

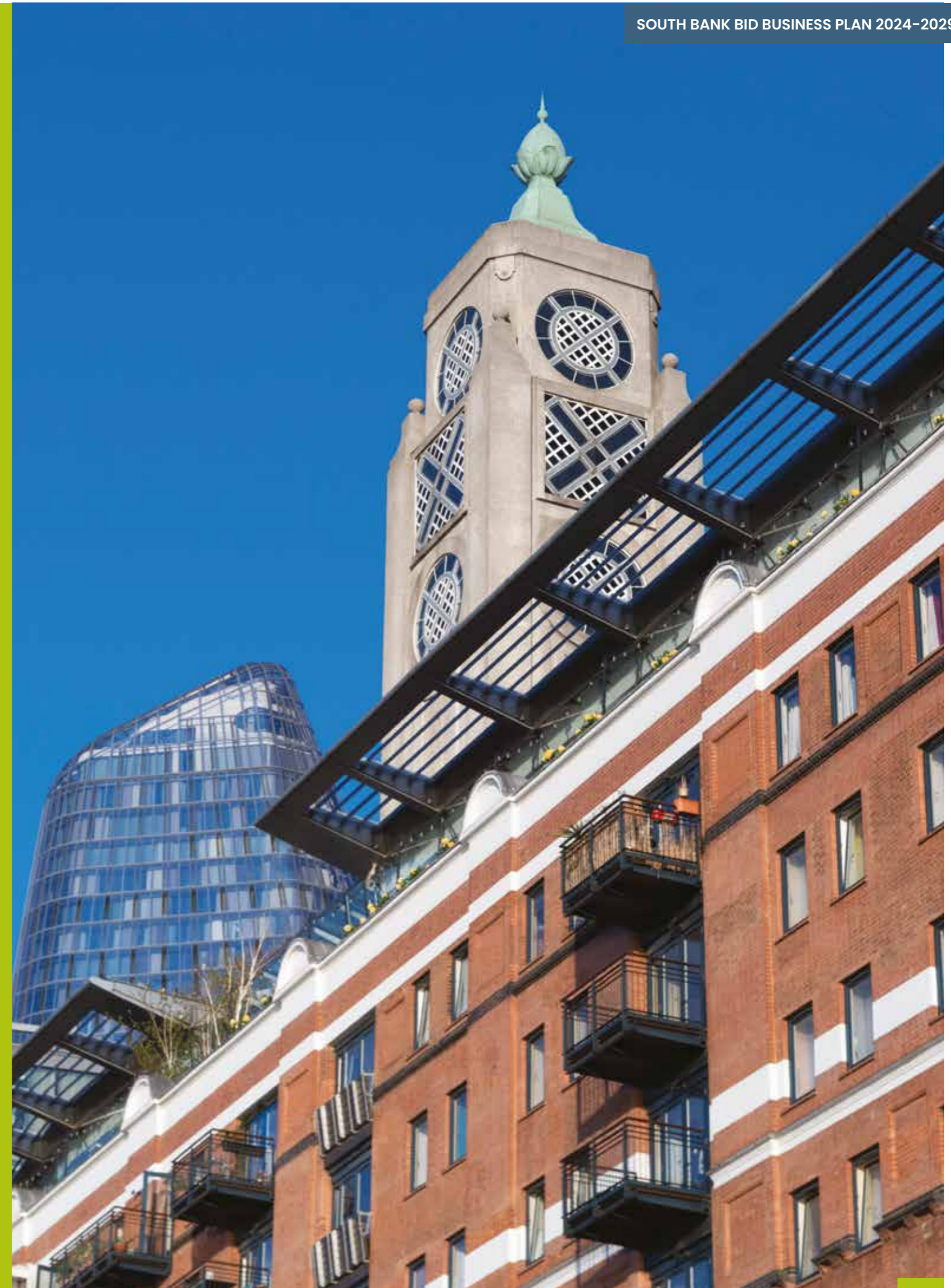


**SOUTH BANK BUSINESS  
IMPROVEMENT DISTRICT  
BUSINESS PLAN 2024-2029**

South  
Bank  
**BID**

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# A WORD FROM OUR CHAIR

Over the last nine years, South Bank Business Improvement District (BID) has delivered a diverse, comprehensive, and successful programme of projects and services. In that time, the BID has matured into a recognised leader and influencer, with our commitment to working creatively, innovatively, and collaboratively recognised in and beyond London.

In January 2024, we will be holding our ballot for the BID's third term and asking you - our levy payers - to support a further five-year term. I am pleased to share our business plan for our third term, which will run from 1 October 2024 to 30 September 2029.

With over 330 BIDs across the UK and 76 in London alone, the business community clearly sees the BID model as an effective vehicle for enabling action and delivering impactful change. The work of South Bank BID is wide-ranging and comprehensive: investing in safety, security and in tackling crime; supporting additional cleaning services, co-delivering domestic and international marketing campaigns alongside our partners; and in representing our businesses at local and national Government levels.

This is what we are doing and delivering for you - our levy payers, every day and night. In our third term, we will continue to provide the services you have come to know, and which are fundamental to a successful South Bank. We are also ramping up two important aspects of our work to reflect what you have told us.

Firstly, following our work with partners to create a Net Zero Plan for the neighbourhood, we recognise that this is an ambition that we all share. The plan was launched in May 2023, so we are prioritising the relevant actions, which are outlined in our business plan for the next five years.

We also know the importance that our businesses put on relevant data and insight, so we plan to deliver a new service that will regularly provide our levy payers with valuable information on a range of place specific issues, including footfall patterns and trends, spend data, visitor sentiment insight, and other aspects of audience research.

The Board is confident that our vision for the next five years is one that is suitably ambitious and responds to the needs of the local business community. It is a vision that translates to practical action and delivery. Without your support at the upcoming ballot, this will not be possible. This is why I ask that you back South Bank BID and **vote Yes**, providing the mandate for the BID to deliver to its exciting vision of a world class South Bank for everyone.

**GOVERT DEKETH**

**South Bank BID Chair, and General Manager,  
London Marriott Hotel County Hall**



»»

**The Board is confident that our vision for the next five years is one that is suitably ambitious and responds to the needs of the local business community.**

