



SOUTH BANK  
BUSINESS IMPROVEMENT DISTRICT

# BUSINESS PLAN

23/24



South  
Bank  
BID







## Establishment & Ballots

South Bank Business Improvement District (BID) was introduced on **1 October 2014** following a ballot of eligible businesses which ran in May and June 2014. The BID was approved with over 90% of eligible hereditaments voting yes, representing over 95% of rateable value, on a turnout of just under 45%.

In May and June 2019, the BID held its ballot to secure support for its second term, to run from 1 Oct 2019 to 30 September 2024. The BID was very pleased to secure an exceptionally strong endorsement from the South Bank's business community, with a then UK record renewal ballot result of **99%** of voters – both in terms of overall majority and rateable value – supporting our proposition. The turnout was 57% of all voters.

South Bank BID spans parts of Lambeth and Southwark, and the BID's boundaries are shown at **Annex A**.

## BID Objectives

As stated in its 2019 proposition document, South Bank BID's main purpose is to ensure that the needs of its levy-paying businesses are met, and that South Bank remains one of central London's most desirable neighbourhoods for business and commerce. The 2019 proposal document has a unifying vision of **"A world-class South Bank for everyone"** and the BID's activities is structured around the three themes of a world-class place to be, a world class destination, and a world-class place for business.

The BID's aspiration was that in five years' time, the area would be transformed, and South Bank would be a world-class place for our businesses and all those that work, visit, live, and study here. However, the onset of the Covid pandemic – which commenced less than six months into the start of the BID's second term – had a profound and long-lasting impact on the BID's planned programme of work and activity. More detail on work done during the pandemic can be found in the relevant company accounts and Directors' reports, and on the BID's website: [www.southbankbid.co.uk](http://www.southbankbid.co.uk).

## BID Company

The BID Company – South Bank Business Improvement District Ltd, company number 09288782, was formed on 30 October 2014. **Annex B** provides details of company membership and the current Board of Directors.

## Delivery Team

To minimise overheads and risk and make the best use of existing resources and expertise, South Bank BID does not directly employ staff. It secures delivery of its programmes and projects through **South Bank Employers' Group (SBEG)**, under a service level agreement providing for delivery – at agreed rates for staff time and overheads.

SBEG was established in 1991 to coordinate and deliver many of the improvements and initiatives that have made South Bank the vibrant and exciting place that it is today. Working with SBEG in this way ensures that those services and projects supported by South Bank BID are coordinated and joined up, to ensure maximum benefit to South Bank's business community. SBEG is similarly constituted, as a not-for-profit company, limited by guarantee.

The agreement between SBEG and South Bank BID Ltd will run for the duration of the BID term, and in the event of renewal, for future BID terms. There is a provision for termination of the agreement in the event of unsatisfactory performance. A list of current staff roles is at **Annex C**.



# Review of 22/23

The past year has been characterised by the delivery of services, projects and activities that have been focused on the area's ongoing recovery from the pandemic.

Since the ending of pandemic related lockdowns and restrictions at the end of February 2022, South Bank BID has prioritised a programme of work that anchors to its three core themes, an approach which has proved challenging – and, at times, impossible – since March 2020. The BID used the funds collected from its levy payers to support this work, whilst utilising additional resources from the London Eye S106 agreement, and the **Economic Resilience Fund (ERF)** grant from Lambeth Council which was awarded in 2021.

We started the 2022/23 year with our annual meeting for our levy payers and partners. This was held in the Southbank Centre's Weston Roof Pavilion, with its great views over most of South Bank, and was well attended by businesses and employers – it was a positive, forward-looking event, and helpful in bringing people together after the removal of all restrictions.

All the major South Bank attractions and its cultural venues were open for business throughout the year, supporting the area's distinctive ecology of hotels, hospitality, leisure travel, and retail. The year saw significant new openings, including Brew Dog Waterloo in The Sidings, and the year culminated in the welcome return of the New Year's Eve celebrations, with its traditional focus on the London Eye and South Bank skyline. The BID team was

strengthened by the creation of a new **Senior Marketing Manager** role, with the post being filled in April 2022.

