

## **London Riverside BID 2 Proposal 2012-2017**

**BID for you Future – It's your BID, be part of it**

### **Info box:**

**The first term of the London Riverside BID will end in 2012. If you want your BID to continue supplying the projects and services which have provided security, increased maintenance and cleanliness and represented the area since 2007 you must vote to support BID 2.**

### **Vote yes in February 2012 to ensure:**

- **The continuation of Mobile Security Patrols / Implementing crime preventing measures**
- **Continued maintenance of boundaries and removal of rubbish/ fly tipping**
- **Additional security cameras for the area**
- **The continued monitoring of existing CCTV in the area - 24/7**
- **Continued cost savings through the BID recycling scheme**
- **Security Radio Link expansion**
- **Continued lobbying to extend / add a new bus service**

## **Welcome to the London Riverside BID 2 Proposal**

In 2007 London Riverside businesses voted to become one of the first industrial BIDs in the country. The BID has enabled us to achieve a tremendous amount for the area in the four years since then.

It is crucial that we now both maintain and build on the improvements made to date to ensure a prosperous future for all businesses in the BID. To enable us to continue our work in the area we are seeking to renew the BID and commence BID 2 in 2012. We want to see the area continue to grow and thrive enjoying a secure and well maintained environment.

In February 2012 you will be asked to vote for the continuation of London Riverside's Business Improvement District. We need businesses in the area to back BID 2 as if not BID services will cease. This will mean that all that has been achieved to date will be lost, along with the potential for further improvements for businesses.

We have been delighted with the positive response we have received from the businesses we have spoken to about BID 2 to-date. You have confirmed that you do not want to lose the mobile security patrols, 24/7 monitoring of the ANPR's and CCTV, the radio link or the area maintenance, assistance and representation provided by the BID. You have also told us what new services you want in addition to existing initiatives, such as additional security cameras, a strengthened security network and an employment brokerage service, and we have incorporated these in our plans for BID 2.

In this proposal we have set-out the highlights of our achievements to date in the first section and our plans for BID2 in the second section. Finally there are a number of legal requirements for a document of this nature and this essential information can be found in the last section of proposal.

We would be very happy to discuss any aspect of these proposals with you, so please do not hesitate to contact us.

We hope we can count on your support.

Maggie Dixon, BID Manager  
Debbie Moore, BID Coordinator

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**INFO BOX** The London Riverside BID was set-up by local businesses in 2007 as a not-for-profit company working to improve the area. The BID is directed by a board made up of local businesses and provides services and improvements set-out by the business community. The BID has invested over £1 million in the area – with a third of this coming from external funding bodies.

## **1. Life before the BID**

Before the BID came into operation, businesses were very concerned about the lack of security in the area as well as fires, fly-tipping, the general environment and the ability to attract quality staff. There were also no decent public transport links to the area. These concerns were highlighted in the BIDs consultation in 2006, with over 70% of businesses wanting to see action taken to rectify these problems.

*“It is really easy for people to forget how bad the area was before the mobile security patrols, CCTV cameras, security palisade fencing and regular litter sweeps. The area is safer and cleaner and I will definitely be voting yes in February 2012” – Pat Holloran, Director, Acrezone Ltd*

## **2. Our Achievements**

In our first BID Proposal we promised to deliver a range of services and improvements to address the concerns of businesses in the area. We are proud to have delivered these and more over the past four years.

### **Safe and Secure**

**Objective:** To improve safety and perception of safety through a joined-up approach to enhancing the security of the area

*“The Metropolitan Police Service has worked hard to detect, deter and reduce crime in the Rainham and Wennington, and South Hornchurch areas. The London Riverside BID has helped us achieve our proud 86% reduction in reported crime within the business park areas of Rainham and Wennington, and helped us achieve a proud reduction of 72% of reported crime within the business park areas of South Hornchurch.” PC Daniel Chesterman Rainham and Wennington / South Hornchurch Safer Neighbourhood Team*

**We promised:** A joined-up approach

**We delivered:** An efficient network for intelligence sharing and emergencies. We have collated contact information for all security companies working across the BID area. All businesses that have supplied the BID with email addresses are now receiving emailed local Police Alert Communications.