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# SOUTH BANK IN NUMBERS



# 43,830

INCIDENTS OF SUPPORT  
PROVIDED THROUGH  
SOUTH BANK PATROL\*



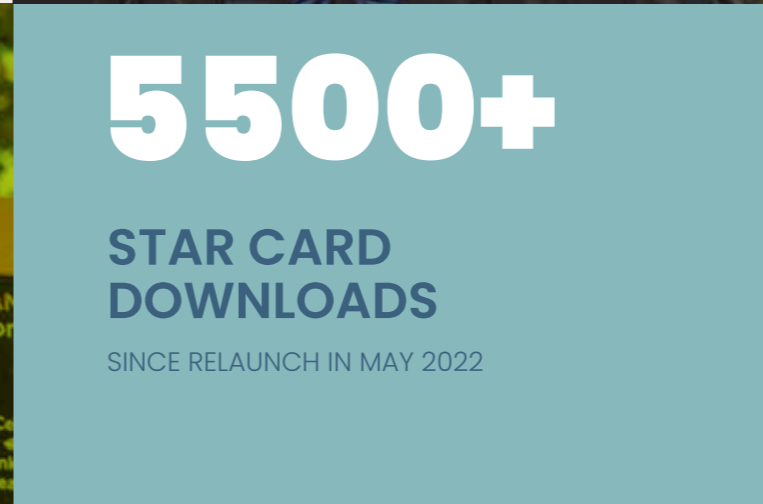
# 30 million

VISITORS A YEAR



# 2 POLICE OFFICERS

DEDICATED TO  
THE SOUTH BANK  
BID AREA



# 5500+

STAR CARD  
DOWNLOADS

SINCE RELAUNCH IN MAY 2022



# 350,000

FOLLOWERS ON  
SOCIAL MEDIA



# 128K

BAGS OF LITTER  
COLLECTED\*



# £500,000+

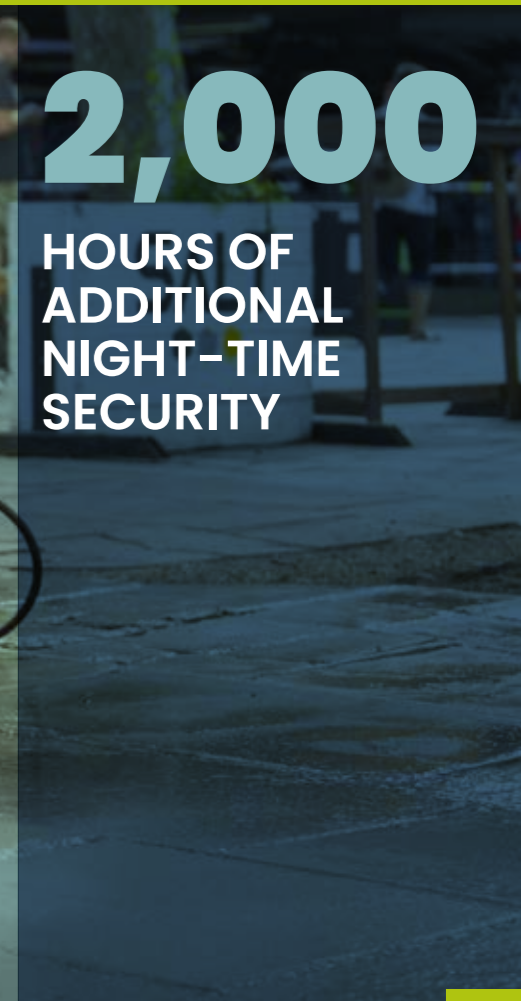
OF COVID GRANT FUNDING FOR  
BUSINESSES UNLOCKED



# 150,000M<sup>2</sup>+

OF PAVEMENT CLEANSED\*

\*June 2019 to June 2023



# 2,000

HOURS OF  
ADDITIONAL  
NIGHT-TIME  
SECURITY

# PROVEN TO DELIVER

Since its inception in 2014, South Bank BID has established itself as a force for action, and has responded to changing priorities with conviction, leadership, and authority.

When we started our second term in 2019, no one could have predicted the events that were to unfold. The BID's response to the pandemic was decisive and determined. After the collapse of international tourism, our campaigning led to the establishment of the London Tourism Recovery Board and we worked with partners, including London & Partners and the Mayor of London's team, to co-create the very successful Let's Do London domestic and international marketing campaigns that brought visitors back to the capital and to South Bank.



**WE'VE BEEN PLEASED TO WORK CLOSELY WITH THE SOUTH BANK BID TO SUPPORT THEM IN UNLOCKING CRITICAL FUNDING TO HELP THEIR MEMBER RESTAURANTS, BARS, PUBS, AND CAFES THROUGH THE PANDEMIC. ORGANISATIONS LIKE SOUTH BANK BID FORM A VALUABLE PART OF OUR WIDER WORK WITH GOVERNMENT ON BEHALF OF HOSPITALITY, LEISURE AND TOURISM ACROSS THE UK.**

**Kate Nicholls OBE**  
CEO, UKHospitality



**WE HAVE DELIVERED TANGIBLE RESULTS FOR OVER NINE YEARS AND, WITH YOUR SUPPORT FOR A THIRD TERM, WE WILL CONTINUE IN OUR VISION TO DELIVER A WORLD CLASS SOUTH BANK FOR EVERYONE.**



We helped businesses unlock over £500,000 in Covid support grants and responded proactively to the rising levels of criminal and anti-social behaviour that the South Bank experienced in 2020 and 2021, tactically directing our resources to where they were needed. Working with the cultural institutions in the area, we published the 'Engine of Recovery' report in collaboration with Lambeth Council. This valuable research evidenced how important arts and culture are to the area and to the UK's economy, and enabled the BID and others to advocate for support and investment in the sector.

In one of the most challenging periods for businesses in recent history, the actions and activity of the BID drove South Bank's recovery. Visitor numbers are now back to pre-pandemic levels, exciting new attractions are set to open in the next 12 months, and other developments are in the pipeline as the area continues to evolve.

We have delivered on our pledge in our last business plan, bringing two full-time Police Officers who are dedicated to the South Bank area, providing a reassuring presence, and tackling crime. Our contribution to the South Bank Clean Team keeps the area to a standard worthy of a

world-class visitor destination that wouldn't otherwise be possible without our investment. In 2022, our team worked to coordinate the queue for Queen Elizabeth II's Lying-in-State which travelled the full length of our area. Additionally, the BID funded extra security and cleaning services to maintain a welcoming environment for the 250,000+ people that queued around the clock over the five days.

Alongside our support for the Let's Do London campaign, we continue to implement marketing activity that showcases the fantastic array of things to do and places to visit in South Bank. Our social media following is one of the largest across London's top visitor destinations and the STAR card - our local incentive scheme - engages with over 5,500 residents, employees, and students to encourage local spend.

We have delivered tangible results for over nine years, and with your support for a third term, we will continue in our vision to deliver a world class South Bank for everyone.

# SHAPING THE NEXT FIVE YEARS



In setting out our Business Plan for a new five-year term, we've undertaken extensive consultation with levy payers to understand which projects and services mean most to them.

Since 2014 when South Bank BID was established, we've built excellent relationships with local businesses and stakeholders, keeping a constant dialogue to understand what levy payers value from the BID at a strategic and operational level.

However, we are not complacent and are committed to delivering a Business Plan that responds to the current needs of our levy payers. Identifying your priorities has allowed us to formulate a clear agenda for South Bank BID's third term.

## HOW WE'VE LISTENED

- At our annual levy payer event in June 2023, we **launched our consultation survey** to gain a deep understanding of each organisation's experiences and perceptions. Invitations to complete this survey were sent to all businesses over email, along with a letter from the South Bank BID Chair, Govert Deketh.
- We **held a series of consultation events to engage with levy payers** in particular geographical areas and business sectors to understand the issues that matter directly to them.
- We've had **one-to-one meetings and conversations** with many businesses where requested.
- We've **consulted with local stakeholders, partners and organisations** through the various groups the BID sits on including South Bank and Waterloo Partnership chaired by Florence Eshalomi MP and Neil Coyle MP.

