

Business Plan 2026-27



Team London Bridge

1.0 Overview

Team London Bridge (TLB) received a renewed five-year mandate from local businesses in 2025, making 2026-27 the first year of a new BID term.

This one-year plan is built around the Priorities identified by member businesses in the 2026-31 BID consultation, adhering to the Pledges made by Team London Bridge in the five-year BID business plan.

OUR VISION: *to make London Bridge one of the most safe, sustainable and engaging places for business and tourism in the world.*

To achieve this, Team London Bridge has made three Pledges:

- **To Focus on People and Planet**
- **Embrace Creativity and Collaboration**
- **To Keep London Bridge at the Heart of Everything We Do**

Through consultation, businesses informed us that they want continued investment across six core themes: Safety and Resilience, Streets and Spaces, Sustainability, Promotions and Communications, Social Impact, and Arts and Events.

Business Priorities for the London Bridge BID area and Team London Bridge 2026-31 are:

- **Be Safe** – Make London Bridge the safest night out in London, creating a secure and welcoming environment day and night.
- **Be Local Consumers** – Champion local businesses by providing exclusive offers and curating creative promotions that drive footfall and spending.
- **Be Supportive** – Help businesses give back by connecting them with volunteering, pro-bono, and community support opportunities.
- **Be Resilient to Climate Change** – Lead the charge towards a Net Zero business district through the London Bridge Net Zero Routemap.
- **Be Adventurous** – Inspire employees to discover new activities and experiences through creative events, bringing fresh energy to the local community.
- **Be Healthy and Active** – Prioritise green, people-friendly streets that make walking and cycling the easiest choice for getting around.

We will support our members' objectives to help the business community to thrive, while providing ways for their employees, partners, suppliers, neighbours and visitors to work in an environmentally and socially responsible way.

1.1 MONITORING CHANGE IN DYNAMIC LONDON BRIDGE

London constantly evolves and as a result thrives through challenges, both global and domestic. This resilience is evident in the way London Bridge businesses, landowners and policy makers adapt to change and recognise opportunity.

This business plan responds to factors as illustrated by the insights below:

- Hybrid working in the London Bridge area in 2025 = 78% (YouGov: 35% of UK workers working hybrid Dec 2025)
 - 43% three or four days in a London Bridge workplace
 - 35% three or four days elsewhere
 - Only 16% work five-plus days in the workplace
- Footfall in the BID area +6% in 2025 (vs 2024)
- Spend in the BID area +1% in 2025 (vs 2024)
- Thursday is the busiest day for day and night footfall (2025)
- Saturday has the highest spend for both day and night (2025)
- Only 36% of wellbeing benefits in the workplace in London Bridge are used by staff
- 58% of employees do not do the recommended amount of weekly exercise
- Retail crime in London Bridge is reducing, bucking the national trend
- +27% international visitors 2025 (vs 2024)
- Passengers at London Bridge station increased from 50.0 million in 2023-24 to 54.7 million in 2024-25 as commuter traffic continued to recover
- London Bridge was named one of the [best stations in Europe](#) for passenger experience (2025)

1.2 NATIONAL AND GLOBAL CHALLENGES OFFSET BY LOCAL OPPORTUNITIES

Team London Bridge is experienced at managing through challenges, and the Executive Team uses established relationships to identify local opportunities, making sure that business community Priorities are addressed, first and foremost. With the Board, the Team is alert to national and international factors that impact our area, businesses and ability to deliver on our Pledges.

Many of the challenges we face in 2026/27 are not new, including geo-politics, international conflicts, hybrid working, and the cost-of-living crisis; however, the new Business Rates revaluation effective of 1 April 2026* will impact our businesses and has the potential to disrupt specific sectors, such as hospitality.

** based on property values as of 1 April 2024. The 2026/27 system introduces distinct, lower multipliers for retail, hospitality, and leisure (RHL) businesses while increasing rates for high-value properties (above £500,000).*

Despite these challenges, there are many opportunities for Team London Bridge in 2026/27. These include, but are not restricted to:

Team London Bridge – Key Opportunities for the Area

- **A strong new mandate to deliver for businesses**
With renewed backing from levy payers, we have a clear platform to be ambitious, responsive and business-focused in everything we deliver.
- **A highly engaged community committed to climate resilience**
There is strong appetite across the area to continue investing in sustainability, adaptation and long-term environmental leadership.
- **Major sustainable developments coming forward**
The completion of **EDGE London Bridge** in Q3 2026 — positioned as a sustainable landmark with WELL Platinum certification — reinforces London Bridge’s reputation for high-quality, wellbeing-led workspace.
Further momentum will follow with works commencing at **Colechurch House** and **Snowsfields Quarter** in 2027.
- **Recalibration of the SC1 project**
The opportunity to refine and reposition SC1 ensures it better reflects business needs and current market conditions.
- **Holyrood Street and the Low Line activation**
Improvements to Holyrood Street and new **Low Line** arch properties coming to market create opportunities to strengthen the area’s independent, cultural and retail offer.
- **Building a reputation as one of central London’s safest districts**
A new Security Strategy, combined with our strongest-ever relationships across the security and safety sector, positions us to lead on visible, intelligence-led safety initiatives.
- **A positive and high-status working environment**
London Bridge is widely viewed as a vibrant, high-quality destination to work and visit — an advantage we can actively promote and build upon.
- **Proven health and placemaking impact**
The positive health outcomes linked to our placemaking interventions have been identified and measured, giving us a strong evidence base for future investment.
- **A dedicated and locally knowledgeable Board**
Our Board brings deep local experience, credibility and commitment — enabling informed, confident leadership at a pivotal time for the area.

Projects and objectives to highlight for 2026/27 are:

- A new Communications Strategy and **Corporate Values** for the **5-year BID Term**
- Accelerating our implementation of **Healthy Placemaking**; continuing to better understand impact and deliver projects and services
- New Security Strategy and continuing to strengthen **excellent strategic relationships with partners**
- A **focus on citizen safety**, including self-defence training, personal property marking and a Safe Space
- Update of our **flagship DealCard programme**
- Going for **Green Flag status** for the whole area
- Important construction management role, with Snowfields Quarter, New City Court and Colechurch House all 'Live'
- Targeting 70 businesses signed to the **Decarbonisation Charter**
- A new **Circular Economy Action Plan**
- Support phase two of **Holyrood Street on the Low Line**
- Seasonal **artist in residence programme**, engaging local artists and not-for-profit organisations
- A new **Community Family Festival** in partnership with Potters Fields Park
- A range of workshops to **equip professionals to further act as wellbeing champions** in their workplaces.

1.3 DELIVERY

Team London Bridge will deliver on our commitments through five key service sectors:

- Security Partnership and Community Safety (**see section 2.0**)
- Arts and Events (**3.0**)
- Promotion and Communications (**4.0**)
- Place Management and Net Zero (**5.0**)
- Social Impact & The Hive (**6.0**)

To provide a measure of the types of businesses our projects are directly impacting, as well as the outcomes (social impact, health, economic, sustainability) of our work, we have categorised each project and scored them accordingly throughout this business plan.

Percentage of projects benefiting each business sector (as assigned by our team):

Business Type	% of projects
Office	86%
Retail	91%
F&B	88%
Transport	73%
Culture	86%
Residential	82%
Charity	75%

Percentage of projects that have outcomes categorised as ‘Social’, ‘Economic’, ‘Health’, and ‘Sustainable’, (as assigned by our team):

Outcomes	% of projects
Social	85%
Economic	80%
Health	43%
Sustainable	54%

The above demonstrates that the business plan for 2026/27 is designed to have direct impacts across all sectors, supporting the Pledges and Business Priorities laid out in our 2026-31 BID Proposal.

An annual survey of local employees and project specific research will monitor service delivery in addition to ongoing scrutiny. The **2026/27 Budget** (7.0) is on page 53.

1.4 MANAGING CRISIS AND CONTINGENCY

The cost-of-living crisis, slow growth in the UK economy, and political and military actions globally will continue to impact our business community. To varying degrees, BID members will require support to mitigate this through the coming year while our own resources are directly challenged by reductions in occupancy rates and rate revaluations, particularly in the office and hospitality sectors.

Team London Bridge will stay alert to opportunities to counter impacts of the cost of living on our members. Already these include:

- Consolidating area-wide operations to provide good value services
- Supporting businesses and landlords to change from costly fossil fuels and reduce energy costs by using more sustainable means
- Creating connections between local charities and businesses so that long-term relationships withstand periods of turbulence to provide more robust support
- Providing health and wellbeing events to address anxiety
- Creating platforms to share learnings and ideas for low impact, cost saving lifestyles
- Providing free events and training for employees
- Supporting public health by increasing the positive wellbeing impacts of our work.