**We promised:** Security advice

**We delivered:** The Police Safer Neighbourhoods Team regularly visit the BID area providing crime prevention advice and materials, such as leaflets and posters. Whenever there have been security breaches in the area a personal visit by our local Police Team, Security Team or BID Team has been offered and these have proved very popular.

**We promised:** Representation on Rainham’s Safer Neighbourhood Panel

**We delivered:** We have been representing London Riverside businesses on this panel since 2007 to ensure the area is included in Police priority considerations

**We promised:** A mobile security patrol

**We delivered:** Our Comprehensive Security Mobile Patrols have been in operation since 2007 – overnight and throughout the weekend. Additional mobile patrols are carried out over Bank Holidays, when the area is particularly at risk, due to inactivity. They provide 5,500 patrol hours per annum, have been very effective and have caught perpetrators “red handed”. The BID branded patrol vehicle strikes points at strategic, vulnerable locations in the BID area to ensure consistent coverage.

**We promised:** Lobbying for additional policing

**We delivered:** We lobbied for an additional Police presence in the area and were successful: the area now benefits from a Police Team made up of 1 Sergeant, two PC's and five PCSO's. Our work in this area has also meant we have developed a very strong working relationship with the Police for the benefit of the area.

**We promised:** CCTV coverage enhancements including ANPR

**We delivered:**

- 11 CCTV cameras, which are monitored 24/7 covering Lamson Road, Albright Industrial Estate, Coldharbour Lane/Ferry Lane South roundabout, Fairview Industrial Park, Suttons Business Park and Salamons Way.
- 4 ANPR Cameras, which are monitored 24/7 covering Ferry Lane North, Ferry Lane South, Marsh Way and Lamson Road

**We promised:** Fencing and gating to secure vulnerable areas

**We delivered:**

- 2 electric security barriers to prevent theft, criminal damage and fly-tipping at Lamson Road and Fairview Industrial Park.
- Security palisade fencing at Albright Industrial Park to deter fly tipping. This fencing also stopped the unauthorised burning of rubbish, which was a regular practice at this location

**And more:**

- We established a security radio link between the BID Security Team, businesses who currently have 'on site' static security, the Police and Homes in Havering. The link is monitored 24/7 and is the first radio link scheme in the country directly linking an industrial area with the Police.
- We provide Weekly Security Incident Reports – to 92% of business in the BID area
- We installed security lighting on Lamson Road and enhanced CCTV efficiency by installing additional lighting
- We installed 12 branded crime deterrent signs stating that ANPR/CCTV cameras are operational in the area.

## **Clean**

**Objective:** To make Rainham's environment visibly cleaner and more attractive.

**We promised:** To manage and monitor the environment reporting issues to the relevant authority

**We delivered:** Monitoring and constant liaison to help ensure that the local authority, Police and statutory providers fulfil their obligations in keeping the area safe, well maintained and clean.

**We promised:** BID funded maintenance and cleansing – where services offered by statutory bodies are not sufficient.

**We delivered:**

- Removal of fly-tipping, dumped vehicles and tyres - through the provision of a direct line of communication to the London Borough of Havering, enabling them to take swift action and prosecute offenders.
- Spruce up – Intensive boundary enhancement of all areas fronting roads and adjoining areas– equating to approximately 5000 sq metres of improvements.
- Monthly weed control and fortnightly grass cutting – during the appropriate seasons
- Weekly litter patrols and road sweeps

**And more:**

- We completed road and drainage improvement schemes on the Albright Industrial Estate
- We installed 9 new location signs and updated existing signs enhancing the environment and reputation of the area. We continue to update the location signs to reflect business relocating or moving into the area.
- With grants from ERDF and the Thames Gateway Parklands we supported the Council in securing additional paths, fencing and gates, grazing parcels, a boardwalk, bridges, culverts, seats, signage and some interpretation of the history and landscape of the area for the marshes north and south of the A13.

