



WeAreWaterloo Business Plan 23/24

Year 3 out of 5

The first portion of this business plan (pages 1-5) set out the strategic context and groundwork and for how WeAreWaterloo will be approaching projects over the remainder of the BID's 5-year term. This portion will remain static until the start of the new BID term. The subsequent portion of the Business Plan (pages 6-19), beginning at the section WeAreWaterloo 23/24 Projects, sets out the dynamic portion of the business plan, and will be updated on an annual basis.

About us

[WeAreWaterloo](#) (WAW) is a Business Improvement District (BID) located in the *literal* centre of London. Governed by the local business community - which includes a range of hospitality, cultural, SME, F&B etc. - and powered by a team of passionate individuals, we help improve Waterloo as a place to work, visit and live and learn by rolling out diverse and creative programmes that enhance and protect our environment, celebrate and promote its unique character and connect those within it. We do this to empower Waterloo's communities and local businesses to succeed now and thrive in the future.

The WAW area stretches between areas of Lambeth and Southwark. Each business within the BID footprint pays an annual levy to fund BID projects and each of these businesses have the authority to vote on the BID's continuation every five years in a local ballot.

WeAreWaterloo's values as an organisation are:

- Truly local
- Tenacious
- Feisty
- Approachable
- Diverse
- Do differently

We believe at WeAreWaterloo that when we come together, we ARE Waterloo.

Our home

Waterloo is the vibrant, dynamic heart of London immersed in fringe culture, diverse eateries and inspirational communities. As one of the capital's best-connected, most central neighbourhoods, we draw inspiration from the creative communities around us as we preserve, promote and elevate the unique character of our area. Together, we create unexpected moments every day with an overarching goal of making Waterloo London's head-turning, unexpected destination for business, life and leisure.

Waterloo's values as a place are:

- Culture with a small "c"
- Community Centric
- Sustainable
- Quirky
- Resilient
- Unexpected

We believe that Waterloo as a place is London's - sometimes weird; always surprising - Local neighbourhood.

Strategic Context

In 22/23 WAW underwent a year's worth of strategic work to ensure that projects were being developed and decided upon in a well thought out manner. This work began with a **Placemaking Strategy** which was then followed by **Brand Strategy** work for both WAW as an organisation and Waterloo as a place. The following sections outline takeaways from those pieces of work which will form the basis of the ensuing **Projects** section, ensuring that each project within that section ties back to **Strategic Aims** and **Placemaking Themes**, which came out of the Placemaking Strategy.

Strategic Aims

The Strategic Aims form overarching themes that encompass Waterloo as a place. With these as our aims, we can build out a project portfolio that is meant to uplift and champion these aims. These are the characteristics of Waterloo that we want to reinforce through all that we do. They are:

- **Fringe - *left of centre culture***
 - A destination for culture with a small c and dining with a small d
 - A champion of independents and independence
- **Togetherness - *a feeling of connectedness***
 - Connected: A place where people are brought together in unique and unlikely ways through places, learning and business
 - Inclusive: Once you step into Waterloo, you are part of us
 - It's Waterloo; It's personal
- **Unexpected - *quirky and surprising***
 - You never know what you're going to find and see in Waterloo
 - Unexpected public realm: fix some; leave others
 - Full of unconventional activities (Miracle on Leake Street) and sites (Leake Street) that you won't find anywhere else
- **Sustainable environments - *green on the inside***
 - More than just adding more green to a not so green area
 - Ingraining sustainability from the ground up and the top down

- Welcoming - *a sense of reassurance*
 - A welcoming environment
 - Feels comfortable, feels like home
 - Reassurance - if you're in Waterloo, you're being looked after

Placemaking Themes

Our Placemaking Themes relate to our actual project types, therefore, all projects both currently taking place and being proposed within the WAW portfolio should relate to at least one - if not, more - of these Placemaking Themes. These themes were originally proposed within our Placemaking Strategy and used as a way to break down the individual projects being proposed within that document. They are:

- Identity - *Celebrate the things that make Waterloo Waterloo*
 - Promoting the wealth of Waterloo secrets to new audiences
- Activation - Reinforce Waterloo's sense of place through animation and activation
 - Bring space alive through events and excitement
- Public Realm - Create healthy and inclusive streets and spaces, designed for a changing climate
 - Bike lanes, road closures, creative planting, etc.
- Connectivity - Help to create safe and intuitive movement and exploration of Waterloo
 - Navigation has been clocked as a major hindrance in Waterloo; find ways to ease this pain
- Brand - Strengthen Waterloo's brand through promotion of its unique assets
 - Spreading the Waterloo feeling from one side of the district to the next

WeAreWaterloo Internal Infrastructure

Board, Staff and Steering Groups:

Board

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

Michael Johnson (Chair)	Nagan Johnson
Nick Rampley	City & Guilds of London Art School/Independent
Magdalena Chapman	Walrus Social
Liz Sillett	Old Vic Theatre
Camilo Salazar	Morley College
Felicity Maries	Resident

Eddie Nelms	JLL/Resident
Charles Tyler	Paladar
Hugh Rosen	Bourne Capital
Sarah Pittaway	Union Jack Club
Patrick Christie	London South Bank University
Glenn Kesby	1901 Arts Club
Charles Graham	London South Bank University Business School
Catherine Baroun	Hampton by Hilton

Observing Members:

Brodie Turner	Lambeth Council
Cllr Sarina Da Silva	Lambeth Council
Danny Edwards	Southwark Council

Staff

The BID delivery team comprises the following staff:

Natalie Raben	Chief Executive
Alex Butt	Head of Public Realm
Harrie Notton	Head of Strategy and Marketing
Frankie Donnelly	Operations Manager
Charlie Moir	Project Manager
Karol Doherty	BID Security Manager

Staff support the delivery of the BID's objectives, which are overseen by members of the board and others via steering groups. Additional staff members that work through contracts include:

- One greening and cleaning operative: Full-time
- One greening and cleaning operative: Part-time
- One planting consultant: Monthly retainer
- Two Security Patrols: Part-time

Steering Groups

BID Steering groups have changed shape before, after and during COVID. The current arrangement of steering groups include:

- Marketing & Public Realm (meets quarterly) - Chaired by Catherine Baroun*
- Climate Action (meets quarterly) - Chaired by Charlie Moir*
- Placemaking (meets ad-hoc) - Chaired by Natalie Raben*
- Hotels Group (meets intermittently throughout the year) - Chaired by Harrie Notton*

Student Steering Group (meets quarterly) - Chaired by Harrie Noton

Security Forum (meets every 2 months) - Chaired by Mark Leeds, The Wellington (Owner)

Associated Companies:

In addition to running the day-to-day activities of the BID, BID staff is also deeply rooted in two other companies. The first of which, Lower Marsh Market, requires a regular and active on-site presence whereas the second company, Build Studios, has grown into its own independent entity with WAW remaining involved via board membership. Here's a larger picture of these two companies:

Lower Marsh Market Ltd

The BID took on the operation of Lower Marsh Market through a licence agreement from Lambeth Council in 2012. Since then, the BID has grown the Market in myriad ways including as a resource of providing local jobs for local people and as a placemaking driver for the overall neighbourhood. The Market offers low-cost lunch options for workers in the area and is therefore a great engagement tool for the BID. During COVID, the BID worked closely with the market to ensure its survival and utilised promotion of the market as a tool to encourage office workers back to the area. Fortunately, the Market survived COVID and is continuing to rise in popularity, thanks to a timed road closure that was implemented during COVID, making the Market much more pedestrian friendly.

From a governance point of view, the Market is run as a not-for-profit entity which the BID directly supports with staff time and resources. In a normal year, the BID would take a management fee from the Market, however, this fee was discounted in 20/21, waived in 21/22 and reintroduced in 22/23.

