



WeAreWaterloo  
Business Plan 2018/19



WeAreWaterloo is a Business Improvement District delivering services to 400 members and improvements to the Waterloo area. Four hundred members from a range of sectors and sizes across the boroughs of Lambeth and Southwark, benefit from the activities of the BID. Each of those businesses contributes to the BID company's funds and can vote every five years on whether they wish to see the BID continue for another five years – in 2018/19, the BID reaches the midway point of its third term.

### Overview

In the medium term, WeAreWaterloo is contributing to an area which is characterised by the following features:

- A mixed economy of companies including large number of start-ups
- A clearer, more concrete identity as a destination
- A place that has retained its character and authenticity
- A visitor economy that supports local commerce
- A growing night-time economy
- A place known for fringe, innovative and world class cultural activity
- A business and resident community engaged in a delivering a shared future for Waterloo
- A neighbourhood which is clean, green and with low crime rates

This vision will be realised through the BID's three delivery themes and two associated companies.

### Delivery themes

- Enhance the Waterloo Environment** – through direct service delivery such as cleaning, graffiti removal, waste removal and making improvements to the public realm, but also through our campaigns to help improve air quality, wayfinding, and the area brand. The delivery elements within this theme all contribute to the BID's primary objective of improving the general experience of Waterloo for all. This attracts greater numbers of visitors and promotes inward investment.
- Connect and Represent Waterloo** – helping the Waterloo business community make sense of the landscape as it changes around them. Our activity under this theme includes representing business interests in planning, development and transport matters, connecting members together for the purposes of creating local supply chains or corporate social responsibility programmes, or responding creatively to our members' unmet demands, e.g. for job candidates or affordable office space.
- Celebrate and Promote Waterloo** – by presenting the best Waterloo has to offer to the right audiences. Our focus will be on amplifying our members' individual marketing messages, while at the same time developing a unifying brand under which to do this. The programme for 2018/19 sees the BID build upon the fusion of our consumer facing and member facing brands, develop our use of data to segment more effectively, and ramp up our communications to promote Waterloo and its businesses.

### Associated companies

In addition to the core programme, the BID is also connected to two associated companies, each of which have their own staff, boards and business plans, but of which the BID retains a substantial degree of control. These are:

- Lower Marsh Market Ltd*

The BID assumed the operation of Lower Marsh Market under license from Lambeth Council in 2012. Since this time, it has been stabilising and developing this important local resource to provide jobs, opportunities to test trade for new companies, and footfall to support BID members in the protected Lower Marsh retail environment. The market generated a surplus in 2016/17 for the first time, allowing all remaining debt to WeAreWaterloo to be repaid. The BID now supports the market with staff time only, for which a management fee is taken.
- Waterloo Incubator Company Ltd t/a Build Studios*

The BID has assumed the responsibility for operating an incubator space in the Urbanest building on Westminster Bridge Road, in accordance with the terms of a Section 106 agreement. The BID will operate the incubator via the Associated Company, which has signed a fifty-year lease with no rent liability. The BID seed funded the incubator project and the debt will be repaid across the existing BID term.

The BID is also accommodated in the facility, paying rent to the Waterloo Incubator Company. The incubator will address a shortage of affordable office space for young companies in the architecture and urban design sector.

#### **Board and staff**

BID board positions are held on a voluntary basis and members represent a broad cross section of the Waterloo business community:

Michael Johnson (Chair)	Naganjohnson
Ian Clark (Treasurer)	Kingsley Maybrook
Nick Rampley (Vice chair)	Morley College
Steve Chapman	Walrus Social / Horse & Stables
Liz Sillett	Old Vic Theatre
Vinod Vara	Tool Shop Group
Simon Atkins	Union Jack Club
Sheldon Malcolm	London General Buses
Paul Marshall	Young Vic
John Langley	National Theatre Studio
Phillip Oppenheim	Cubana Bar and Restaurant
Jorge Gil de Gomez	H10 London Waterloo
Hugh Rosen	Bourne Capital
Al Lewis	CAFOD
Manoher Matharu	Gardner Stewart Architects
Gurpreet Jagpaal	London South Bank University

The small delivery team comprises the following staff, each of who are experienced specialists in BID delivery:

Ben Stephenson	Chief Executive
Mark Hone	Operations and Services Manager
Matt Alder	Marketing and Communications Manager
Lina Marcella Valle	BID Support Officer

Staff support the delivery of the BID's objectives, which are overseen by members of the board and others via steering groups. There are currently two steering groups, covering the 'Celebrate and Promote' theme and the 'Enhance the Environment' theme.