## **Coordinated**

**Objective:** To represent, advocate and further the interests of Rainham's business community

**We promised:** One Stop Shop service – providing assistance, information and advice to businesses

**We delivered:** a professional support service for businesses 24/7 answering and resolving a wide range of concerns including: planning issues; government policy; problems with the local Council; parking issues; blocked drains and dealings with utility services.

**We promised:** Regular newsletters, events and a website.

**We delivered:** Up-to-date information through Quarterly newsletters and our website [www.londonriversidebid.co.uk](http://www.londonriversidebid.co.uk) . Annual 'Birthday' events and regular informative events held with our sponsors.

**We promised:** Applications for additional (grant) funding for the area

**We delivered:** We made successful grant applications for £350,000

**We promised:** A strong voice for business

**We delivered:** Lobbying and the provision of a powerful, combined voice for BID businesses to the Council, Police and other stakeholders in the area.

- We have supported local Action Groups and the Council in objections to planning applications where it was considered if the application was successful it would be detrimental to the area.
- We have worked with strategic agencies to monitor activities deemed inappropriate or detrimental to the area.
- After considerable lobbying the Council has agreed that funding could be considered for a much needed carriageway lighting scheme in Marsh Way South (provided it can be demonstrated that any such contribution passes the necessary tests associated with Section 106 agreements).
- We represent London Riverside businesses at key meetings where decisions are made, for example meetings where Police priorities are determined and put in place.
- The BID represents the businesses in Rainham at quarterly Business Board meetings with the Council, providing comprehensive reports of the BID's progress and raising any issues in the BID area the Council should be made aware of. These meetings are attended by strategic agencies, the Chamber of Commerce etc.
- The BID ensures that the businesses are represented at any / all meetings that may be informative and of a direct benefit

**We promised:** Lobbying for new and improved transport provision

**We delivered:**

- Our work with the Council and Gateway to London to lobby Transport for London for an extension or a provision of a new bus service has enabled the development of a Lift Sharing scheme with a dedicated website for businesses in the BID. Lobbying of Transport for London for an improved bus service in the area continues.
- The Rainham Station Interchange is complete and will become operational when the new library is complete in 2012

**We promised:** To address irresponsible driving and parking in the area

**We delivered:** We lobbied and were successful in achieving road calming measures throughout the BID area to tackle irresponsible driving and parking

**We promised:** to take measures to reduce congestion in the area

**We delivered:** The BID has assisted in establishing a Travel Plan to address transport issues in the area, at both the strategic and the local level. The Council are now taking this forward with the support of the BID and continues to make progress, albeit slowly.

**And more:**

- Over 100 businesses are saving money through our innovative paper and cardboard recycling collection scheme launched in 2009 in partnership with London Remade and Keeble Paper Recycling. In 2010 businesses recycled 11.5 tonnes of paper and cardboard saving 196 trees. This represents a combined cost saving to businesses of £1000.
- A BID lift sharing scheme in partnership with the London Borough of Havering
  - This car-share scheme aims to help London Riverside businesses and employees reduce their travel costs as well as local congestion and pollution via a dedicated website ([www.LRB.liftshare.com](http://www.LRB.liftshare.com)) identifying those making similar journeys.

INFO BOX Our Key Aim and Objectives have been developed by the London Riverside business community and remain the same:

#### **Our Key Aim**

To establish London Riverside as a well-managed and cared for area, providing a safer and more pleasant business environment and a strong, collective voice for the business community.

#### **Our Objectives**

1. **Safe and Secure:** To improve safety and perception of safety through a joined-up approach to enhancing the security of the area

2. **Clean:** To make London Riverside's environment visibly cleaner and more attractive.