1.5 2026/27 DIARY DATES

- New BID term begins, 2026-31 – 1 April
- London Bridge Medi-Culture Festival – 22-28 April
- AGM / Summer Party – 8 July
- Community Family Festival @ Potters Fields Park – 21 June
- London Festival of Architecture 2026 – 1-30 June
- London in Bloom judging – June/July
- Bermondsey Street Festival 2026 – September
- London Bridge Medi-Culture Festival – October
- Gift Back Campaign – November/December
- Winter Party and Awards Event – January 2027

1.6 EXECUTIVE TEAM AND BOARD

The Team London Bridge Board currently consists of ten voluntary members, representing the London Bridge business community:

- Daniel Charles (Chair) – Network Rail
- Cllr John Batteson – Southwark Council
- David Baughan – Essentia
- Elana Chesler – EY

- Claudette Curtis – News
- Jess Saint – Guy’s and St Thomas’ Foundation
- Kurt Macher – Shangri-La, The Shard, London
- Tim Molden – Capital Arches Group
- Andrew Weir – Anthony Gold

The Executive Team currently consists of eight full-time and two part-time staff:

- Nadia Broccardo – Chief Executive
- Sofia Alexandrache – Responsible Business and Member Engagement Director (Mat leave)
- Donald Campbell – Head of Marketing and Communications
- Nekane Cherrie – Venue and Office Manager
- Tom Fraser-Ivens – Sustainable Operations Manager
- Ilsa Jones – Marketing Manager
- Deborah Millington – Responsible Business Manager (Mat cover p/t)
- Nick Morant – Director of Security Partnerships & Community Safety
- Jack Skillen – Director of Sustainability and Place
- Amanda White – Arts and Culture Manager (p/t)

2.0 Security Partnership and Community Safety

The area and its associated security issues have changed overtime, and we have adapted our services to be more proactive and visible, in particular recognising the needs of the growing retail sector and countering the rise of terrorism seen across the globe. We know the perceptions of safety are just as important as crime statistics, and that feeling safe is a major contributor to nurturing a happy and healthy community.

2.1 SECURITY

TEAM LONDON BRIDGE FUNDED METROPOLITAN POLICE OFFICER

OUTLINE: Since 2015 Team London Bridge has funded a Metropolitan Police constable dedicated to working 40 hours per week in the BID area. The current officer replaced PC Nick Morant who has become the Team London Bridge Security Director. The new officer continues to work with security partnerships

within London Bridge, providing a single point of contact within the police and dedicating their entire time to resolving local issues. This officer also plays a vital role in preventing and detecting crime, and delivering other security projects such as BikeRegister, property marking, incident management and staff training.

BUDGET 26/27 £72,000

Project	Objectives	Business type (office, retail, F&B, transport, culture, residents, charities, all)	Outcomes (social, sustainable, health, economic, all)
TLB Funded Metropolitan Police Officer	• Conduct joint operations and facilitate intelligence sharing with the funded BTP officer. • Build relationships between the funded officer and TLB member businesses. • Develop working relationships between the officer and private security teams (KCL, Guy's Hospital, Shard Quarter and London Bridge City). • Identify monthly priorities based on crime statistics and trends. • Officer to attend relevant meetings and events such as Pubwatch, Shopwatch and the Security Forum. • Deliver crime prevention initiatives such as BikeRegister, forensic property marking and staff training. • Reassure employees that London Bridge is a safe place to be, inside and outside of the workplace.	• All	• Social • Economic • Health

FUNDED BRITISH TRANSPORT POLICE OFFICER

OUTLINE: When fully occupied, London Bridge station will house 82 retail tenants who will be an easy target for crime. In a similar manner to our funded Met officer, we fund an additional BTP constable to serve as a dedicated policing resource for the station retailers. This contract has been in place since 2018 and has been not only effective in reducing retail crime but also highly popular amongst the businesses themselves. The officer works closely with their counterpart from the Met – sharing intelligence, conducting joint patrols and providing a more comprehensive policing service for BID members.

BUDGET 26/27: £86,000

Project	Objectives	Business type (office, retail, F&B, transport, culture, residents, charities, all)	Outcomes (social, sustainable, health, economic, all)
TLB Funded British Transport Police Officer	• Conduct joint operations and facilitate intelligence sharing with the funded Met officer. • Build relationships between the funded officer and TLB member businesses. • Set monthly priorities in terms of which crime types the officer is to focus on. This will be informed by crime statistics. • Focus primarily on theft, shoplifting, fraud and staff safety. • Attend relevant meetings and events such as Pubwatch, Shopwatch and the Security Forum. • Deliver crime prevention initiatives such as BikeRegister, forensic property marking and staff training. • Prevent London Bridge station being used as a transit point for criminals and illegal items, providing a safer station for our members.	• All	• Social • Economic • Health

2.2 WARNING & INFORMING PLATFORM

OUTLINE: The mass notification system - using email, SMS and in-app notifications - is the primary method of communication for delivering information to BID members around safety & security. This could be during major incidents such as the terror attacks of 2017 & 2019, multiagency events such as Op. London Bridge (2022) or less urgent information on topics such as crime prevention advice, upcoming training (ACT Awareness, Project Argus etc) and planned public order events (marches and demonstrations). Our current 'Team London Bridge Alerts' service, provided by Yudu Sentinel, has been in service from 2021.

BUDGET 26/27: £5,000

Project	Objectives	Business type	Outcomes (social, sustainable, health, economic, all)

		(office, retail, F&B, transport, culture, residents, charities, all)	
Warning and Informing Platform	• Inform businesses quickly and efficiently of incidents, such as: planned demonstrations, traffic disruption, building evacuations, civil emergencies, hostile reconnaissance, fraud alerts, business continuity & resilience advice, terror attacks and monthly reports on the activity of the BID-funded police officers. • Provide a comprehensive 'document library' of useful resources on the TLB Alerts mobile app.	• All.	• Social

2.3 TRAINING & ENGAGEMENT

OUTLINE: A key function of Team London Bridge is to reduce the vulnerability of our members to crime and major events which impact the normal running of their organisations. Much of this can be achieved by providing them with training and learning opportunities. For example, the Southwark Security & Resilience Forum remains a vital method of bringing together the most high-profile businesses across London Bridge and Bankside to share best practice, run tabletop exercises and build relationships with each other and the police. Shopwatch provides an opportunity for the police to deliver crime prevention advice and share intelligence with our retailers. Bicycle and property marking sessions are an excellent public engagement tool whilst simultaneously protecting business and their staff from crime. There is also scope for a calendar of training events on topics such as business continuity and stalking in the workplace.

BUDGET 26/27: £6,500

Project	Objectives	Business type (office, retail, F&B, transport, culture, residents, charities, all)	Outcomes (social, sustainable, health, economic, all)
Southwark Security & Resilience Forum	• TLB to continue its function as secretary for the Forum (a joint position with Better Bankside). • Increase the number of Security Forum members if appropriate.	• Members of the Southwark Security & Resilience Forum	• Social • Health • Economic

	• Organise three Forum meetings a year and one social event. • Run table-top exercises to allow businesses to test and improve their security procedures. • Foster relationships between security/facilities managers of neighbouring businesses, allowing them to work more effectively together. • Strengthen the links between the Police and business community. • Lobby MPOAC, local and central government on policing issues affecting member businesses.	(currently 29 TLB businesses) • Partners (inc. Southwark Police, Southwark Council and London Fire Brigade.)	
Monthly Intelligence Meetings	• Increase the regularity and accuracy of intelligence sharing between business, Security Teams, TLB BID, British Transport Police and Metropolitan Police. • Provide a CT update to businesses. • Review and discussion of monthly crime stats and trends. • Connect TLB Funded officers with the security managers on a prearranged regular basis. • Facilitate security managers intelligence sharing • Utilise and connect existing security intelligence networks to benefit the wider community.	• Offices • Retail • Transport	• Social • Economic
Shop Watch	• Every 3 months bring together the retailers most affected by theft in their stores. • BID funded officers will share intelligence with the businesses (and vice versa) and deliver training on crime prevention. Increase the efficacy of police operations and target-harden retailers – ultimately reducing theft and improving staff safety.	• Retail	• Social
Pub Watch	• Every three months bring together licenced venues from across London Bridge and Bankside it discusses ongoing issues. • BID Funded officers to share intelligence and information regarding crime trends and ongoing safety initiatives. • Share football related intelligence to prevent crime and disorder. • Provide a licensing update alongside the MPS Licensing Department.	• Hospitality	• Social

Training	• Foster 'community resilience' and mutual support through joint table-top exercises with multiple businesses. • Enable businesses to create a secure working environment for their staff by providing training on topics such as stalking, travel safety, lone working and gender awareness.	• All	• Social
Crisis Management	• For business partners to test their emergency response plans and teams (Heads of Security, Business Continuity, Crisis Management/Incident Management Teams) against the emergency services response to a major incident. • For business partners to engage directly with emergency services and TLB to understand what could be required from them as a business during a large-scale major incident in London Bridge. • For business partners to understand the likely impact that some types of scenarios could have on their business, allowing them to review and refresh their contingency plans. • To strengthen relationships between the business community, emergency services and Southwark Council and emergency services	• All	• Health • Social
Self Defence Classes	• Provide practical skills to staff for protecting themselves in a range of scenarios, increasing personal confidence and safety awareness. • Promote a sense of community resilience by enabling colleagues to support one another during incidents. Encourage staff wellbeing through active participation in structured, professional-led training. • Strengthen relationships between businesses by bringing teams together in a supportive learning environment.	• All	• Health
Fitness Sessions	• Improve overall staff health, wellbeing, and resilience, contributing to a safer and more alert workforce. • Encourage networking and peer support through shared participation in regular fitness activities. • Promote mental health and stress management as part of a holistic approach to workplace safety. • Foster a culture of proactive wellbeing that aligns with broader safety and community objectives.	• All	• Health

Selecta DNA	• Provide a highly visible crime-prevention measure that deters theft by marking property and increasing traceability. • Enable the BID and funded officers to deliver outdoor, high-visibility engagement events on the street, reinforcing a strong guardianship presence. • Create meaningful opportunities for direct engagement between businesses, the public, and officers, strengthening trust and confidence. • Demonstrate tangible action and prevention-focused activity, complementing crime data and reports with practical, real-world interventions.	• All	• Social
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2.4 MISCELLANEOUS

BUDGET 26/27: £3,000

Awareness and recognition	• Recognise good work within the security partnership in London Bridge. Increase learning and development and inspire excellence amongst BID members. Add value to the Team London Bridge brand.	• All	• Social
Safe Space	• Provide a visible, accessible location where vulnerable people, especially women and girls, can seek support and assistance while in the London Bridge area at night. • Strengthen the perception and reality of London Bridge as a safe, inclusive night-time destination. • Enable direct engagement between BID-funded officers, businesses, and the public to provide guidance, reassurance, and support. • Complement broader crime prevention and public safety measures by offering practical, real-world assistance to those in need.	• All	• Social • Health

BCRP Accreditation	• Support businesses in achieving recognised standards for crime prevention, security, and staff training, enhancing confidence and professionalism. • Encourage active participation in intelligence sharing and collaborative approaches to reducing business crime. Strengthen relationships between the BID, businesses, and local law enforcement through structured partnership frameworks. • Demonstrate tangible commitment to safety and security beyond basic compliance, building public and staff reassurance.	• All	• Social
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Match-Funding will be sought from partners, including:

Together for Mental Wellbeing (Match Funding Contribution)

- Provide a financial contribution (£5,000) to support Together for Mental Wellbeing in maintaining a visible and accessible presence at London Bridge Station, subject to match funding from partner organisations, strengthening mental health support within the area.