The following projects are proposed for the 2018/19 financial year:

### **Enhance the Environment**

#### *1. Recycling and waste management*

The 2017/2018 year saw the first rollout of a new allocation system for mixed recycling bags and cardboard tape. During the year we have strengthened the relationship with First Mile through better communication and analysis of the scheme's outcomes.

The partnership with First Mile is regarded as the flagship service for the BID and provides a real service to businesses which, in many cases, fully covers the BID levy.

For 2018/2019 we will re-align allocations based on 2017/2018 actuals and would propose to modestly increase the budget from £ 85K to £ 95K with the long term aim of providing free recycling to all members for the entire year. In this financial year the unit price will also rise from 0.53 to 0.60 so giving us less of a total allocation to distribute. The increase in budget will go some way towards retaining the value of the allocations.

We will continue to reactively accept new members to join the scheme and actively promote the additional waste streams that First Mile offer.

#### Income

A small amount of Income is generated through credits received from First Mile for businesses who purchase bags for other waste streams. The total would amount to no more than £300 for the year.

Project costs: £95,000

#### *2. Cleansing and Street Care*

For 2017/2018 the BID paid Lambeth £ 8,000 for a graffiti removal service across both Lambeth and Southwark. This cost will rise along with all Lambeth hire fees and charges by approximately 3%.

For 2017/2018 we paid Veolia £ 6,000 for fortnightly use of a washer/scrubber/dryer but suspended this service in September 2017 as it became clear the outcomes were limited. The contract with Community Clean proved the most successful in terms of actual outcomes and the BID was able to direct and target the weekly works with evidenced improvements. Community Clean operate weekly for 6 months and fortnightly for 6 months.

#### Income

Recharge to Lower Marsh Market for Jet Washing of market pitches. 4 x full days per annum by Community Clean @ £ 650 per day. £2,600.

Project costs: £33,590

3. *Planting*

During 2017/2018 the contract for the maintenance of the planting within the BID was competitively tendered and awarded to Groundwork Ltd. A considerable saving was achieved.

The BID will be introducing further Pocket Parks into the BID area. Therefore, the 2018/2019 budget proposal includes costs for Groundwork Ltd to install and maintain 1-2 new pocket parks in addition to existing at Leake Street, Granby Place and Baylis Road.

Project costs: £32,000

4. *Air Quality*

Partly driven by Air Quality and partly by concerns around safety it is proposed to begin a consultation process to look into the timed closure of Lower Marsh and address outstanding parking issues remaining from the BID's parking consultation in 2015.

This budget will also cover road closures for both the Food Month launch and our Christmas Carol event. Cost includes licence application, barrier hire, staffing and associated costs. The Mayor's Air Quality Fund: £2,010

Project costs: £2,000

5. *Safety and Security*

The budget allows for the delivery of the Waterloo Crime and Security Strategy. The BID would continue to hire the BCRP radio at a cost of £10.31 per week. (£535.60 per annum). The BID will also redesign the licensing forum to include broader crime and security issues of interest to the full membership.

Project costs: £4,536

6. *Christmas lights and tree*

The BID is currently contracted with Field and Lawn for a period of three years to provide decorative festive lighting to the BID area. The design includes unique and bespoke lighting which will elevate the display beyond the municipal standard, and is in keeping with the BID's focus on light and light art to promote the evening economy. This budget also assumes the Christmas Tree for Emma Cons Gardens for the first time.

Project costs: £31,476

7. *Tree lighting*

The BID will continue to maintain existing decorative tree lighting on Blackfriars Road, Kennington Road, Baylis Road and Emma Cons Gardens, ensuring that broken lights are repaired and necessary maintenance checks are carried out. We will work closely with the local authorities to ensure that the lighting does not damage or impede the growth of the trees. Maintenance will continue to be provided by John Proctor, and allowance is included for electrical supply to the tree lighting where metered and charged.

Project costs: £2,900

**Total Enhance Budget 2018/19: £201,502**

**Total income: £2,910**

## **Connect & Represent**

### *8. Events*

Reflecting member feedback which suggests businesses would appreciate further opportunities for learning and networking, we will deliver briefings at lunchtimes as well as pre-business hours. Other opportunities for networking such as the annual event will continue in 2018/19. Waterloo Christmas Carols has been growing in popularity over the past 2 years and is now established in the Waterloo events calendar. The campaign will also include a focus on 'Shopping in Waterloo' with PR support and an allocation for a Christmas hamper giveaway.

Project costs: £10,000

### *9. Community sponsorship*

As part of our continuing commitment to working alongside the local community, our support of the Waterloo Carnival will continue in 2018/19. The minimal financial contribution and time spent developing such initiatives provides the BID with good publicity and good relationships with the local community.