3. **Coordinated:** To represent, advocate and further the interests of London Riverside's business community

*"The initiatives instigated by the London Riverside BID over the past few years have had a significant impact on crime reduction, improved the cleanliness of the estates and created a defined brand for the area.*

*I look forward to seeing how the next round of initiatives will further regenerate and enhance our industrial estates. Well done the London Riverside BID Team!"*

Ilker Dervish, Partner, Comfortzone

### **3. BID2 Projects and Services**

The renewal of the London Riverside BID will enable the continuation of our core services. We will also be adding some exciting new projects to our programme in line with the demands of local businesses.

#### **Safe and Secure**

**Proposed Budget: £480,500**

**Objective: To improve safety and perception of safety through a joined-up approach to enhancing the security of the area**

Our main priority remains keeping the area safe and secure for your businesses and staff. Our informal and formal consultation with you throughout the last five years confirms that this is of utmost importance to you. You do not wish to lose the additional security provided by our mobile security patrols, ANPR and CCTV cameras and security network and are concerned that the loss of these services could see a return to the opportunistic thefts and worries regarding personal safety that were all too prevalent before the BID started operation.

*"The installation and monitoring of the CCTV and ANPR cameras by the BID, has seen a dramatic decline in crime and fly tipping in the area. Police statistics have confirmed this. I am very concerned should the BID not continue and the CCTV and ANPR's become inoperative, along with the loss of security mobile patrols, there will be a huge decline in the whole area."* – Eric Mollison, Managing Director, EMS Ltd

**The renewal of the London Riverside BID will ensure the continuation of:**

- Security patrols
- Our security network between on-site security officers, our security patrol, CCTV and ANPR monitoring staff and the Police
- Monitoring and servicing of existing CCTV and ANPR cameras
- Our radio link to the Police
- Representation of London Riverside businesses on relevant Police priority panels

**New for BID 2:**

- Additional CCTV installation
  - We will install cameras to cover other vulnerable areas in the BID
- Radio link expansion
  - We will extend the radio link to cover the whole of the BID area, providing 6 additional radios
- Police Response Vehicle
  - In January 2011 the Rainham and Wennington and South Hornchurch Safer Neighbourhood Team's dedicated response vehicle was withdrawn from use. The BID is endeavouring to finalise negotiations to fund a shared partnership sponsorship scheme for a suitable, fully marked Police vehicle to be used throughout the BID area.
- Intelligence Sharing
  - The BID will enter into an Information Sharing Agreement with the Police to ensure the full exchange of information and intelligence to further improve the security of the area.

**Clean**

**Proposed Budget: £165,000**

**Objective: To make London Riverside's environment visibly cleaner and more attractive**

The state of the environment around us is important to London Riverside businesses and you have told us how much you appreciate the improvements we have already made and the fact there is now a body looking after the area. In the past the area was not cared for and often felt ignored and neglected with all too obvious results. We recognise there is still work to do and that it is important for our monitoring and swift rectification of issues to continue, to keep raising the bar for the area.

**The renewal of the London Riverside BID will ensure the continuation of:**

- Regular maintenance of sections fronting roads and adjoining areas
- Monitoring of the environment and cleansing to ensure any problems are rectified
- Swift removal of fly-tipping and dumped vehicles

**New for BID 2:**

- Landscaping of key areas and tree planting to improve the London Riverside environment as well as reducing the areas carbon footprint. This will include:
  - A soil erosion prevention and tree planting scheme at the Fairview Industrial Park
  - Tree planting at Suttons Business Park, Ferry Lane South and Ferry Lane North
- Consideration is also being given to providing further improvements to carriageways and drains.



**Coordinated**

**Proposed Budget: £71,000**

**Objective:** To represent, advocate and further the interests of London Riverside's business community

Our Coordinated project theme brings together the services we provide to make operating a business in the London Riverside area easier and more cost-efficient – services which are extremely popular and well used! We are here for you and respond to queries and requests for assistance on a daily basis. We also develop new services to respond to identified needs in the area, such as our free recycling service set-up at your request.

**INFO BOX**

The BID team is always happy to pop in and see you to discuss our services and any ideas or concerns you might have. We will shortly have email addresses for 95% of businesses in the area and will continue to use these to ask for feedback and provide information.