## YOUR KEY PRIORITIES

Our research and engagement with South Bank's business community has identified the following:

- **Businesses greatly value our work to address safety and security** in the area.
- Having a **dedicated South Bank Patrol and visible Metropolitan Police presence** to address crime is vitally important.
- Keeping the area **clean, well-maintained, and free of litter is fundamental** to ensure the area is welcoming and attractive to visitors.
- **Marketing and promotion** are a **key priority for businesses**, ensuring the future vitality of the area.
- Organisations would **value a regular data and insight proposition** to aid business planning and reporting.
- Businesses are keen to explore opportunities and **initiatives to collectively achieve net zero** aspirations and address the climate challenge.
- Levy payers **enjoy networking and connecting** with other businesses and appreciate having a **central, trusted voice acting on their behalf**.



Throughout the consultation process, levy payers ranked the following projects and services as Important or Very Important.



# OUR VISION: A WORLD CLASS SOUTH BANK FOR EVERYONE

With its central London location, iconic riverside promenade, stunning views, world-famous arts and cultural institutions and some of the UK's most popular tourist attractions, South Bank is a destination like no other. It has and continues to constantly evolve. And we must evolve with it.

South Bank BID's main purpose is to ensure the needs of its levy-paying businesses are met and that South Bank remains one of London's most desirable neighbourhoods for business and commerce.

South Bank is characterised by an exciting and diverse mix of economic sectors. These include culture and the arts, experiential attractions, education, creative and digital, health, retail, hospitality, and an office-based business community that spans start-ups to global corporates. We have a growing residential

population, and a vibrant student community.

With more mixed-use developments planned, and an ever-increasing array of visitor experiences set to open, South Bank is an exciting place to work, live, visit, and study in, but its ongoing growth brings challenges too. South Bank faces significant competition from other parts of London, who all recognise the economic, social, and environmental benefits of investing in and managing successful places.

Based on your feedback, we have developed a third term business plan that continues to deliver the services you've told us you value, whilst building and strengthening our work to meet the demands of the ever-changing business environment. This will all be underpinned by our shared ambition of achieving net zero carbon emissions by 2030 and building a sustainable South Bank for the future.

**UNIFIED BY OUR CONTINUED COMMITMENT TO OUR VISION OF A WORLD CLASS SOUTH BANK FOR EVERYONE, THE BID'S PROPOSALS FOR 2024-2029 ARE GROUPED UNDER FOUR STRATEGIC THEMES:**

- **A SAFE & WELCOMING SOUTH BANK**
- **A VIBRANT & PROMOTED SOUTH BANK**
- **A SUPPORTED & CONNECTED SOUTH BANK**
- **A SUSTAINABLE & RESILIENT SOUTH BANK**

# A SAFE & WELCOMING SOUTH BANK

In a relatively short period of time, South Bank has grown into one of London's leading neighbourhoods, attracting over 30million visitors a year to its diverse mix of world-famous arts and cultural institutions, tourist attractions, and hospitality venues.

As South Bank continues to grow and develop, with increased visitor footfall, new office developments and a growing residential population, so too does the impact of the increased use.

The place management, additional cleaning, and security services funded by the BID are vital in maintaining the magic of this internationally renowned, and locally loved area. **Voting Yes** to a third term will ensure the continued investment into these essential services.

## SOUTH BANK PATROL

Our South Bank Patrol team sit at the heart of our safety and security provision. The eyes and ears on the ground, South Bank Patrol provide a highly visible, reassuring and effective presence in public areas seven days a week dealing with crime, antisocial behaviour, unlicensed street trading, illegal gambling, and protest supervision, as well as public welfare, and lost children.

South Bank Patrol is part funded through the BID, Section 106 (S106) funding from the London Eye, and private contributions from landowners. This joint working model ensures a comprehensive service for the area.

## DEDICATED SOUTH BANK POLICING

In partnership with the Metropolitan Police, South Bank BID wholly funds two "Partnership Plus" Police Officers who are dedicated entirely to the South Bank area. Providing a visible police presence on a daily basis, they know the area, its businesses, and security demands intimately, drawing on wider support and intelligence to help keep South Bank a safer and more welcoming place to work, live and visit.

These two officers undertake strategic operations in collaboration with the BID's Security Manager, South Bank Patrol, the police and wider local stakeholders, tackling areas identified by businesses as particular concerns, such as phone thefts, shoplifting and illegal street trading.

To provide logistical support for a continual police presence in the South Bank area, the BID has also funded the fit-out of a dedicated police room within the Southbank Place development. This ensures police time is spent in South Bank, enabling a more strategic and collaborative approach to security initiatives across the different teams as well as quicker response times, reducing time lost in travel to and from alternative base locations. If renewed for a third term, the BID will continue to invest in these vital resources, reflecting the level of attention and support the area needs, given South Bank's prominence as a destination for leisure, tourism and culture, and its vibrant night-time economy.



**A WELL-PRESENTED, SAFE, AND SECURE ENVIRONMENT IS CRITICAL TO THE ECONOMIC SUCCESS, VISITOR EXPERIENCE AND CONTINUED APPEAL OF THE AREA.**

IN JUST

**3**

MONTHS

the work undertaken by the South Bank Police Officers saw Lambeth rise from 29th out of 32 boroughs to 4th in shoplifting detections.







A SAFE & WELCOMING SOUTH BANK



**SOUTH BANK PATROL HAVE BEEN AN INVALUABLE SUPPORT OVER THE PAST FEW YEARS, HELPING TO KEEP THE AREA, OUR STAFF AND OUR CUSTOMERS SAFE; THE WHOLE PATROL TEAM HELP PROVIDE CONTINUAL VISIBILITY AND REASSURANCE, AND ARE ALWAYS THERE IF WE NEED THEM.**

**Ibrahim Dogus**  
Owner of Westminster Kitchen, South Bank Charcoal Grill, and La Cucina Di Mamma



### SOUTH BANK CLEAN TEAM

With four operatives, working seven days a week, the South Bank Clean Team play an invaluable role in maintaining a clean and welcoming environment to a standard appropriate for a world-class destination. These local heroes remove graffiti, clear litter and leaves, and put down grit when it's icy. They also jet wash pavements, report abandoned bikes for removal, polish street furniture, weed and maintain landscaped borders and planting, providing a flexible and responsive service where it is needed.

Along with other partners and stakeholders, South Bank BID makes a significant contribution to South Bank Clean Team whose crucial work would not be possible to the same level without the BID's funding. With your support for a third term, we will continue to invest into this essential service.

### SUPPORTING THE NIGHT-TIME ECONOMY

As a direct response to antisocial behaviour during the pandemic, South Bank BID introduced Night-time Economy Marshals to provide additional safety and security services late at night and in the early hours of the morning at peak times.

Providing a reassuring presence, they help tackle antisocial behaviour, make the area feel safe and secure, specifically for women, and provide support to businesses across the BID area late at night.

### OUTREACH WORKER

To help support those sleeping rough in South Bank, the BID has co-invested with South Western Railway in an Outreach Worker, who works around Waterloo Station.