Project costs: £1,000

### *10. Waterloo Business Summer School*

Range of intensive two hour sessions for employees across first two weeks in July. Sessions would be free to businesses and delivered in partnership with LSBU, Lewisham Southwark College and Morley College. Sessions will be based around particular skills sets/roles such as marketing, finance, and hospitality, and substantial match funding will be provided by educational providers.

Project costs: £3,600

### *11. Employ SE1*

Continuing development of the recruitment service, following a substantial review and redesign in 2016/17, including an increased budget to recruit further member of staff to identify candidates and funding for an annual Employ SE1 Jobs and Skills Symposium. The project will be focused on developing the service delivery aspects to ensure employers are assured of high quality, pre-selected local candidates. Project delivered in partnership with Bankside and London Bridge BIDs. Costs will be defrayed against staffing, improvement of systems, and the delivery of a broader employability agenda.

Project costs: £15,000

### *12. Planning / Neighbourhood Planning*

The BIDs involvement with the neighbourhood plan continues, with slowing progress due to delays from Local Authorities. It is hoped that the plan will enter examination in early 2018 with a referendum later in the year. The project now takes less of the CEOs time, but should a referendum be called for 2018, effort would be required for the campaign. The BID continues its relationship with Nexus Planning consultancy for another year to scrutinise planning applications and comment where developments could impact on the operation, economy, safety or sustainability of the Waterloo neighbourhood.

Project costs: £4,800

### 13. *Memberships, lobbying and campaigns*

The BID will continue to participate in a number of paid-for forums and membership bodies which meet its strategic objectives. These will include Cross River Partnership, New London Architecture, Inclusive Employers and the newly formed national BIDs body, the Institute for Place Management. The BID will also use connections formed through these groups and others to orchestrate campaigns and develop responses to strategic issues on behalf of members. Topics might include the revaluation of business rates, business rate devolution, transport, the night time/visitor economy etc.

Project costs: £5,305

**Total Connect & Represent budget 2018/19: £39,705**

## **Celebrate & Promote**

### 14. *Digital Marketing and design*

The WeAreWaterloo digital strategy will continue into 2018/19 with ongoing consumer e-newsletters, redesigned to fit into Fresh Britain's design aesthetic for "Destination Waterloo". Our external PR agency Gung Ho will have control over this platform throughout 2018/19. WeAreWaterloo will maintain control of the business e-newsletters and this will also be redesigned to be more adaptable and fit into the new aesthetic.

WeAreWaterloo will continue providing member-focused social media news alongside the consumer facing content provided by Gung Ho.

In 2018/19 the Waterloo Live module on the website will be updated to show planning applications, recycling reports and more detailed footfall figures.

Finally the BID proposal document will be redesigned as a five year business plan to be included in new member welcome packs.

Project costs: £7,000

### 15. *Branding and Waterloo Promotion*

A £50k sum has been agreed, matched by LCR, for Waterloo promotional work led by FreshBritain and PR agency Gung Ho, and focusing on marketing the area's retail, food and beverage and cultural offer to new audiences. Activities include a press office, event amplification (with a particular focus on the Waterloo Food Month, Vault Festival, which the BID will sponsor for the second year running and Christmas Carol events), a large increase in social media and online communications, content generation including with London influencers, and strategic partnerships. The relationship will continue for three years, should the first year prove effective in meeting the project objectives.

WeAreWaterloo will maintain a contingency fund to facilitate activities that arise through these strategies that require additional funds to deliver, including the One Big Summer Guide, the annual guide for summer visitors to South Bank, Waterloo, Bankside, London Bridge and Vauxhall.

Project costs: £54,200

### 16. *Area walking maps, concierge training, new employee 'induction walks'*

Concierge training and support is now an established stream of activity for the BID and in 2018/19 we will continue to distribute the tear-off walking maps, as well as delivering area

walking tours for new concierges. In 2018/19 these walking tours will be available to all new employees of member businesses and will focus on raising awareness of business and attractions in the area.

Project costs: £1,000

**17. Food Month**

Waterloo Food Month will continue to drive custom to businesses via offers and in-house events. With the theme of “The World in Waterloo“ events will celebrate the breadth of world cuisine to be found in the area, with interactive workshops and talks and a BID-led opening and closing event. For the launch event we will deliver more entertainment options to retain audiences and more experiential opportunities including workshops, talks and challenges. The closing event debate will feature high profile speakers and a relevant topic.