South Bank BID doubled its investment in the Mayor of London's **Let's Do London** campaign, and its expansion from the previous year, to reach both domestic and international visitors. Let's Do London continued to play an important role in getting audiences back into the area, as evidenced by the campaign's evaluation<sup>[1]</sup>. The campaign brought in an additional **£289m** spending to London and it's estimated that it brought an additional 600,000 visitors to London from other parts of the UK, Germany, France, and the USA.

Special mention must be made of the collective response to the death of HRH The Queen and the implementation of all plans relating to **Operation Feather** and the management of the Lying-in-State queue. The National Theatre, BFI and Southbank Centre remained open for the duration of the Lying-in-State period, providing warmth and refreshments for those who had queued for many hours, and the BID funded teams of South Bank Patrol and South Bank Clean team provided around the clock service, with additional resources being funded by the BID to ensure that the area wasn't overwhelmed by the impact of so many people being in the area on a 24 hour basis.

The BID team also worked intensively and in partnership with relevant colleagues from LB Lambeth, LB Southwark, the GLA and the Department of Culture, Media & Sport to ensure that those in the queue had the best experience during what was a time of national mourning and reflection.

[1] Mayor's tourism campaign provides multi-million-pound boost to the capital | London City Hall





With grant support from South Western Railway, we funded the appointment of a dedicated **Outreach worker** to address the homeless and the street community around Waterloo Station. This is a partnership-based service, working with British Transport Police, Lambeth Council and Thames Reach, a specialist charity.

The BID has invested in two “**Partnership Plus**” Police officers who are dedicated to the South Bank area. Both officers took up their posts in late 2022 and work alongside South Bank Patrol and their Police colleagues, especially those from the local Safer Neighbourhoods Team. We have continued to work with the Police on their dedicated base in the South Bank area, in the Southbank Place development. We are working towards the lease being signed in the early part of the new financial year so that this can become the permanent base for the BID’s Partnership Plus officers, and regularly used by their Police colleagues.

The BID supported the **VAULT Festival** in 2023 – through sponsorship and in other ways – and is pleased that it has been a success. This annual festival runs for eight weeks from January to March but didn’t happen in 2021 and 2022 due to the pandemic.

Sponsoring the festival is an example of how the BID works to bring people to South Bank, whether leisure visitors from London and from other parts of the country, or employees and those that work here. The BID does this in many ways, including a range of promotional activities through [www.southbanklondon.com](http://www.southbanklondon.com) and related social media channels, and through the **STAR Card**, which we run in conjunction with We Are Waterloo, our neighbouring BID. STAR Card is a local offers scheme for those that work, live and study in South Bank and Waterloo and encourages residents, employees, and others to support local businesses. In 2022 we updated the scheme, and the STAR Card is now available digitally. We also reframed our venues proposition, promoting a wider range of operators and spaces under the South Bank Venues brand.

Much of this activity is in recognition of the pattern of working that is characteristic of the post pandemic landscape. South Bank is not immune to this pattern, which other parts of central London are experiencing – i.e., a hybrid of place-based and home-based / remote working, with a skew to the Monday to Thursday pattern for many employees and workers choosing to be on South Bank. That said, this is a dynamic that is evolving and it’s clear is that Friday evenings and weekends are busy, with many operators reporting a return to 2019 level of trade and business.

To better understand these dynamics, at the start of the 2022/23 year, the BID commissioned research into these and other trends with our key audiences, including businesses and employers. This provided invaluable insight and guided many aspects of the BID’s work in the year. Building on this, the BID is an active member of the Work / Place: London returning research group that is being led by King’s College London<sup>[2]</sup>, and we continue to closely monitor this aspect of post pandemic life.

The BID contribution to the cost of the **Waterloo Station masterplan**, which commenced in September 2022, and is actively involved in the Working Group and the Steering Group for what is inevitably a complex commission. The masterplan will be published in 2023 and will point to further changes that can be made to ensure that South Bank remains a world-class place to work, visit, live and study.