Having a dedicated Outreach Worker in the area helps to provide a supported and considered journey for rough sleepers. They interact with a recognisable face on a consistent basis, who help them find sheltered accommodation and get the support they need.

With railway stations frequently drawing a larger proportion of those vulnerable and sleeping rough, businesses have told us how important this resource is to carefully manage the impacts on their business. Into a third term, South Bank BID will wholly fund an Outreach Worker to continue this valued work.

### BUSINESS WATCH

Driven by the BID's delivery agent, South Bank Employers' Group, Business Watch brings together the heads of security from the major organisations in the neighbourhood to collectively combat crime.

The group pools intelligence gathered by the Metropolitan Police and its members, allowing a better-informed response to security threats that makes best use of available resources. The Police provide the group with weekly updates and mapping of crimes in the area and, where possible, also share details of where police resources will be provided.



**THROUGH OUR CUSTOMER AND COMMUNITY IMPROVEMENT FUND, SOUTH WESTERN RAILWAY HAS WORKED IN PARTNERSHIP WITH SOUTH BANK BID TO ENGAGE AN OUTREACH WORKER WHO IS DEDICATED TO WORKING WITH THE HOMELESS COMMUNITY AROUND WATERLOO STATION, ENSURING A SENSITIVE AND CARING APPROACH TO THE ISSUE OF ROUGH SLEEPING AROUND LONDON'S BUSIEST RAIL HUB. ALONGSIDE THIS IMPORTANT WORK, AND AS AN EMPLOYER BASED IN THE BID AREA, OUR CUSTOMERS AND OUR EMPLOYEES BENEFIT FROM THE BID'S CONTINUED FOCUS, ENSURING THAT SOUTH BANK IS A WELCOMING AND ACCESSIBLE DESTINATION, AND A FANTASTIC PLACE TO WORK AND VISIT.**



**Peter Williams,**  
Customer & Commercial Director, South Western Railway

OUR SECURITY MANAGER AND SOUTH BANK PATROL PROVIDE ON-THE-GROUND SUPPORT, SEVEN DAYS A WEEK.



OUR TEAM WERE ON HAND TO HELP COORDINATE THE QUEUE FOR QUEEN ELIZABETH II'S LYING-IN-STATE IN 2022

## EFFECTIVE PLACE MANAGEMENT

Via its delivery agent, South Bank Employer' Group, the BID is part of the area's Place Management Group; a unique partnership of the major organisations in South Bank and the local authority, with a long-term commitment to improving the public realm for employees, visitors and residents alike. The group decides how South Bank's publicly accessible areas will be managed and maintained, effectively responding to the pressures created by the high footfall that tens of millions of visitors a year bring.

This work includes logistical planning with key partners for large-scale events impacting the area including New Year's Eve, London Film Festival and the BAFTAs, as well as emergency response such as the intricate coordination of the queue for Queen Elizabeth II's Lying-in-State which travelled through the entire length of the BID over five days in 2022.

Furthermore, the voices of BID businesses are represented at the Construction Coordination Group. Bringing together developers, community representatives, landowners and infrastructure providers, the Group works to ensure that any necessary street closures are effectively coordinated and to reduce traffic and congestion relating to construction work.

Advocating on your behalf, we will continue to represent the interests of all businesses, large and small, across the entire BID area through these critical forums, helping to minimise any impacts

to your business and disseminating the information you need to help with your business planning.

## AN ACCESSIBLE SOUTH BANK

Fundamental to our vision of being a world class South Bank for everyone is ensuring it is accessible and inclusive. South Bank BID works closely with industry specialists AccessAble who provide a platform for those with disabilities and access requirements, providing detailed guides to help understand a venue's accessibility and facilities.

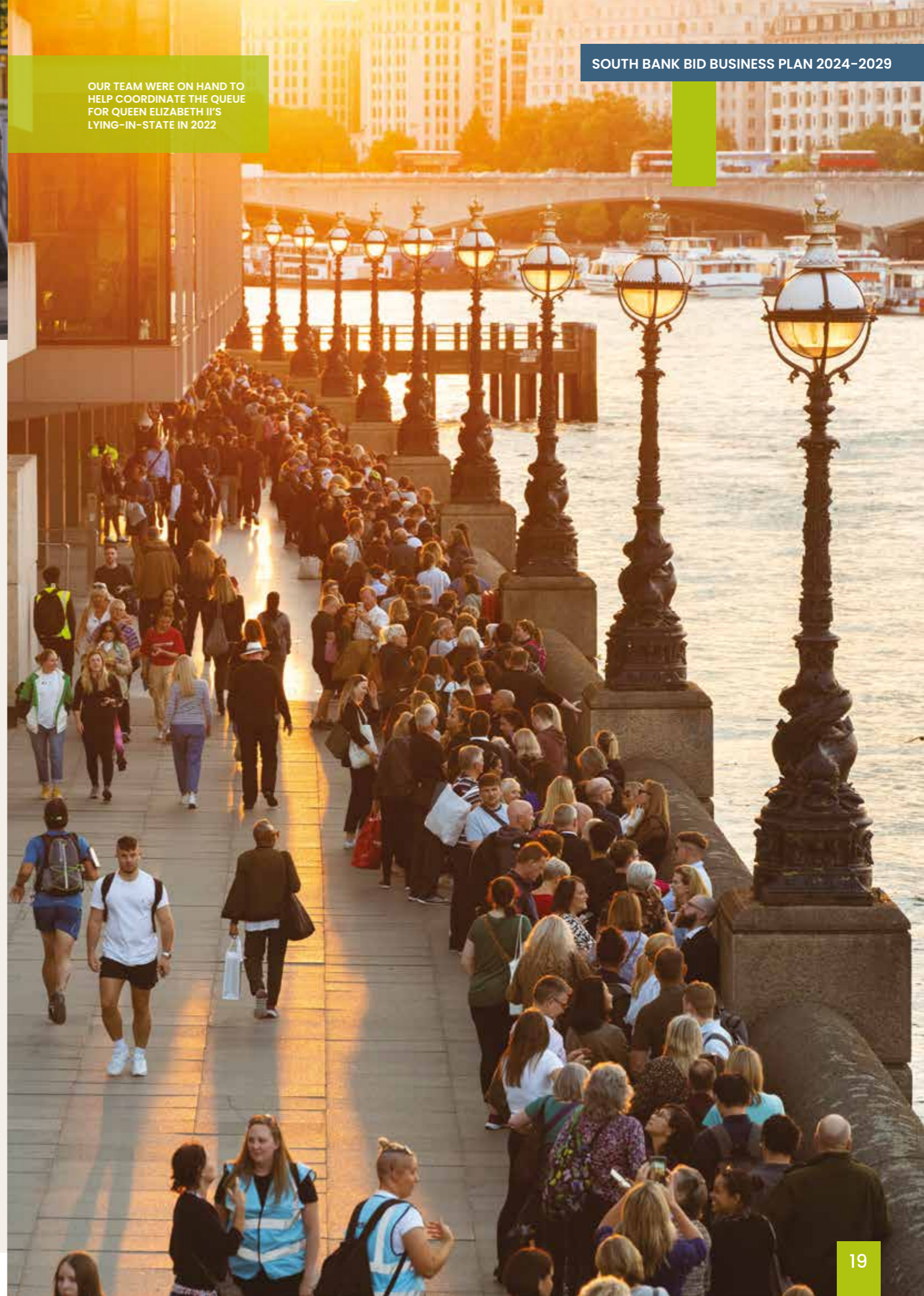
Voting yes to a third term will ensure the BID continues to help with funding for venues to be audited by AccessAble, allowing businesses to promote and improve their accessibility, making a highly positive impression on customers and visitors. The project will also provide updated accessibility information on different areas of South Bank's public realm and major transport hubs.

