

Investment in the public realm was identified as the highest priority for property owners

Investment in the public realm was identified as the highest priority for property owners through the perception analysis, reflecting the importance of surrounding streets, spaces and transport hubs to asset performance, occupier demand and long-term value.

For the first term of the PBID, our activity will focus on supporting and enhancing public realm programmes being developed by London Borough of Camden. We will do this by working in partnership with Camden, deploying financial resources to enhance design quality and specifications, accelerate delivery and extend schemes where this delivers a clear benefit.

We will aim to reflect the wishes of owners and their occupiers, as well as the area's unique culture and history in public realm improvements.

This provides a clear framework for collaboration, ensuring owner-led investment is additional to, rather than duplicative of, local authority activity.

Owner contributions will be used to add value to public realm capital schemes by:

- Improving materials, design quality and overall specification.
- Bringing forward delivery.
- Unlocking or aligning with third-party funding.
- Providing property owners with a clear seat at the table to engage early with Camden-led schemes and help shape priorities, design and delivery.

The improvements at Princes Circus (page 7) provide a clear example of how coordinated investment and partnership working can deliver change.



The Shaftesbury Theatre and Princes Circus

Our commitments:

1. We will work with London Borough of Camden to develop public realm interventions that reflect the priorities of property owners and their occupiers, the unique culture and history of our area, and a shared vision of place for the neighbourhoods we serve. Both CDA and the London Borough of Camden recognise that the long-term success of public realm and greening schemes depends on ongoing planting care and stewardship alongside initial delivery.

2. We will work in partnership with Camden to enable the delivery of both the Holborn Liveable Neighbourhood and the Bloomsbury Vision, using funding to enhance, accelerate and shape projects and programmes of work.

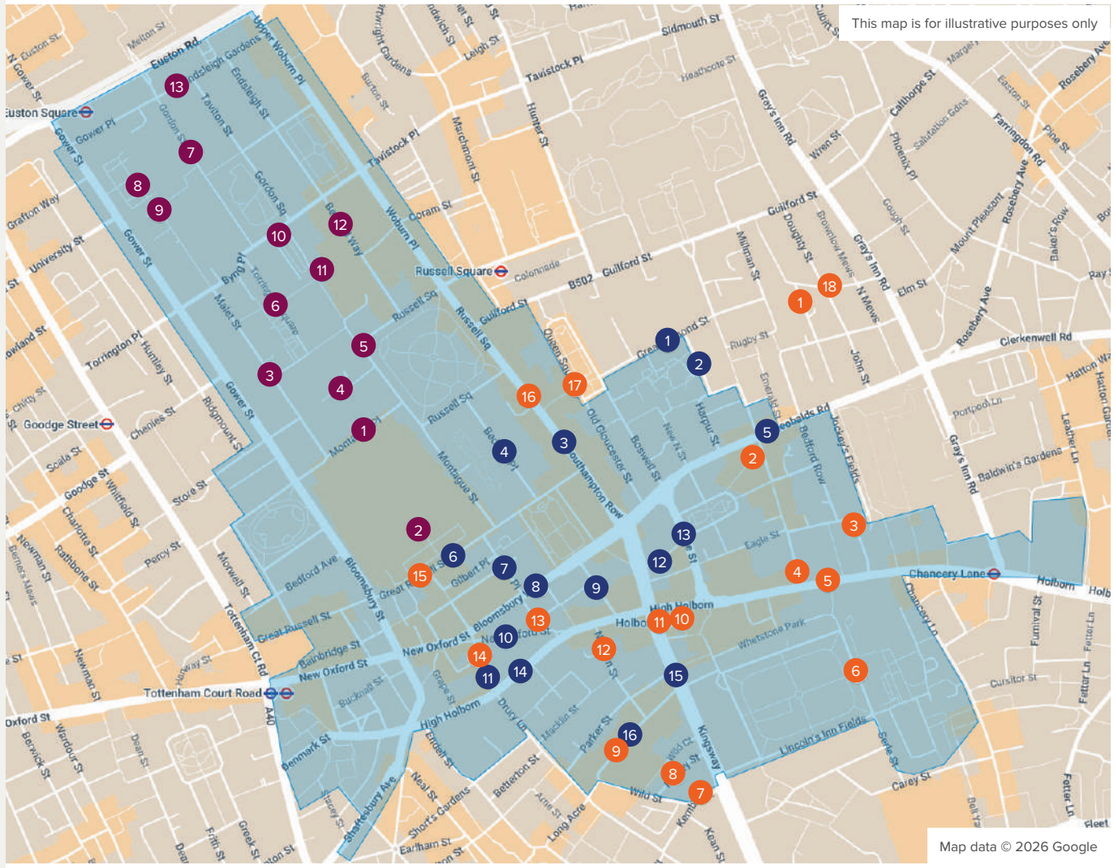
3. We will work in partnership with property owners, Camden and other stakeholders such as Transport for London to develop ideas for lasting improvements to the public realm across the district, including addressing congestion and air quality on Holborn and High Holborn, improvements to the St Giles gyratory and Kingsway, the area surrounding Holborn station, and around Lincoln's Inn Fields.