The Market delivery team includes the following staff:

Meeta Hitchings	Market Manager
Jay Harris	Set up and breakdown manager
John Fitzimmons Mikolajczak	Set up and breakdown worker

Build Studios & Build Workspace

The BID formed Build Studios, formerly Waterloo Incubator Company, to operate a shared workspace, also called Build Studios, at 203 Westminster Bridge Road, which is a building owned by Urbanest, a private developer. The head lease for the space is held by the BID and was acquired through the building's Section 106 agreement. The BID's lease for this space has a remaining 45-years on it with no rent liability. The BID provided seed funding to Build Studios for the original fit out of the space, all of which has now been paid back to the BID by Build Studios. The workspace caters to small teams in the built environment sector and draws in a unique crowd of like-minded individuals. In 2021, Build Studios became a charity and rearranged itself into two different businesses: Build Workspace, which runs the

leasing portion of the business, and Build Studios, which runs the charitable activities of the business such as working with local school age children and providing workspace for charitable entities. The BID has a board seat on both organisations. Both BID and Lower Marsh Market staff are accommodated in the facility and pay rent to Build Studios.

WeAreWaterloo 23/24 Projects

Project Delivery Themes

As a Projects overview, the BID separates its activities into three separate delivery themes. They are as follows:

Enhance the Environment

This is the most visible delivery theme for the BID since it includes tangible activities such as Neighbourhood Cleaning, Planting, and Safety/Security. This category also includes the BID's poster activity, Free and Reduced Recycling, which has a direct correlation with business savings and thus, satisfaction. The other activities here contribute to establishing Waterloo as a safe, attractive, and enjoyable place to visit.

Connect and Represent

Here the BID creates relaxed atmospheres for neighbourly connections and networking opportunities by focusing on B2B efforts that bring businesses together. The BID also lobbies for business interests on local and national levels here. This delivery theme normally includes EmploySE1, the BID's free recruitment service, however, this programme went on hiatus during 21/22 and has not yet relaunched due to the changing picture of the employment landscape.

Celebrate and Promote

Here the BID shouts about what distinguishes Waterloo from other neighbourhoods by promoting the unique draws and unlikely experiences that the area offers. This marketing message is realised through digital efforts, social media, events and neighbourhood branding.

Business Planning During the Cost of Living Crisis

Tough times are hitting people from all angles due to the world's cost of living crisis which is causing enormous strains on both consumers and businesses. This absolutely cannot be ignored when it comes to business planning as prices are bound to fluctuate from providers that deliver BID project services. Business planning was approached from a prudent and pragmatic angle by incorporating a combination of the Cost of Living Crisis with a desire to maintain healthy enough reserves to be able to spread over the remaining years of the BID's term.

Project Descriptions

Enhance the Environment

1. Recycling and Waste Management

Businesses receive a large amount of benefit from the BID's recycling and waste management programme which is currently procured through third party contractor, First Mile. The initiative has also expanded in recent years to include collections of different specific streams - such as glass and cardboard - and also subsidises collections for larger entities such as hotels and hospitality businesses. The programme works by the BID receiving individual bag-based allocations per each business and distributing the bags to each business on a scale that is based on the business' usage and rateable value. First Mile is set to increase their per-bag cost in 23/24. Over the 22/23 year, the BID experienced ups and downs with respect to the timeliness of their timed pick up collections. This combination of factors is encouraging the BID to set out more concrete KPIs that will be included within the 23/24 contract, laying out a plan to enforce penalties for offences such as missed timed collections. Overall, this is a service that will never go without funding by the BID since it is so valued by BID member businesses.

Additionally, the BID began bin consolidation for large entities on Kennington Road and Westminster Bridge Road in 22/23 which will continue on into 23/24. Doing this will help declutter and prevent fly tipping in these areas, thus, contributing towards accomplishing objectives within the Placemaking Strategy.

Lastly, after post-Placemaking Strategy consultation with residents on Roupell Street, it was decided that the BID would offer supplementary sanitation services to the area as a contracted service which will be subsidised by the neighbourhood association that looks after this area.

How does this tie into our Placemaking Strategy?