We will formally consult businesses biannually throughout the BID's 5 year term to ensure our projects are effective and addressing your needs.

**The renewal of the London Riverside BID will ensure the continuation of:**

- Cost saving recycling scheme for paper and cardboard
- Our One Stop Shop Service assisting businesses
- Regular events and newsletters
- The [www.londonriversidebid.co.uk](http://www.londonriversidebid.co.uk) website
- Representation and a strong coordinated voice for London Riverside businesses
- Lobbying for an improved bus link
- Grant applications and partnership work to enable new projects in line with business priorities

**New for BID 2:**

- The expansion of the recycling scheme to cover two further areas and the consideration of further expansion to other suitable locations.
- An online employment brokerage facility enabling businesses to advertise vacancies free of charge and local people to upload their CVs free of charge.
- Promotion of local Volunteering Opportunities
- Grant Information Service – providing information on relevant grants for businesses

**Flexible Fund/New Projects**

It is intended that, as in its first term, for BID 2 the London Riverside BID will build up a reserve or flexible fund. The BID will be responsive and innovative and this fund would enable the BID to progress new projects. Any additions or enhancements to the BID programme would be decided on by the business representatives on the BID Board.

It is intended that the budget for this Reserve Fund will come from three sources:

- Contingency funds – the BID programme budgets include prudent contingency reserves. It is hoped that these will not be required and can therefore be put in to the flexible fund after each year end.
- Grants and public funds – London Riverside BID will apply for grants and other funds to enhance its projects and services as decided by the BID Board.
- Sponsorship and other contributions – The BID may also receive additional funds via sponsorship or other contributions, for example from businesses who are not in the BID area.

#### 4. Financials

The London Riverside BID will raise approximately £250,000 per annum through its BID levy. This levy will be 1.5% of the rateable value of each defined ratepayer in the BID area. There are approximately 250 eligible businesses in the proposed BID area. The money raised will be spent exclusively in the defined BID area in line with the wishes of the businesses paying the levy.

#### How much will it cost my business?

The BID Levy Rules on pg **X** set out which businesses are eligible to pay the BID levy.

To calculate how much your annual BID levy would be simply multiply your rateable value by 0.015

For example, if the rateable value of your business unit is £10,000 per annum, the annual levy would be £150, that is less than £3 per week. **The majority of businesses in the BID area will be paying around £200.00 per annum, which equates to less than £4 per week!**

The London Riverside BID team would be happy to let you know if your business is eligible to pay the BID levy and if so, what your annual levy would be.

#### How will the BID levy money be collected?

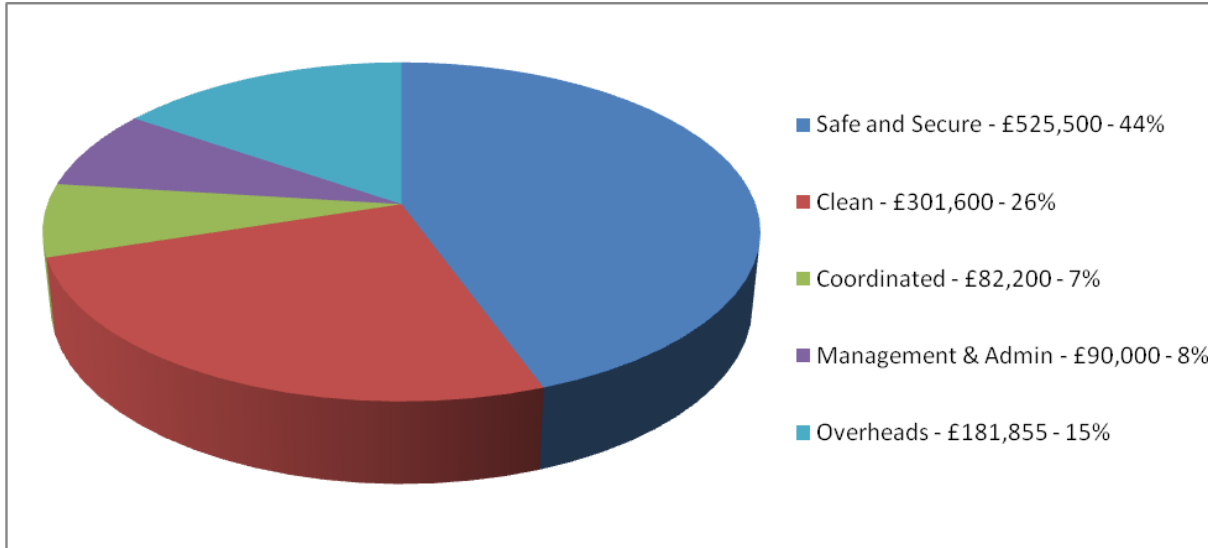
BID levy payments will be due on 1<sup>st</sup> April each year and will be collected by the London Borough of Havering on behalf of the London Riverside BID. The BID levy moneys will be placed in a ring-fenced BID account by the London Borough of Havering and will be regularly transferred to the BID company.