4. We will work with Transport for London to develop improvements to Holborn station, to improve the public realm around Euston Square and Chancery Lane stations, as well as around the key nodes of Tottenham Court Rd and Russell Square stations, that lie just outside our PBID boundary.

5. We will provide a strong, unified voice to influence major schemes outside of the CDA area on behalf of owners, where these may have positive or negative impacts on our districts.

6. We will work to improve wayfinding, helping people move more easily between key destinations, tourist attractions, transport hubs and neighbourhoods.

Holborn Liveable Neighbourhood and Bloomsbury Vision public realm projects



For more information on the Holborn Liveable Neighbourhood and Bloomsbury Vision please visit:

https://holbornln.commonplace.is

https://bloomsburyvision.commonplace.is

Holborn Liveable Neighbourhood (HLN) Projects

1. Great Ormond Street
2. Orde Hall Street
3. Southampton Row
4. Bedford Place
5. Theobolds Road
6. Great Russell Street
7. Bury Place
8. Bloomsbury Way
9. Southampton Place
10. New Oxford Street
11. Museum Street
12. Fisher Street/Catton Street
13. Procter Street/Drake Street
14. High Holborn
15. Kingsway
16. Green Queen Street

Bloomsbury Vision Projects

1. Montague Place
2. Great Russell Street/British Museum forecourt
3. Malet Street
4. Senate House Courtyards
5. Thornhaugh Street/Russell Square
6. Torrington Square/Byng Place
7. Gordon Street/Gordon Square
8. UCL Main Quad
9. UCL Campus Mews
10. Woburn Square
11. SOAS surrounds
12. Bedford Way
13. Endsleigh Gardens

HLN STARter Projects*

1. St George the Martyr healthy school street
2. Lambs Conduit Passage
3. Brownlow Street
4. Red Lion Street
5. High Holborn bus lane extension
6. Lincoln Inn Fields
7. Kemble Street
8. Keeley Street
9. Great Queen Street
10. Holborn alleyways
11. Holborn station
12. Newton Street
13. Barter Street
14. Museum Street
15. Great Russell Street
16. Southampton Row bus lane extension
17. Queen Square
18. John Street / Doughty Street area

* STARter projects: the first, quick-to-deliver improvements in the Holborn Liveable Neighbourhood programme, focused on making streets safer, greener, and more pedestrian- and cycle-friendly.

PBID area



IMPROVED CLEANLINESS AND SECURITY

A consistently clean, safe and secure environment is fundamental to the long-term attractiveness of our area

Despite considerable progress, day-to-day issues, including waste on streets, graffiti, antisocial behaviour, rough sleeping, poor lighting and neglected public spaces, can erode confidence in our neighbourhood. This risks undermining occupier confidence which in turn negatively affects long-term asset values. Fear of crime, and a sense of insecurity, deters workers, students and visitors.