Southwark Council – Neighbourhoods Grants Fund (SelectaDNA Kits)

- Seek a £2,500 contribution from Southwark Council’s Neighbourhoods Grants Fund to support the purchase of bike and mobile phone marking kits, with funding confirmation anticipated in March 2026.

Security Partnership and Community Safety	Cost
Met Police Contract	£72,000
BTP Contract	£88,483
Warning and Informing	£5,000
Training and Engagement	£6,500
Misc	£3,000
TOTAL	£174,983

3.0 Art and Events

Team London Bridge's Art and Events Programme support our delivery of Sustainability, Social Impact, Marketing and Promotion, Place Management and Safety and Security services.

The overarching aim of our Culture Strategy is to create a programme focused on making London Bridge a great place to be in and invest in. Working in partnership with our member organisations we will create and promote experiences to encourage our local audiences to try new activities, visit businesses, be inspired, network, absorb culture, walk, taste new tastes, appreciate nature and find moments of calm and relaxation in London Bridge. Collaboration with culture and hospitality partners is key to us building an engaging events programme. All of this will benefit the health and wellbeing of local audiences; employees, visitors and residents, increasing social interaction, building community, and personal development by engaging with rewarding, creative subject matter.

Underpinning the Arts and Events programme is the belief, supported by a recent report 'The impact of Culture and Heritage On Health and Wellbeing (DCMS 12/24)', that asserts that consuming culture is good for your health and wellbeing – and generates £8bn a year worth of improvements in people's quality of life and higher productivity. With this understanding, our activities can benefit the community with:

- **Improved health:** Physical activity can improve health, strength, endurance, flexibility, and speed
- **Reduced loneliness:** Participation in arts and sports can reduce feelings of loneliness
- **Social cohesion:** Participation in arts and sports can strengthen community bonds and encourage active citizenship
- **Sense of belonging:** Art in public spaces can generate a sense of place and belonging
- **Community well-being:** Arts and sports can help build and maintain social capital

This Arts and Events delivery is divided into two work streams:

- **Arts and Culture Programme**
- **Networking and Engagement**

3.1 ARTS AND CULTURE PROGRAMME

There are a number of anchor festivals, events and dates in the programme for 2026/27 with scope to build additional themed activity to engage our audiences.

We will continue to celebrate the area's wealth of medical history through the Medi-Culture programme, linking medical heritage, public health and local businesses and organisations. Partners include the Old Operating Theatre Museum and Herb Garrett, Florence Nightingale Museum, Guy's and St Thomas' NHS Trust, King's Engaged Research Network, and King's College London. New partners for this programme were The London Arts and Health Hub and London City Sinfonia Orchestra. Medical heritage is a key component of the identity of London Bridge.

In LFA we can celebrate local architecture and design, and the Hip Hop Weekender will see hundreds of young people dancing at The Scoop. The programme seeks opportunities to partner with National Day celebrations, for example Make Music Day, while utilising local venues and expertise to deliver exciting, fun and rewarding experiences. We will continue to strengthen our partnerships with landowners, venues and creatives.

BUDGET 26/27: £50,000

Project	Objectives	Business type (office, retail, F&B, transport, culture, residents, charities, all)	Outcomes (social, sustainable, health, economic, all)
Medi-Culture Festival – April 22-28	• Bring together cohesive Medi-Culture offers to engage and enlighten our audiences. Twice a year • Offer a programme that celebrates the history & culture of wellness & health. • Continue to engage and lead-group towards common goals. • Develop project mindful of cross borough and larger scale initiatives around health.	• All	• Social • Sustainable • Economic • Health
Make Music Day 2026	• 21st June a day to celebrate music and the area	• Residential • Hospitality • Culture	• Social • Sustainable • Economic

	• Working with The Big Brass Orchestra and Choir, Kinetika Bloco, Henry the Organ • Part of Community Day on Potters Fields Park 20/21 June		• Health
Hip Hop Weekender	• Hip Hop Weekend – need a new venue for 2026 • Over 5k people participate over two days • 20 x dance workshops and 10 x dance competitions	• Residential • Hospitality • Culture	• Social • Sustainable • Economic • Health
Bermondsey Street Festival	• Big day in the local calendar • Supporting our Bermondsey Street neighbours • Saturday XXth September 2026 (tbc) • Invite local partners to attend • Seen as part of the London Bridge culture offer	• Residential • Hospitality • Retail • Culture • Hospital	• Social • Sustainable • Economic • Health
Henry the Organ	• Organ Lessons - local keyboard players to learn how to play the organ • Make Music Day and beyond recitals in the station. • Partner – Network Rail and Pipe-Up Organ Charity, Southwark Cathedral	• Office • Retail • Hospital	• Social • Health

	• Pipe Up have applied to the Network Rail 'Your Station your Community' fund to run the project		
National Poetry Day 2026	• 1st October 2026 • Further build the connection to Keats and local poetry partners • Theme is "change," highlighting poetry's power to adapt and reflect life • Partner with King's Poetry Society	• Office • Retail • Culture	• Social • Economic
Air Giants	• Partnership with King's Culture and Science Gallery London • Huge robotic artworks that These are artworks which evoke instinctive and emotive responses from audiences • A sustainable project; robots have very low material use and shipping energy costs for their size.	• Hospitality • Office • Retail	• Health • Sustainable • Economic
Community Family Festival	• Hosted at Potters Fields Park • Weekend of music, entertainment + Make Music Day 21 June	• Residents • Hospitality • Culture	• Health • Social

3.2 NETWORKING AND ENGAGEMENT

A calendar of events to develop a sense of pride of place, prioritising business members and offering them a great platform to promote their services. We will use the TLB DealCard, newsletters, and social media marketing to emphasise our 'great place to work' messaging and offer unique experiences to the business and residential community.

The networking programme brings together people from different organisation types, sectors, and backgrounds with the aim of facilitating innovative partnerships, plus having a positive impact on the local community and environment.

BUDGET 26/27: £35,000

Project	Objectives	Business type (office, retail, F&B, transport, culture, residents, charities, all)	Outcomes (social, sustainable, health, economic, all)
Summer Party, Winter Party	• Giving the community an opportunity to relax, meet neighbours, and enjoy this wonderful part of London from a unique setting, such as HMS Belfast. • Provide opportunities to showcase our projects. • Follow-up with attendees, proactive business engagement to help strengthen relationships with key contacts. • Current grantees will also be invited, as well as other TLB project partners from arts, sustainability, security, medi-culture etc. • Winter event is a celebration of achievements over the year and includes TLB Awards. • Summer Party will celebrate 20 years of TLB.	• All	• All
Responsible Business and Green Network events & upskilling	• Continue with the established engagement programme looking at community, wellbeing and sustainability.	• All	• Sustainable • Economic • Social

	• More focused engagement with surrounding partners such as Guy's Hospital and King's College London, Bermondsey Street Area Partnership, Shad Thames Area Management Partnership and other neighbours. • Continue to build strong working relationships with Corporate Responsibility leaders within our membership, skills-based volunteering programmes and campaigns such as the Responsible Business quarterly events series, Gift Back with Team London Bridge. • Continue to programme talks such as business responses to climate change, cycling, green investment and carbon reduction. • Use the LBGN as a network to showcase achievements from the London Bridge Green Grid and other TLB members, drive change and ambitious targets for the area. • Provide networking opportunity to likeminded individuals by holding these events in different locations within LB area, in order to showcase offices and events spaces available, or online when necessary.		
Events	• Continue to offer a minimum of 4/5 events per month, a blend of online/in person events, at different times of the day. • This popular TLB programming will continue to offer opportunities for members to engage in some of our community's best venues and businesses.	• All	• Economic • Social • Sustainability • Health

	- To be programmed around health and wellbeing, arts/culture activities, food, volunteering and exploring the area. - Continue to provide opportunities to engage individual members and local businesses as well as encourage a 24-hour economy by making staff more aware of local destinations. - We will test professional skills workshops and training to find out what is popular with our community		
Walking Tours	- Opportunities to see both the iconic and lesser-known sides of the wider area. - Introduce specific themes, for example arts and culture or greening, and specific audiences such as hotel concierge. - Link them up using different themes with wider festivals such as King's Staff Wellbeing Festival, London Festival of Architecture, Mental Health Week. - Use them to showcase TLB projects.	- Office - Residents - Hospitality	- Social - Sustainability - Health
Festival Partnerships	- Take part in festivals such as: LFA, Make Music, Bermondsey Festival. - These events are set to attract a wide range of audiences from across London and beyond, showcasing our area widely whilst strengthening our brand.	- Office workers - Residents - Hospitality	- Economic - Sustainable

Arts and Events	Cost
Arts	£50,000
Networking and Engagement	£35,000
TOTAL	£85,000

4.0 Promotion and Communications

Our marketing and comms activity will continue to support businesses, champion the area and promote awareness and participation in TLB projects. In this first year of the new BID term, we are increasing our marketing activities with new and adapted channels, using targeted, fresh and engaging content. We will use the insights identified in section 1.1 and continue to build relationships with employees; incentivising local workers to spend more of their work and leisure time in London Bridge. The communication channels offered will also be available to visitors and residents, with content tailored for different audiences.