The Operating Agreement between the London Riverside BID and the London Borough of Havering will be renewed. This sets out how the BID levy is to be collected and administered and how this will be monitored by both parties. This agreement will ensure that the BID levy is collected effectively and efficiently.

### How will the money be spent?

The budget split has been determined by the priorities of the London Riverside business community:

#### Budget breakdown:



Total spend (including in-kind contributions and sponsorship): £1,181,155

The London Riverside BID's five year Budget Summary can be found xx (see attached spreadsheet)

The London Riverside BID is committed to bringing in further additional funding through grants, sponsorship, in kind contributions and other contributions to supplement this budget and expand the proposed programmes and services in line with the aspirations of London Riverside businesses. We already have over £30,000 of additional funding and in-kind support confirmed for BID2 at this early stage.

We have already secured additional funding and sponsorship worth

#### Financial Arrangements

- The London Riverside BID board will approve, in advance, an annual budget for the BID for each financial year.
- The London Riverside BID will not be able to operate in deficit or incur liabilities that come into effect after the operational period e.g. after 2017.
- The London Riverside BID will produce annual accounts for each financial year and these will be available to all BID levy payers and the Local Authority. These will be presented at the London Riverside BID's Annual General Meeting.
- The BID Board will decide how any unspent or additional income should be utilised.
- All budgets include a 5% contingency reserve to take into account any unexpected shortfall.
- Any redistribution of funds among all projects within the total annual programme budget will require BID Board approval

## **5. The Company**

The London Riverside BID Ltd is incorporated as a not-for-profit company limited by guarantee. The company's Memorandum and Articles of Association are available at [www.londonriversidebid.co.uk](http://www.londonriversidebid.co.uk) or from the London Riverside BID office.

### **The Board**

The Riverside BID Board is made up of representatives of the London Riverside business community, who direct how BID funds are spent to improve the area for businesses.

The current BID Board:

Dexter Coles, Director, S P Litho Ltd (Chairman)  
Danny Keeble, Managing Director, Keeble Paper Recycling Ltd  
Maggie Dixon, Director, CIMS Management Ltd  
Eric Mollison, Managing Director, EMS Ltd  
Ilker Dervish, Partner, Comfort Zone

There are places on the BID Board for representatives of each area of the BID:

- Albright Industrial Estate
- Denver Industrial Park, Lamson Road,
- Suttons Business Park, Rainham House,
- Fairview Industrial Park
- Coldharbour Lane / Freightmaster Estate
- Ferry Lane
- CEME
- Frog Island
- Salamons Way

All BID levy paying businesses have the right to apply to become company members and are encouraged to do so.

### **Legal Agreements**

London Riverside BID will be renewing its baseline agreements with the London Borough of Havering to ensure that improvements and services carried out by the BID represent true additionality and do not replace services that should already be performed by the local authority. These agreements clearly define the level of provision of the local authority and ensure they are committed to maintaining or improving this level of service for the duration of the BID. The information contained in these agreements also assists the BID in monitoring service provision in the area. A statement of baseline services in the area is available at the London Riverside BID office.