Working alongside the existing Occupier BID, the PBID will protect and enhance the cleanliness and security of the public realm, ensuring streets and spaces are well-presented and feel safe at all times of day. Emphasis will be placed on personal safety and perceptions of safety, especially for women and girls, recognising the importance of inclusive and welcoming environments to the long-term success of our district.

The PBID will provide targeted, additional investment and coordination, complementing local authority provision and the Occupier BID's activities. It will respond directly to issues raised by property owners through consultation and ongoing engagement.



On-street janitorial services



Jet washing service



Community safety team

Our commitments:

In co-operation with the CDA Occupier BID we will ensure:

1. Cleaner, more welcoming surroundings across the PBID, with additional cleaning resources targeting litter and waste removal, fouling, drug paraphernalia, spillages and hazards, graffiti removal and reporting, monitoring and reporting of fly-tipping, overflowing bins, and remedying jet washing of pavements in high-use areas.

2. Additional security tackling issues such as aggressive begging, harassment and intimidation, drug use and dealing, obstruction of entrances, noise nuisance and disorder. Additional joint patrols with the Metropolitan Police will be introduced to strengthen visibility and coordination.

3. Additional resources to help address rough sleeping-related issues, including working with outreach services and London Borough of Camden to reduce repeat incidents affecting entrances, doorways, and trading areas.

4. The parks and gardens of the CDA PBID area are included within the cleaning, security and rough-sleeping related initiatives.

5. Crime and women's safety hotspots are identified to ensure resources are targeted effectively, including transport routes, evening and night-time economy areas, poorly lit streets and cut throughs.

6. Additional specialist training programmes will enhance skills and preparedness across teams, including "Ask for Angela" awareness training, safeguarding and vulnerability awareness, professional engagement and bystander intervention principles.

7. Further proactive measures to address public-realm problems including defective lighting, street clutter, signage and maintenance issues, ensuring streets and spaces are consistently well-managed.

8. The built environment enhances safety and security by checking that long-term public realm improvement schemes include consideration of lighting, visibility, reassurance and presence, and informal surveillance in their design.

9. Effective information-sharing and coordination between property owners, occupiers and partners to respond quickly to emerging issues affecting safety, cleanliness or asset performance.

10. Monitoring of performance and emerging trends to help resources to be directed where they deliver the greatest benefit to property owners and the wider district. Hotspot data and patrol effectiveness will be reviewed to refine operational approaches, and adjustments will be made based on feedback from businesses and the wider community.



ADVOCACY, INSIGHT AND ESG

Holborn, St Giles and Bloomsbury are great places to invest

Holborn, St Giles and Bloomsbury are great places to invest. In today's market, owners require clear, credible insight and effective representation to help protect and enhance the long-term value of their assets. For the first time, owners will be represented formally within the CDA business community, ensuring investment priorities will directly inform advocacy activity, policy engagement and strategic decision-making.

The PBID will strengthen CDA's role as a trusted intermediary between business and key decision-makers, including local authorities, TfL, the GLA and national government. CDA will speak with one clear, authoritative voice on issues that affect asset performance, investment certainty and the long-term competitiveness of the district.

Alongside advocacy, the PBID will invest in practical, place-based insight, providing owners with improved access to data on footfall, visitor spend, vacancy, transport usage and development and planning activity. These insights will be used to inform CDA's own investment priorities and public realm interventions, and will feed into evidence-led engagement with policymakers and partners.

CDA is committed to representing property owners with a strong duty of care to the community, and embedding ESG principles into all decision-making. The PBID will reduce environmental impact through sustainable and social initiatives including working with the Occupier BID on inclusion and upskilling of our communities, and upholding high ethical standards. Through targeted action and partnership, we will help to address key challenges such as climate change, resource management and social equity, whilst ensuring our work aligns with owners' priorities, local needs and global impacts.

Our advocacy, insight and ESG workstream will operate as a cross-cutting function, supporting delivery across public realm, cleanliness and security, and wider place-based initiatives. Regular reporting and engagement will ensure transparency, accountability and confidence that PBID investment is being used to influence decisions and secure outcomes that matter to property owners.