Highlights of this Marketing Plan for 2026/27 include a new communications strategy, a TLB podcast, Christmas Shopping Event, a revamped DealCard programme and App, and development of new corporate values; all with proactive promotions of healthy choices and wellbeing practices, wherever possible. We will continue to utilise recommendations from the Centre for London research, along with our recent King's Internship project, to help our businesses and community through a health-led approach to placemaking, leveraging TLB's 20-year anniversary to reinforce the sense of trust in our stewardship of the area.

Service Categories

- Consumer Marketing
- Business to Business Communications
- Business Liaison and Levy monitoring
- Economy and Research

4.1 CONSUMER MARKETING

OUTLINE:

Team London Bridge promotes the area and its businesses, creating engaging experiences for residents, workers and visitors. In 2026/27, we will encourage exploration, longer visits and healthier, more active experiences while supporting local businesses and place-making initiatives.

Our content and campaigns will refresh regularly to engage local communities, inspire hybrid workers to spend more time in the area and position London Bridge as a vibrant destination for domestic and international visitors. Wellbeing, sustainability and cultural initiatives will be highlighted to make the area safe, welcoming and health-conscious.

Building on the success of atlondonbridge.com, we will continue to evolve the website with interactive features such as self-guided walks, itineraries and tools to discover local attractions and green spaces, helping visitors explore, connect and support local businesses.

BUDGET 26/27: £75,000

Project	Objectives	Business type (office, retail, F&B, transport, culture, residents, charities, all)	Outcomes (social, sustainable, health, economic, all)
At London Bridge	atlondonbridge.com showcases the London Bridge area, including businesses, attractions and local events. For 2026/27, we will continue to develop new interactive features such as self-guided walking routes, tailored itineraries and tools to discover nearby attractions, businesses and green spaces. These features will be designed to encourage exploration, repeat visits and healthier ways of experiencing the area. In the upcoming year, the brand will undergo further development to: • Continue to forge a distinctive identity for the London Bridge area • Promote the breadth of attractions, events and experiences on offer • Drive footfall and revenue for local businesses • Encourage longer visits and incremental spend through engaging, accessible content • Support key campaigns, the retail strategy and the arts programme • Promote health and wellbeing by encouraging active travel, walking and exploration on foot and by highlighting opportunities to make healthier food and drink choices across the area	• Retail • F&B • Culture	• Economic • Social • Health
Sustainable London Bridge	We will support local employees to feel connected to our collective journey towards net zero. This includes providing access to practical projects and initiatives that enable people to make sustainable changes in their working lives, from travel	• All	• All

	choices to everyday behaviours that benefit both the environment and personal wellbeing. • Connect and amplify the many projects across London Bridge that deliver environmental benefits • Make sustainability initiatives relevant, practical and accessible to local employees • Build the reputation of London Bridge as a forward-thinking area and a place people are proud to work in and be associated with • Communicate our targets and progress clearly, concisely and sincerely, ensuring transparency and avoiding greenwashing • Celebrate business successes, share best practice and enter sustainability awards to recognise leadership and innovation		
Tourism + Area Promotion	As tourism continues to rebound post-pandemic, we will expand and refine the channels used to promote London Bridge across London and the South East. Our focus will be on inspiring visits, supporting healthier travel choices and positioning the area as an easy, rewarding place to explore on foot. • Provide clear, engaging cues to help visitors decide what to see, do and experience locally • Encourage day trips to London Bridge using public transport, highlighting ease of access and sustainable travel options • Build awareness of the area as a walkable, compact destination and a convenient hub from which to explore the wider capital • Promote seasonal highlights and curated round-ups and support key events through targeted local and regional advertising	• Retail • F&B • Transport • Culture	• Economic • Social
DealCard	We will continue to develop and invest in the DealCard loyalty programme, supported by update of the platform in 2026/27, potentially with a new App. This upgrade will aim to significantly improve usability, data capture and reporting, enabling more targeted, relevant and effective campaigns for both users and member businesses. The DealCard programme will continue to: • Promote the breadth and variety of offers available across London Bridge	• All	• Economic

	• Enable direct B2C communications between member businesses and their audiences • Increase traffic, dwell time and engagement across member and destination websites • Incentivise local employees to work from, spend time in and explore London Bridge		
Social Media	We will continue to grow our social audience and use new platforms and formats to support campaigns, local businesses and place-making. Social channels will help build awareness, shape perception and encourage engagement with London Bridge. We will: • Promote local businesses, attractions and experiences • Position London Bridge as a vibrant destination to visit and explore • Strengthen the area's cultural identity and engage the local community • Raise awareness of TLB projects and partner activity • Reach new audiences and amplify partner support Seasonal influencer collaborations will showcase the area's dining, attractions and unique experiences, extending reach and credibility.	• All	• Economic • Social
Local Giveaways	We will partner with local businesses to run competitions and promotions throughout the year, creating engaging opportunities for both visitors and the workforce. These activities will: • Showcase the breadth and variety of offers across London Bridge • Enable direct B2C communication for member businesses • Engage the local community and encourage repeat visits • Drive traffic and interaction on websites • Incentivise local employees to work from and explore London Bridge	• Retail • F&B • Culture	• Economic
Hospitality & Leisure Promotional Materials	We will produce content for atlondonbridge.com, social media and biannual print guides to showcase hospitality and leisure businesses. This will: • Promote local businesses and their unique offerings • Position London Bridge as a vibrant destination to visit	• Retail • F&B • Culture	• Economic

	• Raise awareness of the area as a foodie hotspot • Engage and connect with the local community		
Photography and Film	London Bridge is constantly evolving. We will maintain up-to-date visual assets to bring the area to life across all communications, helping to: • Increase awareness of Team London Bridge's work • Encourage engagement from partner organisations • Strengthen the identity of London Bridge • Document change and highlight development • Promote the area to visitors, workers and the local community	• All	• Economic
E-mail marketing (newsletters)	We will continue to grow our email databases and residential subscribers to diversify our audiences. Through regular newsletters we will: • Raise awareness of Team London Bridge's initiatives • Promote local businesses and attractions • Position London Bridge as a must-visit destination • Engage and connect with the local community • Expand and maintain a valuable subscriber base • Engage the local community • Build database of subscribers	• All	• Economic • Social
Self-guided walks, trails and maps	We will expand our collection of self-guided walks on atlondonbridge.com, collaborating with local attractions and businesses to create fun, unexpected themes that encourage active exploration. These experiences will: • Inspire discovery and 'soft-adventure' in the area • Produce and distribute our London Bridge Map & Guide • Promote safe, enjoyable walking in the city • Highlight history, culture, green spaces and sustainability • Support key themes, including Medi-Culture and local wellbeing • Build confidence for returning visitors and workers • Improve wayfinding and connect different parts of the BID	• All	• All

	• Introduce new businesses, from food and drink to leisure • Engage residents, visitors and the workforce		
Focus on Health and Wellbeing	We will work with local wellness providers and businesses to promote regular wellbeing opportunities, creating campaigns and experiences that make healthy choices accessible and appealing. Initiatives could include: • Social media campaigns on mindfulness, plant-based eating, or active commuting • Pop-up wellness experiences, collaborating with gyms, meditation apps, or fitness providers • Yoga, fitness, or meditation sessions at lunch or after work • Discounts on healthy meals and drinks at local eateries • Seasonal wellbeing events linking walking tours with healthy food or mindfulness activities	• All	• All
Street-Level Experience Enhancements	We will explore creative ways to activate empty or underused street-level windows and spaces, including potential augmented reality installations, temporary art displays, or previews of local businesses. These enhancements will: • Improve the visual appeal and vibrancy of the area • Encourage exploration and footfall along key streets • Showcase local creativity, businesses and cultural initiatives • Provide engaging experiences for residents, workers and visitors	• Retail • F&B • Culture	• Social • Economic
Christmas Shopping Event	We will develop initiatives to highlight the festive season in London Bridge, focusing on retail opportunities around the station and nearby streets. Activities will aim to: • Promote local businesses and their seasonal offers • Encourage footfall and spending during the busy holiday period • Engage the local community, workforce and visitors in festive experience • Showcase London Bridge as a convenient and vibrant destination for shopping and leisure	• All	• Economic
London Bridge Podcast	We will explore the potential of a London Bridge Podcast to showcase the area's culture, events and wellbeing initiatives, including Medi-Culture themes and major	• Culture • Retail	• Social

	celebrations such as Family Weekend or Potters Fields' 21st Birthday. This initiative will: • Share stories about local businesses, attractions and experiences • Promote London Bridge as a cultural and engaging destination • Engage residents, workers and visitors through accessible, digital content • Strengthen awareness of TLB projects and partnerships	• F&B	• Economic
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4.2 BUSINESS TO BUSINESS COMMUNICATIONS

OUTLINE: TLB keeps all business members informed of its projects, progress in delivering its commitments, and the benefits of membership. These communications take a variety of forms, including insight and research, action plans, activity summaries, AGMs, and surveys. TLB will also promote The Hive venue to local organisations.