Project costs: £25,000

**18. South Bank & Waterloo loyalty scheme - ‘STAR CARD’**

The South Bank and Waterloo rewards card launched in March 2017 and has continued to gain members and offers throughout 2017/18. The scheme requires ongoing promotion and further reprint of collateral. The budget forecast covers marketing, collateral design and reprint, ongoing website development, online advertising and ongoing distribution costs.

Project costs: £10,000

**19. Monitoring and market data**

In addition to existing footfall cameras on Lower Marsh, the BID will further invest in a broader suite of monitoring data to assess footfall across the BID area, plus ongoing data on vacancy rates and retail spend. This will be via the continuing partnership with Springboard, and a new contract with the Local Data Company.

Project costs: £11,500

**Total Celebrate and Promote budget 2018/19: £108,700**

**Income: £300**

**TOTAL 2018/19 project budget<sup>1</sup>: £349,907**

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<sup>1</sup> Project expenditure only. Budget exclusive of overheads, levy income, levy collection fees, overheads and salaries

## WeAreWaterloo Budget 2018/19

2018/19

<b>Income</b>	I&E	Cash
Opening Bank Balance	-	30,000.00
BID Levy Collection - Lambeth	£ 284,000.00	284,000.00
BID Levy Collection - Southwark	£ 266,000.00	266,000.00
Waterloo Station Levy Share	£ 29,000.00	29,000.00
Other Income Dept 1 (as below)	£ 49,000.00	49,000.00
Other income (Projects)	£ 3,200.00	3,200.00
Repayment of loan - Build Studios		21,348.00
<b>Total</b>	<b>£ 631,200.00</b>	<b>£ 682,548.00</b>
<b>Direct Costs</b>		
Levy Collection Fees - Lambeth	£ 20,000.00	20,000.00
Levy Collection Fees - Southwark	£ 9,000.00	9,000.00
Southwark Court costs	£ 1,000.00	1,000.00
Bad debt provision (3% of addtl levy)	£ -	-
Salaries (and on-costs)	£ 165,338.03	165,338.03
Project Costs	£ 349,907.00	349,907.00
<b>Total</b>	<b>£ 545,245.03</b>	<b>£ 545,245.03</b>
<b>Overheads</b>		
Rent	£ 45,057.00	45,057.00
Business Insurance	£ 4,752.00	4,752.00
Other Overheads	£ 26,232.67	26,232.67
Depreciation	£ 4,000.00	
Audit	£ 5,500.00	5,500.00
Professional Fees (accountancy and payroll)	£ 13,016.00	13,016.00
<b>Total</b>	<b>£ 98,557.67</b>	<b>£ 94,557.67</b>
<b>Surplus/deficit</b>	<b>-£ 12,602.70</b>	<b>£ 42,745.30</b>
<b>Other income Department 1 (broken down)</b>		
Sublet of Lower Marsh Office	£ 25,000.00	£ 25,000.00
Management Fee, Lower Marsh Market	£ 24,000.00	£ 24,000.00
<b>Total</b>	<b>£49,000.00</b>	<b>£49,000.00</b>

**Other Overheads (broken down)**

Repairs and Renewals	£1,700.00
Recruitment	£1,000.00
Training	-
Staff Travel Cost	£500.00
Refreshments and Misc Expenses	£500.00
Printing (including billing leaflet)	£3,400.00
Postage	£3,000.00
Telephone/Fax	£1,340.88
Stationery	£500.00
Software Expense	£1,498.83
Legal fees	£2,000.00
HR Consultancy	£3,000.00
IT Support and maintenance	£7,792.96
Bank Charges	-

<b>Total</b>	<b>£26,232.67</b>
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## **Lower Marsh Market Business Plan 18/19**

### **Overview**

In the third year of the five-year strategic plan, the intention is to focus on animation, look and feel sustainability and skills support. The team has spent the past two years setting up systems for recording trader data and income, and professionalising service and staff. Trader numbers have now grown to provide the market with a sustainable footing and it is no longer reliant on subsidy from WeAreWaterloo.

### **Strategic Aims**

- 1) Provide jobs and training for local people
- 2) Rebalance the Waterloo retail offer in favour of currently underserved residents
- 3) Drive greater footfall to Lower Marsh, improving the outlook for the businesses there
- 4) Act as an incubator for new businesses, providing an opportunity for people (including those attending local FE colleges) to test out their business model in a low cost, low risk way
- 5) Animate Lower Marsh to create a focus area for Waterloo and a sense of place for the street
- 6) Generate a surplus that can be used to manage and maintain the public realm, support traders and grow the market further