Business breakfast events



Local volunteering opportunities

Our commitments:

1. We will provide property owners with regular insight into visitor spend, footfall, vacancy rates, transport usage and development activity across the CDA area.

2. We will use this insight to identify emerging risks, opportunities and mitigation actions affecting asset value and investment confidence.

3. We will represent CDA property owners in discussions with key stakeholders including local and national government. We will advocate on issues of concern to property owners, including business rates, planning policy and retrofit.

4. We will coordinate and submit responses to relevant policy consultations, infrastructure proposals and strategic planning initiatives on behalf of property owners.

5. We will support collaboration between owners and occupiers to strengthen the overall business voice of the CDA area. We will convene regular topical forums and briefings to support dialogue between property owners, occupiers and public-sector partners, ensuring priorities are aligned across the district.

6. We will provide regular updates on advocacy activity, progress and outcomes, ensuring transparency over how PBID investment is influencing decisions.

7. We will support our member owners in advancing their ESG commitments through knowledge sharing and advocacy on issues such climate resilience, and continuing to work with local businesses on initiatives such as the Camden Climate Alliance.

8. We will provide an ESG lens to our own PBID operations and activities. Through this integrated approach, the CDA PBID will facilitate economic growth by championing a model of development that is sustainable, equitable and beneficial for the entire community. We will work closely with stakeholders to ensure that our plans are inclusive, reflect community needs and align with local government initiatives.

9. We will work with owners and the CDA Occupier BID to deliver targeted charitable and community-focused initiatives that respond to the socio-economic needs of the Holborn, St Giles and Bloomsbury neighbourhoods and which strengthen overall cohesion between the owners of commercial property and the local residential communities.



OUR BUDGET, MANAGEMENT AND GOVERNANCE

Based on a levy of 0.85% of rateable value[2], and assuming a 95% collection rate (see page 24), the amount raised by the CDA PBID levy in the first full financial year of 2027/28 would be £1.36m. The Board have the discretion to raise the levy before the start of the financial year by 2.5% points on rateable value. For the purposes of budgeting, we have assumed that this is exercised.

The levy will be allocated into funds according to the three strategic themes, alongside business overheads and a contingency allowance[3]. We propose that just under half of the levy will be spent on transforming the public realm, reflecting its importance in the consultation. One-fifth will be spent on enhanced cleanliness and security, and just under one-tenth on advocacy and insight. This provides the resources needed to deliver the policy commitments in the previous section.

Note that relevant staff costs fall within the individual policy areas, with central staffing and overheads split out separately. There is a recovery of set-up costs from the CDA Occupier BID for the setting up the PBID for the first three full financial years of 2027/28-2029/30.

There is likely to be a drawdown on Occupier BID reserves for expenses during the first few months of operation of the PBID. This is somewhat mitigated by a ramp-up in PBID spending in the same period, that leads to some budget being carried forward from each of the first three periods.

PBID management

The CDA PBID will operate as a not-for-profit company limited by guarantee. Subject to a successful ballot, Central District Alliance Ltd will act as the delivery body for the PBID Business Plan.

The PBID's Business Plan will be delivered by Debbie Akehurst, CDA Chief Executive, and her team, working closely with the CDA Chair, Alexander Jan, and the CDA Board. The PBID will operate alongside the existing CDA Occupier BID, with resources shared where it offers value for money. For ease of recognition, and to optimise resources, PBID branding and identity will be shared with the Occupier BID.

In practice, the CDA Owner and Occupier BIDs will work collaboratively on many issues. Finances, budgets and reporting will be in parallel, with the PBID having clear lines of accountability to levy-paying property owners.

PBID governance

It is proposed that a single CDA Board will oversee both the Occupier and Owner BIDs. The CDA Board is currently made up of representatives from a variety of sectors within the BID area, to ensure balanced representation. Three of the seven levy-payer representatives on the CDA Board are owners of property above the RV threshold. Board membership will be kept under review with a view to increasing owner representation such that it is proportionate.