The BID participated in a wide range of South Bank activity in the year, with representatives attending all meetings of South Bank and Waterloo Partnership, and those of South Bank and Waterloo Forum. The BID made financial contributions towards the costs of holding the December 2022 and March 2023 meetings of the Forum in South Bank locations. Both Partnership and the Forum are chaired the area’s two Members of Parliament.

We are very grateful to all businesses for paying their levy; the BID has benefited from exceptionally high levels of collection in the year, and we hope that the BID’s flexible approach to payment plans, deferrals, etc. – introduced at the start of the pandemic – has been helpful.

[2]  
<http://www.kcl.ac.uk/policy-institute/research-analysis/work-places>.

# Overview of 23/24

## 2023/24 is an important year for South Bank BID.

It’s the final full year of the BID’s second term, given the mandate to operate to 31 October 2024, and we anticipate the ballot for the BID’s third term being held in **February 2024**. Throughout the year, we will continue to invest in those key and core services that are valued by South Bank’s business community, whilst ensuring that we invest in and deliver a comprehensive and thorough engagement plan, that’s geared to the ballot but is also structured to ensure that all levy payers, current and future, are aware of the BID and what it does and can deliver for them in the year and towards 2029.

Covid is still with us, although most concern and focus is on the combination of rising prices, the cost-of-living crisis, and international instability and conflict. That said, there is a cautious optimism about the nature and pace of recovery although this remains somewhat fragmented and fragile. South Bank hotel bookings over the recent holiday period were very high, and restaurants and bars are seeing steady trade, especially at weekends. The main tourist attractions are seeing a good level of bookings and Merlin is investing heavily in promoting its attractions to domestic and international audiences, both independently and as part of the successful promotion of central London through the Let’s Do London campaign.

The cultural organisations are recovering at a slower pace, given some of the challenges that they face. Nevertheless, all are reporting a steady increase in bookings as they change and adapt their programmes to attract new audiences.

The BID’s work programme for the year responds to and is guided by the process of continuous engagement with its levy payers and key partners and stakeholders. Whilst delivering to the core elements of its 2019 business plan, the BID will continue to address the challenges resulting from the pandemic and will remain focused on the ongoing task of recovery. The BID Board and the delivery team will provide direction, coordination, engagement, and communication throughout the year.

With forecast income of **£1m** in 2023/24, the BID will continue to draw on its reserves to fund an ambitious but appropriate programme of work, framed in accordance with its three main themes of a world-class place to be, a world class destination, and a world-class place for business. Much of this will centre on the ongoing delivery of core services that have proven to be essential to the area’s sustained recovery, including the work of South Bank Patrol and our wider work on safety and security, South Bank Clean Team, and the promotion of South Bank to key audiences, including international visitors. We’ll work with our levy payers, major landowners and developers, and key partners, including Lambeth Council, Southwark Council, London & Partners, the Mayor of London and the GLA, and Transport of London.





As such, most of the BID's funding will be invested in those core services that deliver to the South Bank business community on a 365 day a year basis: security and safety; cleaning and graffiti removal; area promotion, destination marketing and communications. As in previous years, this investment provides effective leverage and coordination with the utilisation of the London Eye S106 revenues, which SBEG - the BID's delivery team - administers and manages on behalf of Lambeth Council and Merlin. These services are very much needed and some issues - like graffiti and aspects of safety and security - have intensified in the post pandemic world, and the BID and its partners must respond accordingly.

We will continue to focus on data and insight, with an emphasis on understanding how South Bank is recovering from the pandemic. This builds on work done in 2021 on the influential Engine of Recovery report and we have re-engaged the consultants who work on that to undertake a further analysis of the economic value of certain sectors. We need to further develop our understanding of South Bank's economy and its importance to London and more widely, especially how those new and growing sectors are adding to South Bank's historic and current strengths.

This work will enable us to better engage with those businesses that now operate in the neighbourhood and will be eligible to vote in the 2024 ballot. We will plan and deliver a series of events for levy-payers, as part of our engagement campaigns, and this is likely to involve three high-profile events in 2023/24.