## SOUTH BANK SECURITY MANAGER

Coordination of all our safety and security services requires careful and effective management. South Bank BID wholly funds a dedicated Security Manager who works strategically with South Bank Patrol, the local authorities, private land security services, the Night-time Economy Marshals, our two local Partnership Plus Police Officers, and wider neighbourhood policing teams, to deliver effective and coordinated work.

## BUSINESS CRIME REDUCTION PARTNERSHIP

The BID will continue to work in collaboration with Safer Business Network and other partners, including the Metropolitan Police and British Transport Police, to deliver a Business Crime Reduction Partnership across the BID area. If successful for a third term, we will continue this partnership-based approach to preventing crime and disorder which provides businesses with access to a radio network, intelligence sharing, relevant information and security news alerts, and training and development support. Safer Business Network operate in Lambeth and Southwark, and throughout London and the BID benefits from their expertise.



# A VIBRANT & PROMOTED SOUTH BANK

Since the Festival of Britain in 1951, South Bank has been the epicentre for culture and creativity in London. Home to some of the UK's most popular tourist attractions including The London Eye, world-renowned cultural institutions The National Theatre, Southbank Centre and BFI, England's iconic New Year fireworks display, the London Film Festival, the London Literary Festival and now The BAFTAs, it's South Bank that takes centre stage for some of the biggest events in the city.

South Bank BID fully funds the destination marketing work through the South Bank London brand. With your backing for a third term, we will continue to invest in campaigns, events and activity that celebrate South Bank's diverse cultural scene, drive visitors to the area, encourage pride amongst residents and employees, and promote South Bank on an international stage.

## DESTINATION MARKETING

The South Bank London brand is a powerful identity that unites our marketing activity for the area. Our recently relaunched website, [southbank.london](https://southbank.london) exists to share South Bank's story, providing visitors with an all-encompassing platform to see what's on, where to eat and drink, things to see and do, hidden gems to discover and ways to plan their visit. Complementing this, we use our social media accounts to directly promote our businesses and inspire people to visit.

Over the next five years, we will continue to deliver year-round marketing campaigns to promote South Bank as one of London's must-visit destinations, for tourists and local audiences alike. Alongside our own digital channels, we will work with social influencers, invest in advertising, leverage PR opportunities and work with major London publications to shine a spotlight on all that South Bank has to offer.



**CULTURE IS WHAT GIVES SOUTH BANK ITS SOUL. IT'S WHAT DRIVES OUR VISITOR ECONOMY, SHAPES OUR IDENTITY, AND BRINGS OUR COMMUNITY TOGETHER.**



**5500+**

NEW STAR CARD  
HOLDERS SINCE  
RELAUNCH

**350,000**

FOLLOWERS ACROSS  
SOCIAL MEDIA

LET'S DO LONDON BROUGHT

**308,000**

ADDITIONAL VISITORS &

**£162M**

ADDITIONAL VISITOR SPEND  
TO THE CAPITAL IN 2023

## CELEBRATING CULTURE AND HERITAGE

South Bank's unique heritage and globally renowned cultural offer is what shapes our identity. The Engine of Recovery report that we commissioned in 2021 highlighted how vital institutions like the National Theatre and Southbank Centre are to the area's economic success as well as their social impact through employment and supply chains.

Culture plays a pivotal role in the attractiveness of South Bank as a destination to visit, work and live. We will continue to work with the cultural venues to promote their offering through tailored marketing campaigns. We will also explore opportunities to work with Open House Festival and London Festival of Architecture to shine a spotlight on the hidden gems that make up South Bank, through curated walking tours and trails.

Much of the area's unique architecture and cultural offer was born out of the 1951 Festival of Britain when South Bank was redeveloped, becoming the event's centrepiece. In 2026, we will work with partners across the South Bank to deliver a programme of activity that celebrates the Festival's 75th anniversary, centred around the forward-thinking ethos that the original event evoked.

## TOURISM MARKETING

The COVID-19 pandemic brought into stark reality how intrinsically important tourists are to the vibrancy and vitality of South Bank, which is why we invest into high-profile campaigns and activity to promote London on an international stage. South Bank BID led the way in collaboration with other partners to create the London Tourism Recovery Board and we invested into the Let's Do London campaign delivered by London & Partners, encouraging tourists back to our magnificent city and ensuring visibility for South Bank in the campaign.

Over the next five years, we will continue to work with London & Partners at a strategic level to promote South Bank to both international and domestic tourists.



## STAR CARD

Our STAR Card scheme was created with two core missions in mind. For the local community to reap the benefits of working, living and studying in this incredible area, and for businesses to directly engage with that very audience.

STAR Card has been developed specifically to incentivise local spend, providing a platform for you to promote your business to the area's residents, students, and ever-growing workforce.

As part of our pledge towards sustainability, STAR Card was relaunched in May 2022 in a digital format on smartphones, removing the need for plastic cards. We will continue to grow and develop the scheme, ensuring STAR Card becomes the essential card for those that live, work and study in South Bank.

## BRINGING EVENTS BUSINESS TO SOUTH BANK

With such a diverse portfolio of venues and our iconic location amongst major London landmarks, we know there is nowhere better to host an event in London than in South Bank. As part of our destination marketing activity, we will continue to work with key media titles in the meetings and events industry to showcase South Bank's offer through advertising, editorial features and curated events with qualified buyers. Furthermore, we will continue to foster relationships with top event agencies and the London Convention Bureau to bring events and delegates into the area.



**SOUTH BANK BID KNOWS HOW IMPORTANT TOURISM IS TO THE ECONOMY OF THE AREA. ALONGSIDE MERLIN AND OTHER SOUTH BANK BUSINESSES, THEY ADVOCATED FOR THE "LET'S DO LONDON" TOURISM CAMPAIGN WHICH HAS RUN FOR THREE YEARS AND BEEN CRUCIAL TO THE AREA'S RECOVERY FROM THE PANDEMIC. THE BID'S SUPPORT AND INVESTMENT ENSURED THAT SOUTH BANK FEATURED PROMINENTLY IN WHAT HAS BECOME LONDON'S MOST SUCCESSFUL TOURISM CAMPAIGN EVER.**



Sunny Jouhal,  
Divisional Director, Merlin Entertainments

# A SUSTAINABLE & RESILIENT SOUTH BANK

INDUSTRIAL AND COMMERCIAL EMISSIONS ACCOUNT FOR

# 55%

OF THE TOTAL CARBON EMISSIONS IN SOUTH BANK AND WATERLOO

Global climate challenges, particularly for the UK and London are rapidly coming into focus. What we do today will be one of the defining moments of our generation, yet we can only achieve our goals by working together.