Team London Bridge has grown into an important, impartial local consultation partner for the local authority, developers, residents and the business community. TLB will continue to provide data such as footfall counts and spend data and invest in new sources of information to monitor and adapt to trends and behaviours. We will continue to monitor the impact of BID services within the community with a focus on how BID services affects health and wellbeing. This will utilise the framework for health-led places as devised in partnership with Centre for London. We will strengthen the Team London Bridge brand across our portfolio of projects, building our community around the values of our sustainable targets, social impact goals and aspirations for a healthy London Bridge.

We will engage media and government agencies to support causes that are important to our community and advance projects that require external influence.

BUDGET 26/27: £30,000

Project	Objectives	Business type (office, retail, F&B, transport, culture,	Outcomes (social, sustainable, health, economic, all)
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		residents, charities, all)	
Team London Bridge website	The new TLB website went live in 2025 and we will keep updating and improving its useability. This up-to-date online facility allows us to the range of TLB services and projects, including events listings and The DealCard, and events, as well as the values of our community. We will continue to develop engaging content through the year. There will be a hosting and maintenance cost of £200 pcm.	• All	• Economic • Social
Advocacy	Our businesses have given us a mandate to advocate on their behalf, providing a voice for the area with regards to specific issues highlighted within the 5-year BID proposal. These include safety, sustainability, social values, and anything that impacts the London Bridge community. • Communicate and lobby influencing agencies and bodies • Raise awareness of the London Bridge vision; reposition the BID and area with a Social Impact, Health and Sustainable focus • Create awareness of Health-Led Framework, co-published with Centre of London • Partner with other BIDs to lobby government when appropriate and respond to electoral manifestos.	• All	• Economic • Sustainable • Social
Corporate Values	We will define a set of corporate values that align with our strategic ambition to: • Support the effective delivery of the new BID Proposal • Inform team, Board and stakeholders about our ways of working • Communicate what TLB represents and behaviours expected • Builds on TLB's existing culture • Hardwire values into service delivery and communications	• All	• All

Communications Strategy	We will develop a new Communications Strategy with the help of a consultant, in order to: • Unite all strands of work and introduce our 'healthy approach' through all comms • Provide clear guidelines for all of the team and contractors, give them agency • Embrace new 'Values' • Address developments in the sustainability sector	• All	• All
Venue Promotion	We will promote the Hive venue to give the team tools to generate bookings. We will provide resources for event planners looking for venues across the area. • Promote The Hive community space • Support local organisations to hire out facilities and meeting spaces • Promote concept of London Bridge as a place to host events and business meetings • Explore potential to host a large conference on responsible business / sustainability to help position the area in line with our Vision.	• All	• Economic • Social

4.3 MEMBERSHIP LIAISON AND LEVY MONITORING

OUTLINE: Building and maintaining good relationships with businesses is a key component of a successful BID as it ensures members are making the most of the services on offer and that they are aware of how their BID levy is spent. A great deal of time is taken by TLB and colleagues at Southwark Council to ensure the levy collection rate is as high as possible. We consistently achieve over 99% collection and the good relationship with Southwark officers and our members means that the majority of businesses avoid extra court costs and the threat of enforcement action.

The new levy rules and business rate re-evaluation in spring 2026 is going to require additional human resources within the TLB team to monitor transition and liaise with businesses to explain these changes.

BUDGET 26/27: £5,000

Project	Objectives	Business type (office, retail, F&B, transport, culture, residents, charities, all)	Outcome (social, sustainable, health, economic, all)
Levy Monitoring	• Maintain and update the TLB database. • Ensure a levy collection rate of above 98% • Notify businesses of outstanding levy amounts to reduce the need for court summonses and enforcement action. • Proactively thanking and re-engaging when businesses pay the levy, as a way to organically maintain good relationships and contacts • Managing transition to new levy rules and new levy based on new business rates.	• All	• Social • Economic • Sustainable
Business Liaison	• Personally meet new businesses when they move to the area. • Maintain relationships with existing businesses and co-ordinate with other members of the executive team to identify projects, services and initiatives that might be relevant to certain businesses. • Promote the BID's 5-year plan, the London Bridge Plan and other key strategic documents to ensure member businesses play an active part in the delivery • Represent the BID at wider stakeholders setting such as landlord-occupier meetings • Have a physical presence twice a year in main building lobbies with mixed occupiers (Shard, 1 LB, Cotton Centre, etc) • Run 2-3 'Around the BID' guided walks to talk members through various projects that we delivered for the area (placeshaping, environmental, grantees, public art legacy) • AGM, Summer and Winter Parties – as specific events for key contacts from our business members, promote TLB projects, with follow-up engagement	• All	• Social • Economic • Sustainable
Client management Platform	• Continuous updates on Knack client database • Engage the team by training and regular update meetings	• All	• Economic

	• Help team take ownership of keeping their allocated contacts up to date, businesses assigned to respective projects they are involved in • Update with new 2026/27 levy rules and values based on 2023 list • Make amendments to software when required		
Employee engagement	• Pop-up presence in lobby areas of large employers or heavy footfall public places • Promote TLB services directed at employees; DealCard, Events, CSR, Dr Bike etc. • Test new range of professional skills events; use as key engagement tool	• All	• Economic • Social

4.4 RESEARCH AND ECONOMY

OUTLINE: We are still experiencing social and economic turbulence compared to the decade leading up to the pandemic. It is vital that we stay informed in our decision making and are aware of how our area responds to change. TLB needs to continue to build an evidence base which will allow us to best plan and deliver success for the business community into the next BID term. We will buy in insights and data from trusted sources that allow us to measure and manage the area. We will be following our new 'Health-led framework' for place management to see if our services can have a positive impact on the lives and wellbeing of individuals.

BUDGET 26/27: £15,000

Project	Objectives	Business type (office, retail, F&B, transport, culture, residents, charities, all)	Outcomes (social, sustainable, health, economic, all)
Footfall counters	We own 4 devices in the London Bridge City estate and pay quarterly reporting and maintenance fees for them. • Monitor pedestrian footfall in key locations – providing data to existing retailers, property agents and potential future occupiers to ensure they locate in the right position	• All • Property agents • Future occupiers	• Economy • Sustainable

	This data could also be used to prioritise public realm improvements (i.e. areas of high footfall) and public events (where and when is best to hold them).		
High Streets Data Service Partnership / consumer insights	Continue our partnership with this GLA backed project, providing access to London wide people, spend, and property analysis. - Access to data platform will give us insights to manage our projects and spend accordingly - Bespoke research opportunities allows us to investigate more complex data queries - Monitor performance of the area, benchmarking against performance of other areas - Understand split of worker / visitor / resident activity	- TLB Exec team - All Businesses	- Economy - Sustainable
Project monitoring and evaluation	We will continue to evaluate our performance and the views of our community by engaging our User Panel and by other means. We can only get a true measure when local employees are regularly back in the area. - Make sure we are delivering as set out in our business plan - Monitor awareness of our work - Keep abreast of changing priorities - Target areas of work that need additional resources - Deliver value for money to levy payers	- TLB Exec team - All Businesses	- Economy - Sustainable - Social
Surveys	Survey Monkey account for online survey management.	All	

Project	Cost
Consumer Marketing	£75,000
Business to Business	£30,000
Membership Liaison / Levy Monitoring	£5,000
Economy and Research	£15,000
Contingency	£10,000
Total	£135,000

5.0 Place Management and Net Zero

We will ensure London Bridge is an area that people enjoy coming to, whether they work, live or visit here. It will be clean, green and full of interest. We will focus on making London Bridge fit for the future by taking leadership on sustainability, adaptation and transition. London Bridge will be a place where businesses choose to be located, and which promotes wellbeing, enjoyment and innovation through its streets, spaces and buildings.

We will create healthy streets with reduced impact from traffic, decarbonise the district to support a transition to a net zero borough by 2030, enrich the environment with biodiversity and excellent design, work with our businesses to reduce their own impact, and be a world leading sustainable business district.

There are four pillars to this work:

Shaping London Bridge - We will work in partnership with highways authorities, landowners and developers to ensure that together we build the London Bridge of the future that we want to see, and realise the vision set out in the London Bridge Plan

Net Zero London Bridge - We will lead the charge towards a Net Zero business district, supported by the Net Zero Steering Group, through leadership, collective action and skills, making the case that London Bridge is one of the world's most sustainable business districts.

Healthy Streets - We will prioritise green, people-friendly streets that make walking and cycling the easiest choice for getting around. Firstly, we will make sure our streets are clean and maintained. We will continue our pioneering work to reduce the negative impacts of motor traffic, including the transition of business freight to e-cargo bike.

Gateways, routes and a green grid - We will enliven spaces in London Bridge that encourage people into the area, highlighting the routes that reveal our unique heritage, and creating a grid of green spaces for people to enjoy. There will be a particular focus on the Low Line where creativity, greening, heritage, new walking routes and business spaces all come together.

5.1 SHAPING LONDON BRIDGE

OUTLINE: The London Bridge Plan, launched by TLB in 2015 and endorsed by Southwark Council, has been an important document in setting out the placeshaping agenda ever since. Many of the objectives of the document have been embedded in the London Bridge Area Vision in the New Southwark Plan. Additional elements are fleshed out and updated in area strategies (Green Infrastructure, Cycling, Low Line, Culture, Net Zero, Health). We will continue to work with developers, landowners and highway authorities to deliver the aims of the London Bridge Plan, including increased focus on SC1 London – a life sciences cluster. Our principles for collaboration to achieve good growth are set out in a [Statement of Policy](#), and will be delivered through working groups, informal networking, formal responses to consultations, and development of new strategy as required. All documents are made available

on our website <https://www.teamlondonbridge.co.uk/documents>. We will continue to work with developers through the construction process, ensuring mitigation and benefits for the business community.