[2] The owner consultation carried out was based on an RV multiplier of 0.80% for 2025/26, increasing by inflation. This has been uplifted by two years of 2.5% points to get to an RV multiplier of 0.85% for 2027/28.

[3] Disclaimer: The figures in the table are estimates, provided for guidance only and subject to change due to factors beyond our control, including ownership patterns, rates of non-payment, and the make-up of the list of hereditaments and rateable values.

[4] As at 30th June 2026.

CDA Board members[4]

Alexander Jan Chair

Horatio Lovering British Museum (owner-occupier)

Amy Brown Google (owner-occupier)

Emmanuele Selvaggi Rosewood Hotels (owner-occupier)

Abdul Hai OBE Labs Group (occupier)

Susan Freeman Mishcon de Reya (occupier)

Keith Begley Snap Inc (occupier)

Jimmy Munoz Metro Bank (occupier)

Ruth Duston OBE OC Primera

Austin Casey Primera

In addition, the Board will be supported by a Property Owner sub-group of the Board to review and advise on delivery of the CDA PBID Business Plan. This will consist substantially of PBID levy payers.

As is currently the case for the Occupier BID, PBID finances will be independently audited and reviewed each year and the accounts presented at the CDA AGM for approval.

Legal arrangements

The activities of the PBID must represent added value over and above the public services already provided in the area. For this reason, a baseline agreement will be entered into with the London Borough of Camden to clearly define the levels of service that can be expected from the council and the PBID.

There will also be a formal operating agreement between the PBID and the council that will define all of the contractual arrangements for collection and enforcement of the PBID levy. There may be agreements with other neighbouring BIDs where such arrangements can lead to business efficiencies, cost savings and enhanced services.



Waterhouse Square

INCOME	2026/27 (3 MONTHS ONLY)	2027/28	2028/29	2029/30	TOTAL	TOTAL %
Levy income[5] (assumed 95% collection rate)	£340,424	£1,361,697	£1,401,747	£1,441,797	**£4,545,664**	**100%**
Carried forward		£167,148	£111,234	£55,759		
TOTAL	**£340,424**	**£1,528,845**	**£1,512,980**	**£1,497,555**	**£4,545,664**	**100%**
EXPENDITURE						
Transformation of the public realm	£74,893	£672,692	£692,477	£712,262	**£2,152,324**	**47%**
Improved cleanliness and security	£30,638	£275,192	£283,286	£291,380	**£880,496**	**19%**
Advocacy insight, and ESG	£13,277	£119,250	£122,757	£126,958	**£382,242**	**8%**
Owner BID set-up		£69,833	£69,833	£69,833	**£209,499**	**5%**
Central staffing and overheads	£37,447	£168,173	£173,119	£178,065	**£556,804**	**12%**
Contingency	£17,021	£76,442	£78,691	£80,939	**£253,093**	**6%**
LB Camden levy collection fee		£36,029	£37,059	£38,118	**£111,206**	**2%**
TOTAL	**£173,276**	**£1,417,611**	**£1,457,222**	**£1,497,555**	**£4,545,664**	**100%**
Surplus / deficit	£167,148	£111,234	£55,759	£0		

[5] For the purposes of budgeting we have assumed that the discretionary 2.5% points increase in levy is exercised by the Board.

PBID levy explained

1. The CDA Property Owner BID for Holborn, St Giles and Bloomsbury proposes a levy charged to all hereditaments with a rateable value (RV) greater than or equal to £180,000. The rateable values list will be the 2023 list. For hereditaments entering the ratings list after 1st April 2026, the rateable value will be based on the 2026 ratings list. This approach is consistent with that used in the CDA Occupier BID. This RV threshold will be fixed for the term of the Owner BID.

2. The annual Owner BID levy will be 0.85% of the rateable value of the hereditament, fixed until 31st March 2028. At the discretion of the CDA Board, the levy will increase by an annual inflationary factor of 2.5% points from financial year 2028/29 onwards, such that for 2028/29, the levy will be 0.875% of RV.