In 2023, South Bank BID worked in collaboration with Lambeth Council and other local stakeholders to undertake comprehensive scoping of what action needs to be taken to achieve net zero carbon emissions by 2030 in our local area. The resulting strategy, Net Zero for Waterloo and South Bank: building a greener and fairer Future Neighbourhood by 2030, is a powerful example of how the BID works with local partners on shared ambitions and was the first tangible action plan of its kind in London.

Into a third term, South Bank BID will bring the area's net zero objectives to the forefront, actively delivering against the strategy and working to build a sustainable and resilient South Bank.



THE LAUNCH OF THE ACTION PLAN; NET ZERO FOR WATERLOO AND SOUTH BANK

## NET ZERO PROGRAMME LEAD

The Net Zero for Waterloo and South Bank strategy sets out a clear vision for what needs to be delivered to reach our climate goals – yet this ambitious work can only be achieved through careful and coordinated partnership. In 2023, South Bank BID came together with other local partners to fund and appoint a 'Net Zero Programme Lead' whose important role is pivotal to the delivery of the strategy's five key objectives of:

- Retrofitting of homes, commercial and public buildings
- Creating a decarbonised, smart and integrated energy system
- Improving air quality and creating zero emission zones
- Climate adapted, resilient and green neighbourhoods
- Zero waste circular economy

With further funding from South Bank BID over the next five-year term, the Net Zero Programme Lead will work with a range of partner organisations spanning businesses and employers, landowners, developers, residents, students, local authorities, community organisations and the Greater London Authority to work towards a net zero neighbourhood by 2030.

## COLLABORATION

Reducing South Bank's carbon emissions to net zero requires collaboration and partnership across the area. Every business can make a difference and ideas need to start becoming reality. The Net Zero Programme Lead and South Bank BID will drive this collaboration, bringing stakeholders together to work collectively, and educating businesses on the differences they can make to create a big impact.

## MONITORING AIR QUALITY

As part of our commitment to improving air quality in the area, in 2023, South Bank BID invested in eight air quality sensors as part of the Greater London Authority's Breathe London network. Installed in strategic high footfall areas across South Bank, the data captured by this network is crucial in the current landscape, showing which areas are particularly vulnerable and benchmark current and future initiatives to tackle the issue.



WE'RE PLEASED TO BE PART OF A BID COMMUNITY THAT CARES SO PASSIONATELY ABOUT THIS REMARKABLE PLACE AND ITS PEOPLE. BUSINESSES AND RESIDENTS ALIKE ARE CONCERNED ABOUT THE CLIMATE CHALLENGE, AND IT'S GREAT THAT WE ARE WORKING TOGETHER TO ACHIEVE OUR GOALS - IT'S INSPIRING TO SEE SOUTH BANK BID INVESTING ITS RESOURCES TO ENSURE THAT IMPORTANT WORK IS DELIVERED NOW AND IN THE COMING YEARS.

Canon Giles Goddard,  
Vicar of St John's Waterloo, and Chair of South Bank and Waterloo Neighbours



# A SUPPORTED & CONNECTED SOUTH BANK

Businesses face an ever-changing, complex range of challenges and never has this been more evident than the last few years. As central London recovers from the impact of the pandemic, we are all faced with continuing economic uncertainty with the cost-of-living crisis and other environmental and political impacts. Knowledge is power, and having sound fact-based evidence on which to make business decisions is critical.

If you **vote Yes** for our third term, we will continue to amplify the voice of local businesses, ensuring your concerns are heard at all levels, utilising detailed data and insight to lobby for effective change.

## ADVOCACY AND REPRESENTATION

Representing businesses ranging from SMEs to FTSE100 corporations, South Bank BID is uniquely positioned to provide a strong, collective voice of authority on the needs of the local business community.

We work closely with the Mayor of London and the Greater London Authority, local and national government, key industry organisations including BusinessLDN, Centre for London and British BIDs to ensure that South Bank's voice is heard in the complex area of policy and politics.

During the height of the pandemic, South Bank BID was a driving force behind the creation of the London Tourism Recovery Board in response to the collapse of international tourism. Working strategically with partners we were able to unlock £18.6m of funding to help drive domestic and international visitors back to the capital. That group has now evolved in to the Tourism Advisory Group on which our Chief Executive continues to sit, influencing decision-making on campaigns and initiatives that drive visitors to South Bank.

Over the next five years we will see a General Election, London Mayoral and Assembly elections, local elections, and a range of policy initiatives and development decisions that will impact businesses across our area. With your support for a third term, we will continue to represent, lobby and champion your interests, for positive change.

## DATA AND INSIGHTS

In any business landscape, having sound fact-based evidence to support decision making is vital which is why South Bank BID has always looked to provide levy payers with valuable data and insights. During the pandemic, working with Lambeth Council and the area's cultural and arts organisations, we spearheaded the publication of the Engine of Recovery report. This detailed economic analysis studied the financial and social impact of South Bank and Waterloo's major arts and culture organisations, providing evidence for lobbying purposes and was instrumental in securing valuable funding for the area's post-pandemic recovery.

We recently subscribed to the High Streets Data Service, a collaborative

data sharing partnership between the Mayor of London, London boroughs, and London's BIDs. Through our membership into the service, the BID and its levy payers have access to several different datasets that cover areas such as footfall, dwell, and spend (provided by Mastercard). These datasets in context begin to demonstrate a comprehensive picture of South Bank's recovery.

If successful for a third term, South Bank BID will further invest into providing more regular data and insights to levy payers, disseminating footfall and spend reports on a regular basis, as well as more detailed information into who our visitors are and their sentiments of the area, helping you make informed business decisions.

## NETWORKING EVENTS

A common area of feedback from levy payers has been how much they enjoy and value the opportunity to connect with like-minded businesses in the area. We will continue to deliver a series of networking events, targeted at different groups of businesses and industries, to help share insight and strengthen partnership working.



SOUTH BANK BID CEO, NIC DURSTON



THE NATIONAL THEATRE BENEFITS HUGELY FROM OUR POSITION ON THE SOUTH BANK, WE ARE SO LUCKY TO BE PART OF THE WORLD'S MOST DYNAMIC CREATIVE CENTRES IN THE HEART OF LONDON. THE ENGINE OF RECOVERY REPORT COMMISSIONED BY SOUTH BANK BID, HIGHLIGHTED THE DEVASTATING IMPACTS OF THE COVID PANDEMIC, NOT JUST ON INDIVIDUAL INSTITUTIONS BUT ALSO ON THE WIDER LONDON AND UK ECONOMY.

AS WE APPROACH THE 50TH ANNIVERSARY OF THE OPENING OF OUR SOUTH BANK HOME, IT'S NEVER BEEN MORE IMPORTANT TO ADVOCATE FOR CONTINUED INVESTMENT IN THE ARTS AND CULTURAL SECTOR WHICH IS FUNDAMENTAL TO THE AREA'S CREATIVE IDENTITY AND ECONOMIC SUCCESS.