BUDGET 26/27: £5,000

Project	Objectives	Business type (office, retail, F&B, transport, culture, residents, charities, all)	Outcomes (social, sustainable, health, economic, all)
Stakeholder influence	Support Southwark Council to maintain interest and joint action with developers/landowners through the London Bridge Stakeholder Board. The Board should encourage senior relationships and build confidence for ongoing investment in the area. We will highlight key ongoing strategic projects, including the Low Line, Net Zero and SC1.	All	All
Shaping new development	Provide feedback through formal consultation and informal meetings to support new developments to deliver objectives set out in the London Bridge Plan.	All	All
Construction Management	Work with the council, TfL and developers to support mechanisms for the construction process to minimise impact on the community and realise community benefits. There is expected to be specific focus on Snowsfields Quarter, New City Court, Newcomen Street, Guy's campus and railway arches.	All	All

5.2 NET ZERO LONDON BRIDGE

OUTLINE: In 2022, Team London Bridge launched a Routemap to make London Bridge part of a carbon neutral Southwark by 2030. In February 2024, the London Bridge Decarbonisation Charter was launched with 35 businesses, which we aim to double by March 2027. Working with the Net Zero Steering Group and our working groups, we will implement the actions identified within the Routemap. TLB will play a convening and leadership role, using budget to get projects off the ground, using our influence and reach to set up projects that span the business district, supporting businesses in their own sustainability journeys and generating matched funding for new projects. As set out in the Routemap, delivery will be divided into project enablers, communal projects, business led initiatives and a local sustainability fund.

BUDGET 26/27: £55,000

Project	Objectives	Business type (office, retail, F&B, transport, culture, residents, charities, all)	Outcomes (social, sustainable, health, economic, all)
Enabling mechanisms including governance, monitoring and training.	- Support the Net Zero Steering Group, comprising business members, to play an active and influential role in shaping work around sustainability, including in specialised areas through sub-groups. - Recruit businesses to sign the London Bridge Decarbonisation Charter, with a target of 70 signatories by end of year, including more focus on retail and hospitality. - Support capacity building and networking through the Green Network, including green gather, carbon literacy and other events to be defined. - Develop a network of Sustainability Champions across business types and forming distinct working groups - Support businesses to use xtonnes software and ensure training, outreach and best practice accounting shared. - Work with waste partners to monitor waste for 2025 against 2024 baseline, with a focus on reducing waste.	All	Sustainable

	• Develop a communications strategy to take visibility of our work to a new level and expanded audience, including a thought leadership project with Centre for London		
Communal Projects	• Play a supportive role so that a funding proposal can be put to the Green Heat Network Fund for the creation of a district heat network which covers as much of the district as possible. • Work with new waste partners Recorra and First Mile to ensure success of new waste consolidation hubs and uptake of service. Monitor how much waste has been collected by cargo bike. • Further develop a circular economy approach and action plan for the London Bridge area, identifying relevant waste streams, sharing and re-use platforms, behaviour change initiatives and a potential re-use shopfront.	• All	• All
Business-led interventions	• Work with Towards Zero Waste partners to increase the uptake of cargo bikes for waste and other behaviour change initiatives to reduce waste across the area. • Support the business community to develop ESG or sustainability policies through the Charter and Green Network sessions. Celebrate success in Charter webinars and a winter event • Set up opportunities for business sectors to share information and experience, for example hotels and food and beverage sectors. • Create a TLB brochure for landlords and businesses to promote 'sustainable operations' including waste, freight and energy efficiency options.	• All	• Sustainable • Economic

Local Sustainability Fund	Explore ways to link up with the Southwark Green Investment round 3, SE1 Solar and Living Sea Walls – initiatives that offer a form of local offset.	Office	- Sustainable - Social
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5.3 HEALTHY STREETS

OUTLINE: Team London Bridge is working with partners to create a world-class walking and cycling friendly street space that is exemplar for London. Healthy Streets in a busy business district like London Bridge means keeping the area clean and well maintained and working hard to reduce traffic and the associated impacts of air pollution, noise, congestion and road danger. It means creating conditions that make walking, cycling, sitting on a public bench or restaurant terrace and just breathing in the riverside air a great pleasure. And it means thinking about inclusivity and access, so that more vulnerable people can fully benefit. We will implement actions from the healthy placemaking strategy.

We will regularly audit the area to ensure it is clean and well maintained. We will work through an SLA with the Southwark cleaning team to keep the area clean, as well as working with other landowner partners. We will work with our highways partners to improve public realm and reduce the impact of traffic, while ensuring business operations can take place.

We will work with Southwark Council to implement measures that were consulted upon in their 2025 Streets for People plan for London Bridge – for walking, cycling and traffic. In particular, this could support improved cycling permeability and crossing points for pedestrians.

We will continue our world-renowned Bikes for Business project, supporting zero emission e-cargo bike deliveries, as well as exploring river freight and other consolidation options. We will explore options to drive down emissions through a “zero emissions zone for freight”, working with other BIDs, TfL, Southwark and Lambeth councils.

BUDGET 26/27: £159,000

Project	Objectives	Business type (office, retail, F&B, transport, culture, residents, charities, all)	Outcomes (social, sustainable, health, economic, all)
Partnership and influence	- Work with Southwark Council’s Active Travel Panel to ensure London Bridge schemes are prioritised - Influence the future working of TfL’s London Bridge corridor (St Thomas Street, Borough High Street and King William Street).	All	All

	• Support the configurations of St Thomas Street and Snowsfields to encourage cycling and walking • Maintain a high profile for our Bikes for Business work through the Cargo Bike Cruise, and influence at the London Cargo Bike Steering Group. • Undertake monthly environment audits to flag cleaning and maintenance concerns and deliver improvements through partnerships.		
Cycling promotion	• Encourage new cyclists through communications, information, led rides and access to training and bike maintenance classes. Increase numbers receiving cycling news by 10%. • Service 150 bikes to encourage safe cycling, working with local bike outlets. • Increase uptake of the London Bridge Cycle Hub. • Remove abandoned bikes, developing a charitable link for their refurbishment and re-use.	• All	• All
Green logistics	• Maintain an updated Bikes for Business service directory and support businesses to choose those services. • Support the establishment of consolidation hubs for cargo bike waste services with preferred waste suppliers. • Work with Southwark Council on a consolidation hub in a garage for building services. • Work with Clean Cities Campaign, BIDs and boroughs to explore options for a “Zero Emissions Zone for freight”, engaging with the business community as appropriate.	• All	• All
Additional Street Cleaning	• Ensure Southwark Council maintains its baseline service.	• All	• All

	• Ensure London Bridge’s public realm is clean, attractive and befitting of a world-class destination. • Provide approximately 33% additional street cleaning above what is currently supplied by Southwark Council, which comprises: • Monday-Sunday 6pm-9pm street sweeping & litter picking (baseline service stops at 6pm) • An additional street cleaning operative between May-September (inclusive) covering the Tooley Street area, to help manage increased waste volumes over the summer months. • 8 hours of jet washing per week. • Removal of graffiti and fly-tipped rubbish within 24 hours. • Additional litter picking at Greenwood Theatre		
Ad Hoc Cleaning	• Provide additional specialised cleaning service, over and above the main Southwark contract, in key locations to support a world class public realm throughout the ballot period, as well as dealing with one-off issues throughout the year.	• All	• All

5.4 GATEWAYS, ROUTES AND A GREEN GRID

OUTLINE: Through design, greening and creativity, Team London Bridge will enhance the visual impact, amenity and biodiversity value of London Bridge. We have a rich history of making public realm interventions that elevate the experience of London Bridge, particularly at ‘gateway’ sites where they have most impact. We will promote clean routes such as the Low Line, Inns and Yards and the Thames Walk that build on the unique heritage and character of the area. The Low Line will be a particular area of focus, working in partnership along the railway viaduct from Bermondsey to Bankside – and now through its strategic extension into Lambeth and Wandsworth (to Battersea).

We will support a Green Grid of flourishing spaces across the BID aiming for London in Bloom and potentially helping set up a new Green Flag ‘area’ status. We will utilise these spaces to bring activity, volunteering and events, as well as driving social benefit, environmental sustainability and biodiversity through our contracts. We will ensure that sustainable operations, climate resilience and water management are considered through all our work.

BUDGET 26/27: £163,000

Project	Objectives	Business type (office, retail, F&B, transport, culture, residents, charities, all)	Outcomes (social, sustainable, health, economic, all)
Low Line	• Use work done through the GLA's High Street Data Service to reinvigorate discussion and joined up approach to the Low Line. • Support phase two of Holyrood Street, including work to ensure investment towards a pedestrian and business friendly street and refurbished arch properties, and to support the re-opening of the kiosk. • Construct 15 poster boards to be mounted on Findlaters Corner. Convene a curation panel to develop a rolling programme of posters serving as a gateway into London Bridge. • Support residents and the council in identifying solutions and funding to make improvements to the Whites Grounds skate park.	• All	• All
Increasing the Green Grid	• Complete two gardens on Newcomen Street with the NHS • Seek authorisation to remove the wall by the Lewes House garages to extend Druid Street Gardens • Introduce water harvesting trial sites to collect and re-use water • Explore Living Sea Walls project on the Thames	• All	• Sustainable • Social • Health
Green Grid maintenance, management and promotion	• Work with Orinana's Gardens, Scotscape, Cityscapes and Green Lease to maintain 1 acre of green space across London Bridge • Increase the amenity and biodiversity value of London Bridge's public green spaces, introducing and highlighting sustainable operations (cargo bikes, composting, water harvesting, re-used materials etc).	• All	• Sustainable • Social • Health

	• Organise regular volunteer gardening days for local businesses to participate in and engage citizen science sessions like biodiversity counts. • Ensure upkeep of our planters that have been adopted by businesses, ensuring our contacts have the tools, guidance and resource to maintain them properly • Update and maintain signage as required to enhance education and awareness of the Green Grid • Promote our gardens – and spaces we have developed in partnership – through London in Bloom and other relevant initiatives.		
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Project	Cost 26/27
Shaping London Bridge	£5,000
Net Zero	£55,000
Healthy Streets	£159,000
Gateways, routes and a green grid	£163,000
TOTAL	£382,000

6.0 Social Impact

Team London Bridge has been running the Responsible Business/Social Impact programme since the start of the BID in 2006. In that time the programme has seen several flagship projects become very well established in our community. These initiatives, now an essential element of modern business under the Social Impact umbrella term, are achieved through partnerships between people and businesses with the aim to develop a sustainable and connected London Bridge.