We will also continue to prioritise our key audiences, especially for the visitor economy, and we'll track and analyse visitor patterns, and the relationship to modes of transport. We will do this in collaboration with our partners, to inform ongoing to deliver public realm and transport improvements on the **Spine Route** project. We'll continue our involvement in the Work / Place research being led by King's College London, and we'll continue to monitor working patterns in the BID area. South Bank is a world-class place to work and to do business, and we are encouraged to see office footfall steadily accelerating towards what looks like an established pattern of office-based people choosing to work in the area for at least four days a week.

This activity will also inform and integrate with our ongoing work on Construction Coordination, and the longstanding intention to appoint a specialist Coordinator to look at how South Bank can best manage and mitigate the ongoing programme of development and construction work in the neighbourhood, given recent planning consents and long-standing plans relating to other projects and sites in the area. This post will be appointed in partnership with Lambeth Council and the service will involve monthly meetings of a dedicated **Construction Coordination Group**.

We'll continue our investment in the Let's Do London campaign, and deliver a range of events, promotions and activities that are aimed at ensuring that our audiences - visitors, employers, employees, residents, and students are aware of everything that South Bank has to offer. We'll utilise a wide range of assets to undertake this, including the South Bank London brand, STAR Card, and our strategic relationships with others, including London & Partners.

In the latter part of its second term, the BID stepped up its involvement in a wider neighbourhood response to the climate emergency and was an active member of the "Future Neighbourhood 2030" steering group which oversaw the production of a **net carbon zero strategy and action plan** for the South Bank and Waterloo neighbourhood.

The BID will continue its involvement in the work to make the area net carbon zero by 2030 and will support the official launch of the report and associated action plan, which we anticipate will take place in May 2023.

The BID has invested in a network of **air quality monitors** that will be installed across the BID area, and these will be installed at the beginning of the year and will help to provide valuable evidence for the 2030 plan. We will do further work on engaging South Bank businesses in how they can be involved in delivering to the ambitions of the plan, and to better understand the role that South Bank BID can play in it, especially as part of its programme for a third term.

In summary, 2023/24 is a critical year for South Bank BID and one that will see the full flow of BID services to members, supported by a clear member engagement and communications plan. We anticipate that the continuation of this programme and its effective delivery throughout the year will enable the BID to secure a yes vote in the 2024 ballot. We look forward to working with our levy payers and partners throughout the year as we prepare our proposed programme for the BID's third term.





# Services & Delivery

In 2023, South Bank BID will fund and deliver the following services and projects under its three themes:

## A World-Class Place to Be

## A World-Class Destination

## A World-Class Place for Business

On the following pages you will find further explanations and breakdowns of the projects delivered under these headings.

## Safety and Security

The BID funds and provides a range of services oriented to safety and security, reflecting the importance of this issue to its levy payers. South Bank Patrol provides a reassuring presence across the South Bank BID area, tackling crime, illegal trading, and anti-social behaviour. The Patrol team works in partnership with the Police and other statutory agencies to address issues arising from street drinking, aggressive begging, and rough sleeping. In addition to financial support from South Bank BID, the service is funded through revenues from the London Eye S106 agreement, and private contributions from landowners and other organisations.

The BID funds two Police Officers, who are dedicated to the South Bank area. These officers operate under the “Partnership Plus” scheme and increase police visibility in the BID area, facilitating targeted activity against crime and anti-social behavior. The BID has committed one-off funding (to a maximum of £125k) towards the establishment of a permanent police base in South Bank, where the Partnership Plus officers will operate from, and which will be a resource that other police teams can operate from. This is to be in the Southbank Place development and will be a significant addition to our safety and security work.

We will continue to support the work of a dedicated **Outreach Worker** to work with the homeless and members of the street population around Waterloo Station. This service is part funded by a grant of South Western Railway and is delivered in partnership with Lambeth Council and Thames Reach.