## 6. BID levy rules

The formation of a BID is enabled by Government legislation and regulation. This section defines the BID levy rules, as required by statute. Following a successful ballot, the BID levy becomes mandatory for all those defined businesses or occupiers in the BID area.

- The BID levy is fixed at 1.5% of rateable value.
- The BID levy can only be increased annually, on the 1<sup>st</sup> April, to allow for inflation. The allowance for inflation shall be decided by the BID Board and shall equal no more than either 3% or RPI plus 1% per annum.
- The second term of the BID will be for 5 years from 1<sup>st</sup> April 2011.
- The BID levy will be applied to all ratepayers with a rateable value of £5,000 or more.
- Charitable organisations in receipt of mandatory or discretionary charitable relief from rates will receive a 50% reduction on the BID levy.
- The total annual BID levy payable for any one hereditament shall not exceed £10,000 (plus allowance for inflation as outlined above).
- All new hereditaments entering the rating list after 1<sup>st</sup> April 2011 shall have the BID levy applied as per the BID levy rules.
- The owners of empty properties will be liable for the BID levy with no void period. Where a property has been empty for more than six months the BID levy charge will no longer apply and any refund due can be sought from the BID Company at the end of the relevant financial year.
- There will be no VAT charged on the BID levy.
- The BID board will be able to alter the BID arrangements without an alteration ballot, so long as any alterations do not:
  - Alter the geographical area of the BID
  - Alter the BID levy payable
  - Conflict with the Local Government Act (2003) or The Business Improvement District Regulations (2004)

### INFO BOX Benefits to businesses

The London Riverside BID's overriding objective is to benefit all businesses located in the BID area. The table below lists some of the benefits already achieved which we will continue with your support.

- Safer and secure environment
- Cleaner environment
- Strong coordinated voice and improved representation in all matters of local and national importance
- Facilitated access to Local Authority, Police, Transport Providers etc
- Facilitated access to other Rainham businesses
- Promotion of business to other Rainham businesses and beyond
- Demonstrable investment in safety and welfare of staff
- Cost savings on necessary estate works through economies of scale/match funding achieved through BID
- Better quality of experience for customers and visitors
- Improved facilities
- Market benefits associated with being in a higher profile and improving area

## 7. The London Riverside BID area

The London Riverside BID 2 would cover the area indicated on this map. This has altered slightly for the first BID term and now includes the area off Frog Lane fronting the River Thames but excludes Salamons Way (TBC). Insert map – final boundary TBC

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### ?BACK COVER: Vote Yes and don't lose out

We hope we can count on your support to ensure the continuation of the London Riverside BID - to ensure the continued security and maintenance of our business parks and estates as well as our range of services to make running your business easier and more profitable.

You will have the chance to vote to renew the London Riverside BID between 22<sup>nd</sup> February and 22<sup>nd</sup> March 2012. This will be a formal ballot carried out by the London Borough of Havering.

As with our last vote, all defined ratepayers will be entitled to one vote per hereditament. Those ratepayers exempt from paying the BID levy will not have a vote. It will be possible to appoint a proxy to vote on your behalf and information on how to do so will be included with the ballot information sent to you. Applications for a proxy vote must be made by 5pm on 12<sup>th</sup> March 2012. TBC To implement these proposals we must win the BID ballot on two counts:

- 1) A straight majority by the number of those voting
- 2) By a majority in the Rateable Value of those voting

### Ballot timetable – Don't miss your chance to vote!

9<sup>th</sup> February: You will be sent a notice of ballot

By 22<sup>nd</sup> February: You will receive your ballot paper

By 22<sup>nd</sup> March at 5pm: You need to have cast your vote

23<sup>rd</sup> March: The ballot result will be announced TBC

### Get in touch:

Please do not hesitate to contact the London Riverside BID if you would like any further information or would like to arrange a meeting to discuss our proposal in more detail.

Please also feel free to send, email or call us with your comments.

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