The Responsible Business Plan for London Bridge, launched in March 2020, highlights the social impact of our work to date and the importance to amplify and celebrate the positive and quite often pioneering work that both TLB and our business members are delivering. Collectively, as a business district, we can do more. The Plan channels our work in three main areas:

- The Best Place to Work
- A Sustainable Business Community
- A Responsible Neighbour

As a Responsible Neighbour, Team London Bridge is committed to building links with the local Voluntary and Community Sector (VCS) inside and around what has become a vibrant business district. We appreciate that not everyone has the time or energy to devote to first finding and then funding a good cause that they identify with. This is why we set up the Building Bridges and Building Communities Funds. In this way every business that contributes to Team London Bridge through the BID levy can be part of a collective Corporate Responsibility (CR) policy for the area.

6.1 BUILDING BRIDGES / COMMUNITIES FUNDS

The 2025/26 Building Communities Fund proudly supported a range of projects focused beyond youth engagement to involve a wider range of members of the community from a total of 13 charitable organisations.

Having proved to be a successful model, this fund will henceforth support local projects in 2026/27 with similar amounts. The small fund will focus on three key areas creativity, arts & physical wellbeing, nature & sustainability, learning & upskilling; all these are underpinned by the desire to impact the health and wellbeing of residents positively. The preferred project area will be as close to the BID as possible, whilst allowing for applications from elsewhere in the borough where the levels of deprivation are high.

The large fund was most recently awarded three years ago to two local charities, BOST and Disability Sports Coach, and these partnerships ended at the start of 2026. We will mark the success of these two partnerships and re-open the fund in 2026/27.

BUDGET 26/27: £75,000 (Building Bridges Fund and Building Communities Fund grants)

Project	Objectives	Business type (office, retail, F&B, transport, culture, residents, charities, all)	Outcomes (social, sustainable, health, economic, all)

Building Bridges Fund and Building Communities Fund	• Grantees will truly become a part of Team London Bridge, with access to networking events, forums, upskilling workshops for staff, wellbeing programmes, etc • Refresh the Building Bridges Task Group, made up of representatives from member businesses; a new Chair to be appointed • Key to this is to continue to be a part of the Southwark Funders network and One Southwark (previously known as Southwark Giving) Coalition in order to ensure there is no overlap and we are aligned with common goals for the borough; raise awareness of opportunities for our business community to get involved • Increase the publicity of the good work achieved in these projects and the organisations themselves • Where relevant, introduce these organisations to businesses that are looking for opportunities in the local community • Review and strengthen grant management systems to ensure funding is administered efficiently, transparently, and in a way that supports both TLB and funded organisations. This will include reviewing application processes, monitoring, reporting, and internal capacity.	• Residents • Office workers	• Social • Economic • Sustainable
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6.2 LONDON BRIDGE COMMUNITY CHRISTMAS

Each year, the BID collects Christmas gifts from local businesses to donate to local charities. In December 2025, over 3,000 gifts were collected from over 40 businesses, wrapped by more than 300 volunteers, and distributed to eight local charities. Remaining gifts were handed to the Metropolitan Police for wider borough distribution. The collection and delivery were carried out responsibly, using cargo bikes, and all wrapping materials were sustainable. Notably, wrapping paper tubes were donated to local schools for arts and crafts. Additionally, the BID received a large consignment of gifts from a local organisation, highlighting potential opportunities to explore similar donations in future years.

The Lantern Parade in 2025 was a success, receiving positive community feedback. Building on this, the BID is exploring opportunities to enhance the Lantern Parade in 2026, increasing engagement and visibility and strengthening its reputation as a flagship festive event in the London Bridge annual activities programme.

BUDGET 26/27: £5,000

Project	Objectives	Business type (office, retail, F&B, transport, culture, residents, charities, all)	Outcomes (social, sustainable, health, economic, all)
Gift Back with Team London Bridge	• Increase participation from businesses and donations. Provide SMEs and larger businesses with meaningful volunteering opportunities. Introduce engaging activities such as the “How quickly can you wrap a book?” challenge. Strengthen partnerships with local charities to ensure gifts meet community needs. • Ensure all materials are sustainably sourced, and any waste disposed of sustainably i.e.: wrapping paper tubes are donated to local schools. Explore opportunities to access larger consignments of gifts from local organisations. Continue to collect data to measure and evaluate social impact, including volunteer numbers, gifts donated, and satisfaction.	• Office • Residents • Retail • Charities • Schools	• Social • Sustainable • Economic
Lantern parade	• Deliver a vibrant, accessible community parade, building on 2025 success. Manage logistical challenges such as construction or route changes. Continue to explore more ways to enhance participation and visibility for 2026. Explore further opportunities local businesses, schools, and residents in creative production and participation.	• Residents • Offices • Local schools and community groups • Retail	• Social • Sustainable • Economic

London Bridge Christmas Carols & lantern making workshops	Continue the annual tradition, engaging schools, landlords, and local partners. Activate public spaces such as Potters Fields Park, Hay's Galleria, and London Bridge Station. Encourage collaboration between businesses, residents, and local institutions.	All	- Social - Sustainable - Economic
Responsible Business Creative Connections: Seasonal Artist in Residence	- Provide additional touchpoints for businesses, residents, and charities to engage with the local creative sector. Support underfunded creative practitioners and NFP organisations by providing access, visibility, and collaboration opportunities. - Explore with the Arts & Events Manager (Amanda) to deliver a seasonal artist in residence programme, engaging local artists and not-for-profit organisations.	All	- Social - Sustainable - Economic

6.3 VOLUNTEERING OPPORTUNITIES IN AND AROUND LONDON BRIDGE

In recent years, there has been a growing appetite from professionals in London Bridge to give their time and skills to the local community. TLB plays a key role in providing them with the knowledge, guidance, and opportunities to achieve this impact.

In addition to promoting volunteering opportunities via TLB platforms (website, social media, newsletters), we aim to enable professionals to volunteer in a more structured and organised format by partnering with organisations such as Putting Down Roots when appropriate.

A key focus for 2026/27 is to amplify the visibility and reach of the Local Charities directory through close collaboration with the TLB marketing team, ensuring it becomes a permanent, widely used resource for businesses and professionals in the district.

Equally, local charities are seeking meaningful ways to connect with businesses to organically establish and develop relationships, partnerships, and collaboration opportunities. TLB can leverage its convening power to bring charities and businesses together in a structured, strategic way, creating long-term, mutually beneficial connections.

BUDGET 26/27: £10,000

Project	Objectives	Business type (office, retail, F&B, transport, culture, residents, charities, all)	Outcomes (social, sustainable, health, economic, all)
Local Charities A-Z	• Maintain and regularly update the directory of local volunteering and involvement opportunities. • Promote the directory as a permanent resource for TLB members, increasing engagement with local charities. • Work closely with the TLB Marketing Team to amplify visibility via website, newsletters, and social media. • Encourage professionals to volunteer in meaningful ways, connecting business capacity to community need. • Support charities in establishing and developing organic partnerships and relationships with businesses.	• All • Charities	• Social • Economic
Community Southwark partnership	• Represent the business district in the Community Southwark forum to enhance corporate involvement in local solutions. • Host networking events connecting the business and CVS community to share knowledge, raise awareness of challenges, and identify opportunities for collaboration. • Leverage TLB's role as a convener to facilitate organic connections and partnerships between charities and businesses.	• All • Charities and community groups	• Social • Economic

6.4 RESPONSIBLE BUSINESS FORUM

A network for London Bridge professionals who activate in the CSR / CRS field, whether that is their day job or on a volunteering basis. To benefit them by convening regularly as a forum, showcase studies from fellow members, access to a range of specialised tools and workshops, access to established platforms.

BUDGET 26/27: £4,000

Project	Objectives	Business type (office, retail, F&B, transport, culture, residents, charities, all)	Outcomes (social, sustainable, health, economic, all)
Tailored upskilling workshops	- The aim is to equip CSR/ CRS Responsible Business professionals with relevant tools that they can apply on their end to enhance their organisation's responsible business journey - Bring in expertise to run workshops and events on various themes such as Diversity and inclusion, Social Mobility, Employer Supported Volunteering allowance, Mental Health First Aid etc; be responsive to current climates and interests - A great networking opportunity for CSR / CRS professionals - TLB will also play the role of creating those local connections with neighbouring charitable organisations	All	Social
Exposure to established CSR /CRS platforms	- Partner with organisations such as the ICRS, B Corp, Living Wage etc throughout the year to create opportunities for professionals to learn about them, their importance, and join them if we think it's suitable - Strategically enhance the credentials of the business community in the area.	Office	- Social - Sustainable
Wellbeing in the Workplace	- A range of workshops to equip professionals to further act as wellbeing champions in their workplaces - Offer additional resources such as "16 days of action" campaign - Explore avenues to access additional funding to truly deliver this on a strategic level	All	- Social - Health

6.5 A RESPONSIBLE BUSINESS DISTRICT

BUDGET 2026/27: £1,000

Recognising that the BID serves a very wide range of business members, this strand will offer opportunities to engage with all our members by upskilling and raising awareness of Responsible Business and Social Impact practices. The main audience will be professionals who are not the designated responsible for the organisational CSR/ CRS/ESG practices, but rather the customer facing staff and the staff with other internal responsibilities.