Kate Varah,  
Executive Director, National Theatre



SOUTH BANK BID SUPPORTED VAULT FESTIVAL WHICH BROUGHT 81,000 VISITORS TO THE AREA OVER 8 WEEKS

# GOVERNANCE

## SOUTH BANK BUSINESS IMPROVEMENT DISTRICT

A Business Improvement District (BID) is a not-for-profit organisation, led and funded by businesses to improve a defined commercial area. BIDs are formed when businesses in the defined area vote on a business plan which is tailored to respond to the needs of the businesses following consultation.

Governed by legislation, BIDs operate over a fixed term to a maximum of five years and must then go through a ballot process to secure another BID term of up to five years. A BID is funded through a levy which is calculated as a percentage of a business rateable value and is mandatory for all eligible businesses following a successful ballot.

South Bank BID was first given a positive mandate by a ballot in 2014 and secured support for a second term in 2019 setting a UK record with 99% vote in favour.

**We are seeking a third term for our work to continue to 2029.**

## THE BID BOARD

Members of South Bank BID's board are drawn from businesses within the BID to represent the interests of around 250 levy payers.

### Govert Deketh (Chair)

Iain Corker  
Imran Tauqir  
Dan Smith  
Duncan McKeich  
Alex Caetano  
Alison Pinner  
Simon Edward  
Dominic Lake

### London Marriott Hotel County Hall

Network Rail  
Merlin Entertainments  
Equans  
British Film Institute  
PPHE Hotel Group  
Coin Street Community Builders  
Ambassador, London Tech Week  
Spiritland

### Local Authority Observers

Councillor Martin Seaton  
Councillor Irina Von Wiese  
Councillor Ibrahim Dogus  
Councillor Sarina da Silva

### London Borough of Southwark

London Borough of Southwark  
London Borough of Lambeth  
London Borough of Lambeth



- Addington Street
- Albert Embankment
- Balcony, Waterloo Station
- Bargehouse Street
- Blackfriars Road
- Charlie Chaplin Walk
- Belvedere Road
- Broadwall
- Cab Road
- Carlisle Lane
- Casson Square
- Chicheley Street
- Coin Street
- Colonnade, Waterloo Station
- Concert Hall Approach
- Cornwall Road
- Doon Street
- Duchy Street
- Exton Street
- Gabriel's Wharf
- Hatfields
- Hungerford Bridge
- Lambeth Palace Road
- Lambeth Road
- Leake Street
- Mainline Concourse, Waterloo Station
- Mepham Street
- Milner Place
- Rennie Street
- Royal Street
- Secker Street
- Stamford Street
- Tenison Way
- The Queens Walk
- The Sidings, Waterloo Station
- Upper Ground
- Upper Marsh
- Waterloo Bridge
- Waterloo Road
- Westminster Bridge Road
- York Road

## OUR BOUNDARY

The defined BID area as specified here includes all roads, streets, and private developments, either in whole or in part, within the set boundary, even if they are not yet listed or are created after the ballot has taken place.

## ACCOUNTABILITY AND TRANSPARENCY

- The BID company recognises the importance of accountability and transparency within its governance arrangements.
- The Proposer, South Bank BID operates as a company limited by guarantee and has a voluntary Board of Directors who take responsibility for the strategic and financial management of the BID.
- The number of Directors for the BID Company will include representation from all business sectors to ensure inclusion. This may include some non-levy payers, although always in a minority. The Board will meet on a quarterly basis as a minimum.
- Provided that the BID is meeting its overall objectives and subject to consultation with the BID Board, it shall have the ability to vary service delivery and expenditure allocation according to the changing demands of levy payers. However, in accordance with the BID regulations, changes to the BID boundary or to the levy rate might require an alteration ballot.
- The BID will file annual accounts compiled by independent accountants with Companies House. The accounts will be available to all levy payers. An annual report on activities, including finances, will be published. An annual meeting for levy payers will be held.
- Operating agreements, including Council baseline services, will cover the term.
- Notification of the intention to hold a ballot was sent to the Secretary of State on 5 June 2023.
- The BID Board will commission an independent mid-term review.

## LEVY RULES

The income to be derived through the BID levy will be based upon a set of levy rules as follows. When formulating the rules that will apply to the BID, consideration has to be given to 'The Industry Criteria and Guidance Notes for BIDs' published by British BIDs.

- The term of the BID will be for a period of five years from 1 October 2024 to 30 September 2029.
- All properties or hereditaments with a rateable value of £50,000 or more will be liable for payment of the levy.
- The levy rate to be paid by each property or hereditament is to be calculated as 1.5% of its rateable value as at the 'chargeable day' (notionally 1st April each year) using the 2023 ratings list for all eligible levy payers.
- The number of properties or hereditaments liable for the levy is circa 300. New hereditaments will be charged based on the rateable value at the point of occupation.
- From April 2025 onwards, the levy rate will be inflated by 5% year on year - i.e., it will rise to 1.58%, then 1.65% etc.

- The levy will be charged in the first instance for the 6 months from 1 October 2024 to 31 March 2025 inclusive. It will then be charged annually in advance for each chargeable period (April to March for 4 years) then for 6 months from 1 April - 30 September 2029.
- Changes in liability will result in apportionment of the BID levy due between the outgoing and incoming BID levy payers.
- The ratepayer for untenanted properties or hereditaments will be liable for payment of the levy.
- Hereditaments within Waterloo Station that are subject to a service charge will receive a 25% discount.
- The total levy paid for hereditaments owned and/or occupied by Guy's and St Thomas' NHS Foundation Trust (however so named) will be capped at a maximum of £50,000 per annum.
- Those businesses in receipt of charitable relief on business rates will receive a reduction of 80% on their levy.
- The levy charged to any single hereditament shall not exceed £40,000.
- The total levy paid by any single liable party in each Borough will not exceed £50,000.
- There will be no VAT charged on the BID levy.
- Lambeth Council and Southwark Council, or their appointed agents, are the authorised bodies able to collect the BID levy on behalf of the BID company, the fees for which, the BID company will be liable for.

## BALLOT RULES

- Lambeth Council will send those responsible for properties or hereditaments subject to BID levy a ballot paper week commencing 22 January 2024.
- Each voter liable for properties or hereditaments subject to BID levy will be entitled to one vote per property or hereditament in respect of the BID proposal in a 28-day postal ballot which will close at 5pm on 22 February 2024. Ballot papers received after 5pm on that day will not be counted. The result of the ballot is due to be announced on the following day.
- In order for the proposal to be successful at ballot, the result will need to meet, as a minimum, two independent criteria, which are; (a) of those ballots returned by the close of ballot, those voting in favour of the proposal must exceed those voting against it, and (b) of those ballot papers returned by close of ballot, the total rateable value of those properties or hereditaments which vote in favour, must exceed the total of rateable value of those voting against.
- If successful at ballot, the third BID Term for South Bank BID will commence delivery of services as specified in the business plan on 1st October 2024.

## FINANCES

Outlined below is our five-year financial forecast.