3. The normal billing period will run from 1st April to 31st March of each financial year. The levy for the billing period from 1st January 2027 to 31st March 2027 will be the annual levy, pro-rated.

4. The rateable value for billing purposes will be based on the official Valuation Office ratings list as at 31st March 2026. Any hereditaments entering the ratings list after that date will adopt the rateable value from the effective date on which they are brought into the ratings list. These rateable values will then be fixed for the BID term unless the hereditament is deleted from the ratings list.

5. The PBID process is governed by government legislation and regulations. As such, once a majority vote has been achieved, the BID levy becomes mandatory on all defined ratepayers.

6. An Owner will be defined as either the freehold owner of the hereditament or a leaseholder with equal to or more than 75 years remaining. If, during the PBID term, the number of years remaining on a relevant leasehold agreement falls below 75 years, then the liability for the levy will transfer from the leaseholder to the freeholder, for the following billing period. If a leasehold agreement of below 75 years is extended to be above 75 years then the liability for the levy will transfer from the freeholder to the leaseholder, for the following billing period.

7. The levy will be collected by the London Borough of Camden on behalf of the PBID body. The levy income collected will be placed into a ring-fenced PBID Revenue Account and will be transferred regularly to the PBID account.

8. Owners that are charities eligible for mandatory charitable relief where liable for business rates, that are NHS trusts, or that are educational establishments (whose primary purpose is the delivery of academic, vocational, professional, or linguistic education) will receive 80% relief on their PBID levy.

9. Owner-occupiers in the retail, hospitality or leisure sectors, using the definitions under the 2025/26 Retail, Hospitality and Leisure Business Rates Relief Scheme, will receive 80% relief on their PBID levy. Owner-occupiers in other sectors will receive 50% relief on their PBID levy.

10. Only one type of relief will be applied to each hereditament. Where the hereditament is eligible for multiple reliefs, the single highest (maximum) relief will be used. These reliefs apply to the CDA PBID levy only (there will be no reliefs applied to the CDA Occupier BID levy).

11. Hereditaments wholly owned by the same parent company will be treated as being part of an owning entity. The maximum each owning entity will pay annually will be limited to £7,500 for the period 1st January 2027 to 31st March 2027, and to £30,000 per annum for the period 1st April 2027 to 31st March 2028. Thereafter, at the discretion of the CDA Board, the annual cap of £30,000 p.a. will be subject to the same rate of annual inflation as the PBID levy. The cap will be applied after any relief has been applied. Joint ventures, where a building is part-owned by multiple entities, will not contribute to the capped total of each owning entity.

12. Hereditaments that are temporarily reduced to a nil rateable value during major refurbishment works will not be liable for the PBID levy. The owners of empty and empty listed hereditaments will be liable for the PBID levy with no void period allowed, but they will receive 50% owner-occupier PBID levy relief if the occupier is listed as the owner.

13. There will be no VAT charged on the PBID levy.

ALTERATION OF ARRANGEMENTS DURING THE TERM

The arrangements set out in this proposal are intended to apply for the full term of the Property Owner Business Improvement District, from 1st January 2027 to 31st March 2030. The levy rules, governance arrangements and core priorities may not be altered during the term without appropriate approval and, where required, in accordance with the Business Improvement Districts (England) Regulations. Any material change affecting the basis on which the PBID was approved would require a formal re-ballot, undertaken in consultation with the ballot holder.

The closed year rule

Previous years will not be reopened due to retrospective ratings changes. No refunds of the PBID levy will be made for previous years.