### **Themes**

*A) Animation, place making and marketing (Strategic aims 2,3,5,6)*

*Building on the Market's ability to maximise footfall, take advantage of new audiences including the visitor economy, and building the reputation outside the Waterloo area. Activity will include more focused messaging around the social value aims of the Market as a not for profit for the benefit of the street, local residents and businesses.*

#### **Key Actions:**

- Increase activity and animation, including busking, free gardening workshops, cooking demos, and children's events
- Increase footfall
- Integration with WeAreWaterloo PR and promotion work to attract new audiences to Waterloo
- Summer season of late night openings with alcohol licence and associated entertainment
- Quarterly/Seasonal themed marketing campaigns linked to target audiences
- Video footage on social media channels
- Further growth of Saturday Flea Market
- Themed planting on Lower Marsh and Granby place to focus on food and useable herbs
- Design and deliver engagement strategy – including stakeholder research
- Timed road closure consultation in partnership with WAW and key stakeholders, including trial road closure day with a focus on improved air quality, safety and look and feel.

*B) Business support and local employment (Strategic aims 1,4)*

*Lower Marsh Market is committed to delivering social value for Waterloo. As a key local employer and a mechanism for trying out new business ideas in a low-cost, low risk environment, Lower Marsh Market will be seen as an exemplar in this area. The business will support people who wish to begin*

*trading but do not have the requisite skills. In addition, the Market Company will support in-work progression by upskilling existing traders to grow their businesses.*

Key Actions:

- Two workshops/symposiums for new and existing traders which upskill traders and support business growth and development
- Collaboration with Morley Community Learning Team to develop a course for students seeking work experience
- Online advice, guidance and signposting for traders on business support
- Formalise partnership with Makerhood who can provide business support for traders who live in Lambeth.
- Increase trader newsletter to bi-monthly include business support section
- Campaign to increase the use of electronic payment for customers amongst traders

*C) Sustainability, staff, systems and growth (Strategic aims 1,3,4,6)*

*Certain internal and external factors such as construction, running costs, resilience and capacity present risks to the continuing profitability of Lower Marsh Market. A key theme in 2018/19 will be to identify and address these threats to safeguard the Market into the future.*

Key Actions:

- Build relationships with developers and the local authority to ensure that construction work does not impede the operation of the market, and developer contributions fund infrastructural improvements including:
  1. Permanent 'gateway signage' at entrances to Lower Marsh Market
  2. Hostile Vehicle Mitigation at all entrances
  3. Wayleave agreements to allow high-tensile steel wires to be installed across the street
  4. Further electricity points
- Competition amongst local architect firms to design gateway signage
- Project to improve waste collection for traders and part of delivery and servicing planning recycled packaging and multi-use packaging campaign
- Purchase and sell LMM branded multi-use lunch boxes
- Update new Trader T&Cs to ban use of Styrofoam and plastic straws rolling out to all traders in 19/20
- Development and delivery of brief to integrate invoicing and record keeping, with potential later phase to integrate online bookings system
- Strategic network development – including attendance at Association of London Markets, links with London Markets Board, build local networks
- Build on research project with CRP to introduce a recycled packaging buyers' club for traders and shops
- Introduction of full cost management fee to WAW

<b>Income</b>	<b>I&amp;E (£)</b>	<b>Cash (£)</b>
Opening Cash Balance		48,000.00
Pitch fees	220,000.00	220,000.00
WAW fee for food month		1,821.69
Increase in Pitch Fees	11,000.00	11,000.00
<b>Total</b>	<b>231,000.00</b>	<b>280,821.69</b>
<b>Direct Costs</b>		
Council licence fee	17,696.00	17,696.00
Utilities	6,000.00	6,000.00
Repairs and Renewals	10,000.00	10,000.00
Electrical Maintenance	10,000.00	10,000.00
Storage	9,600.00	9,600.00
Reserves (held for storage)		28,800.00
<b>Total</b>	<b>53,296.00</b>	<b>82,096.00</b>
<b>Overheads</b>		
Salaries (and on-costs)	113,174.93	113,174.93
Marketing and events	10,000.00	10,000.00
Uniforms	1,000.00	1,000.00
Depreciation		
Professional Fees	5,920.00	5,920.00
WeAreWaterloo Management fee	24,079.64	24,079.64
Cleansing	3,120.00	3,120.00
Training	1,000.00	1,000.00
MIS systems	3,000.00	3,000.00
Security	280.00	280.00
Contingency		14,963.00
<b>Total</b>	<b>161,574.57</b>	<b>176,537.57</b>
<b>Total costs</b>	<b>£214,870.57</b>	<b>£ 255,633.57</b>
<b>Surplus/deficit</b>	<b>£16,129.43</b>	<b>£ 25,188.13</b>