The BID also funds a dedicated Security Manager for the area, who coordinates activity and ensures that there’s a partnership approach to all aspects of our work. This involves liaison with **Business Watch** and the **Safer Lambeth Business Crime Reduction Partnership** (BCRP). Ultimately, South Bank BID supports a security resource that operates within a complex network of information sharing and coordination, which helps to make the South Bank a safer and more welcoming place to work in and visit. The collective team is responsive to requests for assistance and advice from South Bank BID businesses. The BID also funds a team of **Night-time Economy Marshals** who work at weekends from April to September. This team works throughout the night and provides additional support and reassurance.

Contribution to South Bank Patrol	£66,000
Security Manager	£50,000
Partnership Plus Police Officers	£129,500
South Bank police base	£125,000
Enforcement services	£35,000
Night-time Economy Marshals	£46,000
Waterloo Station BCRP	£10,000
SBEG delivery	£44,500
<b>Total</b>	<b>£506,000</b>





## South Bank Clean Team: cleansing and graffiti removal.

The South Bank Clean Team and Graffiti Removal Team provides additional cleansing in the area through a flexible, responsive service where it is needed, including responding to requests and reports from BID levy payers. Resources also include monitoring, reporting defects to local authorities, and in assisting visitors. In addition to financial support from South Bank BID, South Bank Clean Team is funded through revenues from the London Eye S106 agreement, and private contributions from landowners and other organisations.

Contribution to South Bank Clean Team and Graffiti Removal service	£102,500
SBEG Delivery	£22,000
<b>Total</b>	<b>£124,500</b>

## Marketing

Through the well-established and successful South Bank London brand and its associated channels, the BID will continue to promote South Bank and its many attractions to our key audiences. This work is informed by our understanding of these audiences and how they continue to change in the post-pandemic world.

The BID will continue its investment in the successful **Let's Do London** campaign, securing its position as a campaign partner for a third year. The 2023 campaign will focus on the French and German markets, and South Bank BID will partner with Merlin to ensure that South Bank is promoted accordingly. The BID will maintain its membership of London & Partners, and its Chief Executive will serve on the newly established **Tourism Advisory Group**, which is run by London & Partners, as well as the London Tourism Recovery Board which will continue to meet and provide an independent voice for tourism and leisure operators.

We will maintain our focus on our audiences, and track and research these accordingly. This will be done through our work with London & Partners, other industry bodies, and through engagement with our levy payers. This will help to build our understanding of visitor activity to inform our marketing campaigns, to ultimately enable us to support our businesses and the wider area.

We will continue to promote South Bank as a destination for the Meetings, Incentives, Conference and Events (MICE) industries, using **South Bank Venues** as the principal resource to do this. We plan to deliver a major event in partnership with London Tech Week, which is being held in June. We will also participate in the Open House Festival, which runs for ten days in September, delivering guided walks for those that work, live and study here.

Let's Do London	£50,000
London & Partners / Tourism Advisory Group membership	£27,000
Venues	£50,000
Area Promotion	£160,000
SBEG Delivery	£160,000
<b>Total</b>	<b>£447,000</b>



# Communication and Engagement

Business networking will be supported through a regular programme of targeted communications which will enable South Bank BID levy payers to access benefits and to understand and engage in the work of the BID. We aim to effectively communicate the work of South Bank BID to its levy payers, with a focus on key economic sectors, new levy payers, and all those that will be eligible to vote in the 2024 ballot.

We plan to hold a series of events for levy payers - including our annual one which will be held on 7 June - and a series of other engagement events that are part of preparing a five-year programme for the BID's third term, to run from 1 October 2024. We are keen to engage with all our levy payers in respect of the related ballot, and we will use various mechanisms to do this. We'll also continue to promote offers to local employees, workers, residents and students through the STAR Card and other initiatives.

Specific Initiatives	£62,000
SBEG Delivery	£55,000
<b>Total</b>	<b>£117,000</b>



# Construction Coordination

When the large-scale developments that are planned in the South Bank proceed, there is a risk of sustained disruption throughout the area, including long-term road and pavement closures, parking suspensions, diversions and loading restrictions. South Bank BID will be an integral part in developing an approach to coordinate construction activity between sites, mitigate its impact on the area as far as possible, and provide businesses with the most detailed and up-to-date information on potential disruption and impacts.