Project	Objectives	Business type (office, retail, F&B, transport, culture, residents, charities, all)	Outcomes (social, sustainable, health, economic, all)
Training, upskilling and Awareness raising on Responsible Business practices	- Aimed at customer facing roles and internal support roles to help colleagues embed Responsible Business practices. - Areas covered will be: - neurodiversity, sign language, trans and gender awareness, mental health first aid, conflict management/how to have difficult conversations, inclusivity, disability in the workplace, and so on. Aiming for an agile programme to allow us to be responsive should a particular need arise given the socio-economic context for London Bridge. - Work closely with the other TLB colleagues to identify areas of opportunity. - Identify local delivery partners as much as possible or procure socially – think of local charities that already have the expertise in the respective field.	All	- Social - Economic
Campaigns	- Partner with established campaigns such as Refill London, Living Wage Foundation, Community Calling (Hubbub) to engage the business community and drive sustainable behaviour on a larger scale, pilot collaborations - Continue to explore other such platforms that are aligned with our aims.	All	- Social - Sustainable

6.6 EMPLOY SE1

TLB, together with neighbouring BIDs Better Bankside and We Are Waterloo, is committed to ensuring that Employ SE1 delivers tangible value for our business members by responding directly to identified workforce challenges.

From 2024-25 we were unable to fully explore or implement several recommendations emerging from the PRD-led consultation. That consultation identified that, while recruitment remains a priority for businesses, employee retention, wellbeing, and upskilling are equally critical areas of concern. Progress was limited due to partner BIDs undergoing renewal (Better Bankside) and leadership change (We Are Waterloo).

Looking ahead to 2026/2027, Employ SE1 will focus on revisiting, validating, and deepening understanding of these findings through targeted engagement with businesses and partners. Delivery will prioritise coordination, collaboration, and maximising existing provision, rather than the creation of new, resource-intensive programmes. This phase will provide a robust evidence base to inform future investment and programme development.

BUDGET 26/27: £10,000 (Indicative) *(subject to partner contributions and shared delivery)*

Project	Objectives	Business type (office, retail, F&B, transport, culture, residents, charities, all)	Outcomes (social, sustainable, health, economic, all)
Employ SE1	- Align and connect existing employment, wellbeing, retention, and skills initiatives currently delivered across the three BIDs to avoid duplication and maximise impact. - Revisit and explore the recommendations from the PRD report and consultation to inform the re-launch and refinement of Employ SE1 for BID members. - Validate which findings represents the most significant challenge for SMEs, alongside wellbeing and upskilling needs. - Work with strategic partners to strengthen engagement with statutory agencies and influence local authority employment delivery. - Support the development of work-readiness initiatives and facilitate business-community volunteering opportunities that connect employers with local jobseekers. - Explore the feasibility of a TLB-led Skills & Employ Fest or Skills Bank Trade, focused on London Bridge businesses, with	- Residents - Office - All (with focus on SMEs)	- Social - Economic

	scope for collaboration with neighbouring BIDs where appropriate.		
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6.7 LONDON BRIDGE HIVE

The second incarnation of the London Bridge Hive events venue opened in 2022 and has the capacity to hold events for up to 60 people. It is a collaborative hub that can help educate, integrate, create and facilitate; providing services that will enrich the lives of residents, businesses and visitors in the London Bridge area. It provides a valuable asset to local organisations who have not got access to this kind of facility and don't have the resources to pay average local market rates to hire them. We promote, manage, host and build relationships with our venue clients.

BUDGET 26/27: £4,000

Project	Objectives	Business type (office, retail, F&B, transport, culture, residents, charities, all)	Outcomes (social, sustainable, health, economic, all)
London Bridge Hive	- Continue to re-evaluate the operation of the venue whilst maintaining it as an asset for the business community and neighbours. - To strengthen local identity by offering a central hub for partnerships to develop, delivering streamlined community activities including workshops, training, exhibition, showcases, consultation, meetings and events. - Serve as a flexible space for pop-ups and cultural programming, creating a platform for cross-sector capacity building by encouraging business support and volunteering programmes. - Provide flexible workshop and production space at an affordable price.	- Office - Charities	- Social - Economic

	• Offer a tangible asset to TLB, where members can visit and feel part of the BID's community • Showcase as a venue with leading carbon footprint credentials • Continue to function as a social hub for the community, providing valuable wellbeing opportunities.		
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Social Impact Projects	Costs
Grants Giving – Building Communities Fund and Building Bridges Fund	£75,000
London Bridge Community Christmas	£5,000
Volunteering opportunities in and around London Bridge	£10,000
Responsible Business Forum	£4,000
Responsible Business District	£1,000
SUB TOTAL	£95,000
Employment Support - Employ SE1	£10,000
London Bridge Hive	£4,000
TOTAL	£109,000

7.0 BUDGET 2026/27

SERVICE TOTALS	COSTS
Security Partnership and Community Safety	£174,983
Arts and Events	£85,000
Promotion and Communication	£135,000
Place Management and Net Zero	£382,000
Social Impact	£109,000
London Bridge Hive	£4,000
Contingency	£30,000
SERVICE TOTAL	£919,983

FIVE-YEAR CASH PROJECTION	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	Five year total
CASH POSITION	95,000	229,917	353,173	489,124	608,262	
INCOME						
Levy	2,060,000	2,101,200	2,143,224	2,186,088	2,251,671	10,742,184
Levy Refund	- 45,000.00					
Interest						
Hive income	40,000	40,000	40,000	40,000	40,000	200,000
TOTAL INCOME	2,055,000	2,141,200	2,183,224	2,226,088	2,291,671	10,897,184
INCOME + CASH	2,150,000	2,371,117	2,536,397	2,715,213	2,899,933	12,672,659
OVERHEADS						
Staff Costs	752,000	774,560	797,797	821,731	846,383	3,992,470
Core Staff Costs	48,880	50,346	51,857	53,412	55,015	259,511
Overheads / Core Costs	180,000	215,400	191,862	197,618	203,546	988,426
Ballot / 2026-2031 Business Planning					30,000	30,000
SUBTOTAL OVERHEADS CORE STAFF COST	228,880	265,746	243,719	251,030	288,561	1,247,937
Levy collection fee	72,100	73,542	75,013	76,513	78,808	375,976
TOTAL OVERHEADS	300,980	339,288	318,732	327,543	367,370	1,653,913
SERVICES						
SAFETY & SECURITY						
Met Police contracts	72,000	74,160	76,385	78,676	81,037	382,258
BTP officer	88,483	91,137	93,872	96,688	99,588	469,768
Warning Informing, CCTV	5,000	5,150	5,305	5,464	5,628	26,546
Training, Safe Space, Engagement	6,500	6,695	6,896	7,103	7,316	34,509
Misc	3,000	3,090	3,183	3,278	3,377	15,927
Staff Cost	109,040	112,311	115,681	119,151	122,725	578,908
SUBTOTAL	284,023	292,544	301,320	310,360	319,670	1,507,917
NETWORKING OUTREACH	35,000	36,050	37,132	38,245	39,393	185,820
ARTS AND CULTURE	50,000	65,000	66,950	68,959	71,027	321,936
Staff Costs	63,920	65,838	67,813	69,847	71,943	339,360
SUBTOTAL	148,920	166,888	171,894	177,051	182,363	847,115
Clean & Green						
Greening	115,000	118,450	122,004	125,664	129,434	610,551
Cleaning contracts	160,000	164,800	169,744	174,836	180,081	849,462
Staff Costs	75,200	77,456	79,780	82,173	84,638	399,247
SUBTOTAL	350,200	360,706	371,527	382,673	394,153	1,859,259
Place Shaping						
Net Zero, Sustainability & Place management	107,000	110,210	113,516	116,922	120,429	568,078
Staff Costs	127,840	131,675	135,625	139,694	143,885	678,720
SUBTOTAL	234,840	241,885	249,142	256,616	264,314	1,246,797
ID /PROMOTION/MARKETING/ COMMs / ADVOCACY						
Place Marketing and Comms	135,000	139,050	143,222	147,518	151,944	716,733
Staff Costs	191,760	197,513	203,438	209,541	215,828	1,018,080
SUBTOTAL	326,760	336,563	346,660	357,059	367,771	1,734,813
SOCIAL IMPACT						
Grants Volunteering / CSR projects	95,000	97,850	100,786	103,809	106,923	504,368
Employment Strategy	10,000	10,300	10,609	10,927	11,255	53,091
Staff Costs	97,760	100,693	103,714	106,825	110,030	519,021
SUBTOTAL	202,760	208,843	215,108	221,561	228,208	1,076,480
LONDON BRIDGE HIVE	4,000	2,500	3,000	3,000	3,000	15,500
Staff Costs	37,600	38,728	39,890	41,087	42,319	199,624
SUBTOTAL	41,600	41,228	42,890	44,087	45,319	215,124
TOTAL SERVICES SPEND	1,589,103	1,648,656	1,698,541	1,749,407	1,801,799	8,487,506
% of Total Income	90	85	78	79	79	78
TOTAL SERVICE+OVERHEADS	1,890,083	1,987,944	2,017,272	2,076,950	2,169,169	10,141,419
Contingency	30,000	30,000	30,000	30,000	30,000	150,000
CASH AVAILABLE	229,917	353,173	489,124	608,262	700,764	