PBID map and streets

This map is for illustrative purposes only



Andrew Borde Street
Bainbridge Street
Barter Street
Bedford Avenue
Bedford Place
Bedford Row
Bedford Square
Bedford Way
Bloomsbury Courtyard
Bloomsbury Place
Bloomsbury Square
Bloomsbury Street
Bloomsbury Way
Boswell Street
Brooke Street
Brownlow Street
Bucknall Street
Bury Place
Byng Place
Catton Street
Central Saint Giles
Central Saint Giles Piazza
Chancery Lane
Coptic Street
Dane Street
Denmark Place
Denmark Street
Drury Lane Part #160 to #191
Dunn's Passage
Dyott Street
Eagle Street
Earnshaw Street
Endsleigh Gardens
Endsleigh Street
Fisher Street
Flitcroft Street
Fulwood Place
Galen Place
Gate Street
Gilbert Place
Gordon Square
Gordon Street
Gower Mews
Gower Place
Gower Street
Grape Street
Great Queen Street
Great Russell Street
Great Turnstile
Hand Court
Harpur Street
High Holborn Part #150
Holborn
Holborn Bars
Holborn Place
Keeley Street
Kemble Street
Keppel Street
Kingsway
Lamb's Conduit Passage
Lincoln's Inn Fields
Little Russell Street
Little Turnstile
Macklin Street
Malet Street
Montague Place
Montague Street
Museum Street
New North Street
New Oxford Street
New Turnstile
Newton Street
Old Gloucester Street
Old North Street
Old Square
Parker Street
Pied Bull Yard
Princeton Street
Procter Street
Red Lion Square
Red Lion Street
Remnant Street
Russell Square
Sandland Street
Serle Street
Shaftesbury Avenue Part #125 and over on North side and #25 and over on South Side
Sicilian Avenue
Smart's Place
Southampton Place
Southampton Row
St Giles Square
St. Giles High Street
Stedham Place
Store Street
Streatham Street
Stukeley Street
Tavistock Square
Taviton Street
Theobald's Road Part #70 and over on North Side and #25 and over on South Side
Thornhaugh Street
Three Cups Yard
Tin Pan Alley
Torrington Square
Twyford Place
Upper Woburn Place
Vernon Place
Warwick Place
Waterhouse Square
West Central Street
Whetstone Park
Whetstone Place
Wild Court
Willoughby Street
Woburn Square
Yorkshire Grey Yard



Victoria House

What happens next?

From 29th October 2026 to 26th November 2026, all eligible owners will have the opportunity to vote ‘yes’ or ‘no’ to endorse this BID Proposal. This is your chance to have a say in the future of the Holborn, St Giles and Bloomsbury area.

To maintain full neutrality and transparency, the ballot will be managed by the electoral services team at the London Borough of Camden. The process will follow the statutory regulations approved by Parliament.

The London Borough of Camden will issue a ballot paper by post to each eligible owner. Members of the CDA PBID team will contact businesses within the BID boundary to discuss the BID Proposal. It is important each business nominates a named contact who will receive the ballot paper and is authorised to vote on behalf of that organisation.

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

- Those voting in favour must exceed those voting against; in essence there must be >50% ‘yes’ votes at turnout.
- The total rateable value of those hereditaments voting in favour must exceed the total rateable value of those voting against, so that the aggregate rateable value of the ‘yes’ vote must also be >50%.

Once approved, the BID levy will apply to all eligible property owners from 1st January 2027 to 31st March 2030.

What you need to do now is

- Take time to read, understand and consider what this PBID Proposal means to your portfolio, and to the wider area.
- Prepare for your notice of ballot which will be sent to you during October 2026.
- Your ballot papers will be sent to you by the 29th October 2026 and will contain all voting procedure information and proxy or replacement paper information.
- All voting papers must be returned by 26th November 2026.
- Remember that voting ‘yes’ will provide many services to the CDA area and help secure its future potential.



Sicilian Avenue

Looking ahead

The result will be announced on or around 27th November 2026. A resulting vote in favour will allow the pledges in this plan to be set in motion with a three-year, three-month term commencing on 1st January 2027.

For more information or questions please contact:

Debbie Akehurst, Chief Executive,
Central District Alliance BID

debbie@centraldistrictalliance.com



Rosewood London Hotel



Senate House

Driving growth through partnership

Central District Alliance

The **Property Owner BID** for Holborn, St Giles & Bloomsbury

In partnership with

Camden

@CDALondon in Central District Alliance