The BID will conclude work with Lambeth Council to arrange the appointment of a dedicated **Construction Coordinator**, given the need to ensure that all enforcement action can be delivered with the right level of authority.

Other services relating to construction management activity will include the dissemination of information to BID levy payers about significant planning applications affecting the South Bank area and its use. In addition, it is planned to hold briefing meetings for BID businesses and relevant external audiences on construction plans, public realm improvement projects, and relevant mitigation proposals.

External costs remain subject to the outcome of continuing negotiations with local and London-wide authorities, which will determine scope and extent of services, and in continuing discussions with developers on their contributions to this area of activity.

Contribution to Construction Coordinator salary and on-costs	£60,000
Pedestrian footfall counters	£43,000
SBEG Delivery	£10,000
<b>Total</b>	<b>£113,000</b>

## A voice for South Bank

Throughout the year, we'll continue to represent the interests of BID levy payers with relevant external bodies and organisations, including local politicians, the Mayor of London, the GLA and TfL. The Chair and Deputy Chair of the BID Board, along with members of the delivery team attend meetings of South Bank and Waterloo Partnership, which is co-chaired by Florence Eshalomi, MP for Vauxhall and Neil Coyle, MP for Bermondsey and Old Southwark. As there are Mayoral and London Assembly elections in May 2024, the BID will seek meetings with all the main candidates to understand their priorities for the area.



# A Net Carbon Zero neighbourhood

The BID has actively been involved in environmental and sustainability focused initiatives, and we are currently investing in a network of air quality monitors as part of the Breathe London initiative. In 2022, it became a member of the "Future Neighbourhood 2030" steering group which oversaw the production of a strategy and action plan to make the South Bank and Waterloo area net carbon zero by 2030[1].

Throughout 2022, the BID worked with businesses, residents, and other stakeholders to produce the final plan,

which was funded by the GLA and will be officially launched in May 2023. The BID will invest resources to ensure that the plan can be taken forward with purpose, and we anticipate that the aims and targets of the plan will be important to the BID's proposition for its third term.

The plan actively addresses many of the priorities identified by the BID and its levy payers, including energy, air quality, freight consolidation, green spaces, and business engagement. We anticipate that this investment will be matched by other partners.

Net Carbon Zero investment, including Breathe London	£66,000
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# MANAGEMENT & ADMINISTRATION

To minimise overheads and risk, and to make the best use of existing resources, South Bank BID does not employ staff. Management and administration services are provided by SBEG through a service level agreement at agreed rates for staff time and overheads.

Specific Initiatives	£82,000
SBEG Delivery	£107,500
<b>Total</b>	<b>£189,500</b>

# Budget 22/23

The 2023/24 budget is a summary of the BID's activities, services and projects planned for the year. Expenditure intentionally exceeds income, and the BID will be drawing on its financial reserves to fund all planned work in the year. Expenditure will be made through a combination of levy revenues received from eligible businesses in the BID area, and grants - the most significant of which is the £496k Economic Resilience Grant made by Lambeth Council to the BID in 2021. Confirmation of the BID's financial reserves is subject to the annual audit process, but the BID Board is confident that its reserves can support the level of activity planned.

Please note that the combined figures referenced in the narrative sections of the business plan don't equate to the summary figures shown above, as these are intended to reference and highlight the main / most significant aspects of expenditure.