INCOME	1 Oct 2024 - 31 Mar 2025	2025-26	2026-27	2027-28	2028-29	1 Apr 2029 - 30 Sept 2029	TOTAL
BID Levy	660,000	1,360,000	1,440,000	1,497,000	1,556,000	830,000	7,343,000
BID Levy (new developments)	25,000	52,500	55,125	57,881	60,775	63,814	315,096
Additional Income	9,000	15,000	15,000	12,000	12,000	6,000	69,000
Development S106	16,667	16,667	16,667				50,000
Sponsorship	50,000	50,000	50,000				150,000
<b>Total Income</b>	<b>760,667</b>	<b>1,494,167</b>	<b>1,576,792</b>	<b>1,566,881</b>	<b>1,628,775</b>	<b>899,814</b>	<b>7,927,096</b>
EXPENDITURE							
Safe & Welcoming	291,159	611,434	642,006	674,107	707,812	371,601	3,298,120
Vibrant & Promoted	204,316	383,164	398,947	350,519	367,920	192,846	1,897,711
Supported & Connected	92,497	189,568	198,996	208,896	219,291	115,103	1,024,351
Sustainable & Resilient	18,527	33,696	35,380	37,149	39,007	20,479	184,238
Management & Administration	103,191	205,601	215,281	225,945	237,117	125,162	1,112,298
Levy Collection	13,392	27,958	29,361	30,748	32,157	16,794	150,411
Contingency Fees - 5%	33,000	68,000	72,000	74,850	77,800	41,500	367,150
Fourth Term Ballot						35,000	35,000
<b>Total Expenditure</b>	<b>756,082</b>	<b>1,519,421</b>	<b>1,591,972</b>	<b>1,602,214</b>	<b>1,681,104</b>	<b>918,484</b>	<b>8,069,277</b>
Surplus/Deficit	4,585	-25,254	-15,180	-35,333	-52,329	-18,670	-142,181
Reserves B/F	285,447	290,032	264,778	249,598	214,265	161,936	285,447
Cumulative Surplus/Deficit	290,032	264,778	249,598	214,265	161,936	143,266	143,266

### Notes

- A prudent approach has been adopted to providing the indicative budget for the BID term.
- A levy collection rate of 95% has been assumed and this reflects national average.
- Calculations in the above table are rounded to the nearest £.
- The BID will look to bring in additional income through grant funding and event sponsorships.



# THE BID DELIVERY MODEL

## THE DELIVERY TEAM

To minimise costs and risk, and to make the best use of existing resources and expertise, the South Bank BID does not employ staff. Instead, it contracts South Bank Employers' Group (SBEG) to deliver its programmes and projects.

Formed in 1991, SBEG is a partnership of major organisations in South Bank, Waterloo and Blackfriars with a long-term commitment to improving the area for everyone.

With a proven track record of delivering change for over 30 years, SBEG is the catalyst behind the South Bank you see today, having led, championed, and supported projects to improve the urban environment across the area, including the regeneration of Jubilee Gardens, improvements to the Queen's Walk, and the creation of the South Bank London brand.

Engaging with decision-makers and stakeholders to influence decisions affecting the neighbourhood, SBEG convenes and organises the South Bank and Waterloo Partnership, which is chaired by the area's two MPs to coordinate efforts to improve the wider area. SBEG also works closely with South Bank and Waterloo Neighbours (SoWN), the recognised Neighbourhood Forum that brings together residents with businesses to ensure close community engagement.

Leaders in their field, SBEG comprises a multi-disciplinary team that bring years of experience and knowledge of South Bank, along with close relationships with many of the major developers and landowners in the area, making them best placed to deliver the ambitions of South Bank BID.

**For more information about South Bank Employers' Group, please visit [sbeg.co.uk](https://sbeg.co.uk)**

Nic Durston	Chief Executive
Indranie Sookdeo	Chief Operating Officer
Alex Valenzuela	Director of Place
Sara Harrison	Head of Place Management
Umer Khalid	Security Manager
Bobby Schouten	Administration and Communications Officer
Jackson Bylett	Net Zero Programme Lead
Kelly Bliss	Senior Marketing Manager
Emily Stedman	Communications and Engagement Manager
Louise Whitworth	Marketing and Communications Officer
Issie Ryans	Head of People and Business Performance
Shahrukh Bhatti	Financial Controller
Natanya Flack	Business Operations Manager
Simone Brown	Finance and Business Operations Officer

## LONDON EYE S106 FUNDING

SBEG is also the delivery agent for the management and coordination of the annual sum of S106 funding that is generated from the London Eye. This innovative funding mechanism means that a percentage of the London Eye's annual turnover is returned to the area to fund core neighbourhood services including safety and security, cleaning, and the management and maintenance of Jubilee Gardens. The BID team work closely with Lambeth Council and Merlin Entertainments - the owners and operators of the Eye, to support a number of BID services, allowing for a more comprehensive and thorough service for South Bank and its levy payers.



# YOUR VOTE

Between 22 January and 22 February 2024, you will be given the opportunity to vote to continue South Bank BID for another five-year term.

The ballot will be run by Lambeth Council and its Electoral Services team who oversee the ballot process for itself and for the London Borough of Southwark. Each rateable business property, known as a hereditament, is entitled to one vote. Businesses occupying more than one hereditament will get a vote for each property they occupy.

- Notice of ballot will be issued week commencing 8 January 2024. This provides a final opportunity to ensure the ballot paper is being directed to the correct recipient.
- The appointed voter for your business will receive a ballot paper from Lambeth Council week commencing 22 January 2024. The postal ballot will run between 25 January and 22 February 2024.
- **To retain the services of South Bank BID to provide the programme of security, cleaning, marketing, sustainability and business support services for the next five years as detailed in this document, simply vote YES when returning your ballot paper(s).**
- Voters must cast their vote and return their ballot paper(s) in the pre-paid addressed envelope to arrive no later than **5pm on Thursday 22 February 2024**. Papers received after this time will not be counted.
- For the ballot to be successful, it must meet two criteria:
  - a majority by number of those voting and
  - a majority in rateable value of those voting.
- The result of the ballot will be announced on Friday 23 February 2024.

If the ballot is successful, South Bank BID will continue to operate for a third term from 1 October 2024 to 30 September 2029.

*In the event that the ballot is unsuccessful, all projects and services funded by the BID will cease as of 30 September 2024.*

## VOTE YES

for a continued investment in business security services, with a dedicated team of South Bank Patrol and Metropolitan Police Officers.



## VOTE YES

for a welcoming environment and ongoing cleaning services that can only be delivered through the additional support of the BID.



## VOTE YES

for dedicated destination marketing activity that ensures millions of visitors continue to visit South Bank and support our attractions, arts organisations, hotels, restaurants and retailers.



## VOTE YES

for a programme of strategically coordinated activity that reduces emissions and helps to reach our net zero ambitions by 2030.



## VOTE YES

for a voice for South Bank, championing the needs of our businesses with the Greater London Authority and with national and local Government.





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**[southbankbid.co.uk](http://southbankbid.co.uk)**

South Bank BID is committed to reducing its impact on the environment. A limited number of copies of this document have been printed on FSC paper. To view the document online, visit [southbankbid.co.uk](http://southbankbid.co.uk)