<b>INCOME</b>	
<b>BID LEVY</b>	
Lambeth	£792,606
Southwark	£247,659
Other Income	£4,188
South Western Railway	£50,000
<b>Total Income</b>	<b>£1,094,453</b>
<b>EXPENDITURE</b>	
<b>WORLD CLASS PLACE TO BE</b>	
Cleansing/Graffiti Removal	£124,695
Safety & Security	£251,171
Partnership Plus	£129,360
Other Place Management	£10,500
Waterloo Station Outreach Worker	£50,000
<b>Sub-Total</b>	<b>£565,726</b>
<b>WORLD CLASS DESTINATION</b>	
Area Promotion	£251,171
Levy Payer Engagement	£129,360
South Bank Venues	£10,500
Let's Do London Campaign	£50,000
<b>Sub-Total</b>	<b>£565,726</b>
<b>WORLD CLASS PLACE FOR BUSINESS</b>	
Employment & Skills	£10,000
Construction Coordination Service	£60,000
Environment & Sustainability	£10,500
Air Quality Monitors / Breathe London	£35,000
Footfall Counters	£43,000
<b>Sub-Total</b>	<b>£158,500</b>
<b>BID ADMINISTRATION</b>	
Management & Administration	£142,856
External Memberships	£43,045
Rental	£31,074
Levy Collection	£24,698
Contingency	£35,000
Ballot Renewal	£37,465
<b>Sub-Total</b>	<b>£314,138</b>
<b>Grant Total Expenditure</b>	<b>£1,575,563</b>
Operating (deficit) in the year	£-481,110
Reserves b/f 2022/23	£763,000
Balance 2023/24	£281,890



# Annex A



# Annex B

**South Bank Business Improvement District Ltd**  
**A company limited by guarantee, company number 09288782**  
**Company Membership and Board of Directors.**

The Memorandum and Articles of the company provide for the following:

## a) Company Membership Categories

BID levy payers: occupiers liable to pay the Business Improvement District levy.

Voluntary Members: those businesses with a rateable value lower than the £50k threshold will be invited to join on payment of a 1% voluntary contribution, enabling businesses below the threshold that wish to participate in BID programmes and activities to do so as members of the BID Company.

Associate Members: includes representatives of residents or public authorities, or others with a relevant interest who make an application to the Board and are admitted with the approval of the Directors.

## b) Board of Directors

A minimum of nine and a maximum of 17 members, drawn from those representing larger business members, those representing smaller business members, voluntary and associate members. The Board can co-opt up to three further members. As at March 2023, the Board members are:

Representing larger business members

- Govert Deketh, London Marriott County Hall (Chair)
- Duncan McKeich, British Film Institute
- Dan Smith Bouygues E&S FM UK
- Simon Edward, IBM
- Alex Caetano, Park Plaza County Hall
- Imran Tauqir, Merlin Entertainments

Representing smaller business members

- Dominic Lake, Spiritland
- Alison Pinner, Coin Street Community Builders

Representing Associate and Voluntary members

- Iain Corker, Network Rail

Local Authority Observers

- Cllr Sarina Da Silva, Waterloo and South Bank ward, LB Lambeth
- Cllr Ibrahim Dogus, Waterloo and South Bank ward, LB Lambeth
- Cllr Irina Von Wiese, Borough and Bankside ward, LB Southwark
- Cllr Martin Seaton, Cabinet Member for Jobs, Business and Town Centres, LB Southwark



# Annex C

## Delivery Team Members

Chief Executive  
Chief Operating Officer  
Director of Place  
Head of Place Management  
Security Manager  
Administrative and Communications Officer  
Senior Marketing Manager  
Communications and Engagement Manager  
Marketing and Communications Officer  
Head of People and Business Performance  
Financial Controller  
Business Operations Manager  
Finance and Business Operations Officer

Nic Durston  
Indranie Sookdeo  
Alex Valenzuela  
Sara Harrison  
Umer Khalid  
Bobby Schouten  
Kelly Bliss  
Emily Stedman  
Louise Whitworth  
Issie Ryans  
Shahrukh Bhatti  
Natanya Flack  
Elizabeth Omotayo

Please note that as employees of South Bank Employers' Group (SBEG), members of the BID Delivery Team undertake other services and duties which are not funded by revenues from South Bank BID. This includes running SBEG as a not-for-profit membership organisation, the ongoing management and maintenance of Jubilee Gardens done on behalf of Jubilee Gardens Trust, and the management and administration of services that are funded by revenues from the London Eye S106 agreement.



South  
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