A goal of the strategy is to create healthy and inclusive spaces. Although this is not a visible project, it helps support contributing to that aspiration. Because of this service, the recycling rate for Waterloo businesses is 70% or above, which is 5% higher and 8 years ahead of mayoral targets.

22/23 Budget: £110,000

23/24 Budget: £115,000

Strategic Aims: Sustainable Environments

Placemaking Themes: Public Realm

2. Cleansing and Street Care

The BID works with third party provider ABM for this service who allocates the BID with dedicated staff members for the associated work. By changing providers to ABM a few years back, the BID has been able to provide an increased level of service under this project line. Cleaning encompasses much of the BID's more tangible work in the public realm such as jet-washing, graffiti removal, litter-picking and more. In order to fulfil all of the outputs associated with this project, the BID has also invested in infrastructure required to perform these tasks in nimble and reactive manners. Although the BID's relationship with ABM has allowed the BID to increase the impact of this project line, the BID may be looking towards bringing ABM staff in-house during the 23/24 year in order to completely maximise efficiencies.

How does this tie into our Placemaking Strategy?

In addition to our normal footprint of projects, this year's project line will also include lobbying efforts to de-clutter the public highway by requesting removal of items that are no longer fit for purpose such as telephone or electric boxes. This came up repeatedly as a priority during the placemaking strategy work and efforts will focus on Waterloo Road, as a starting point.

22/23 Budget: £65,000

23/24 Budget: £75,000

Strategic Aims: Sustainable Environments

Placemaking Themes: Public Realm

3. Green Infrastructure/Planting

Staff for the greening projects have previously come from ABM, however, the BID will be looking at bringing these staff members in-house for 23/24. These operatives work alongside one another on both cleaning and greening projects such as looking after planting and creating/maintaining pocket parks.

During 22/23 this project category included the start of grant-funded interventions related to the Hercules Road Pocket Park, an initiative that has unfortunately been delayed throughout the year, but will continue on into 23/24. A priority project for 23/24 includes working with public space furniture designer, Parkly, to add more greenery and wayfinding to the Lambeth North tube exit, helping direct people either towards the Imperial War Museum or the Lower Marsh Market. This project will mostly come from funds allocated to the Placemaking Strategy projects line, however, some will come from this budget line.

In 22/23 the BID worked with South Bank and Waterloo Neighbours (SoWN) to submit a joint application to the Grow Back Greener fund to plant 30 new trees throughout the district. The actual plantings of these will occur from 22/23 - 23/24 and will take place in a variety of locations - some with tree pits already in situ and some which will require the creation of new tree pits.

Plans to establish community gardens for both individual businesses and resident groups grew in popularity in 22/23 as a way to encourage local volunteering. If opportunities arise in 23/24 for more of these to take shape, the BID will take the lead in creating them with the anticipation that community members will then be responsible for looking after them.

Other projects this category will fund include maintaining the BID's new portfolio of parklets on Lower Marsh.

How does this tie into our Placemaking Strategy?

The Placemaking Strategy encourages the use of creative wayfinding and public space activation. It also specifically called out a number of these types of initiatives outside of the Lambeth North Tube station, which is a focus for this year's projects. Creating a welcoming environment is quintessential for the BID and this is accomplished through the extensive greenery found throughout the district.

22/23 Budget: £62,100

23/24 Budget: £75,000

Strategic Aims: Sustainable Environments, Unexpected, Welcoming

Placemaking Themes: Public Realm, Brand

4. Climate Action Initiatives

Over the past few years, the BID's *Climate Action Group* have launched a large portfolio of active transport projects - designed to improve air quality - such as subsidised cargo bikes, safe and secure bike parking, free Dr. Bike sessions and a bike security initiative designed to mitigate theft. During 22/23 the BID also wrote a Climate Action Plan which was broken down into four key pillars:

- Buildings & Energy
- Transport
- Recycling, Waste and Circular Economies
- Biodiversity & The Environment

Each pillar includes pledges and associated actions. The budget for this project line will go towards funding a variety of these associated actions such as:

- Working with Lambeth Council to support the goals of their Kerbside Strategy, which aims to redistribute 25% of kerbside space to community and business uses.
- Supporting the implementation of Zero Emissions Zones within LB Lambeth and LB Southwark, including an increase in electric vehicle charge points in appropriate locations
- Introducing a Library of Things containing core items essential to our business community and a localised reuse platform where businesses can list items that they no longer need, but could be reused elsewhere
- Providing direct support to businesses in applications for grant funding aimed at building and maintaining new green spaces

Alongside all of that, WAW also holds a seat on the steering group for Lambeth's Future Neighbourhoods 2030 Strategy. This is a document designed to launch projects that will help Lambeth reach Net Zero by 2030. Lambeth is in the process of bidding on funding for a selection of the strategic projects that are included as actions within the strategy. If there is an opportunity for the BID to be part of a compelling project then this will require match funding, which should also come from this budget line.

The budget has been marginally decreased this year as most of the funding for the above projects will come from joint bids for grants. The budget was also decreased to ensure that this project line will be able to be adequately funded throughout the remainder of the forthcoming years of the BID term.

How does this tie into our Placemaking Strategy?

The Placemaking Strategy calls on the BID to be more resilient and inclusive with objectives lifted directly from a combination of Lambeth's 'Climate Action Plan', Southwark's 'Tackling the Climate Emergency Together' and WeAreWaterloo's own Climate Action Plan. One specific project that is included within the strategy is to rationalise cycle lanes throughout the district. This is something that the BID will be continuing to lobby for as it accomplishes many of the ambitions of the Placemaking Strategy.

22/23 Budget: £12,500

23/24 Budget: £8,000

Strategic Aims: Sustainable Environments

Placemaking Themes: Public Realm

5. Safety & Security

The BID's Safety & Security offer was shaped significantly by action which took place during the 22/23 year. This included researching alternative options for the offer, beginning with the MET Police's programme of buying a police officer, Partnership Plus. After a series of meetings and investigations, this initiative was found to be a mismatch for the BID's needs. After this, the BID decided to advertise for an in-house BID Security Manager while at the same time seeking out alternative options for the BID's patrol offer from The Vaults. During the autumn, the BID brought on The Welcome People to provide patrols and soon thereafter brought on a full-time BID Security Manager. The purpose of the BSM is to both manage the patrol team and to also engage with local businesses and local law enforcement. In addition to that, the BSM will also be responsible for drafting up long-term planning documents for the BID including but not limited to an organisational risk register, counter-terrorism awareness planning, risk assessment, etc. The BSM will also act as the face of the BID when it comes to hosting and arranging security themed meetings and liaising with security staff from BID businesses.

During 22/23, the BSM began to offer training sessions to employees of businesses. It was found that there was an interest in having the BSM provide specific training to full staff teams of larger businesses. This type of training will continue to take place during 23/24.

To reinforce the importance of training, and add more to the offer, the BID has decided to increase this year's budget line in order to account for one-off investments in training opportunities. As part of this, the BID would like to ensure that the BSM acquires training and certification in relevant awareness courses which will then enable him to be able to provide regular training for BID businesses on these important practices.

How does this tie into our Placemaking Strategy?

Strategic Aims for the work is to create a sense of reassurance within Waterloo and to work towards making Waterloo a more welcoming place. By having a regular and noticeable security presence, the BID hopes to be able to reinforce this.

22/23 Budget: £60,000

23/24 Budget: £75,000

Strategic Aims: Welcoming

Placemaking Themes: Identity

6. Lobbying: Lighting

The BID has many new projects to get through this year and therefore will be suspending festive lighting. It is a significant expense and there are more longer-term projects which these funds can be redirected towards that will have a more substantial impact. This project line also normally accounts for lighting maintenance, however, budgets for works associated with these will be redirected to a combination of Cleaning and Greening for this year.

This project line also includes lobbying for lights that are the responsibility of the council to be functioning properly. For example, there are many non-functioning lights on Waterloo Road that the BID has been pushing for to be fixed, which will continue on into 23/24.

Furthermore, there are also many projects listed within the Placemaking Strategy for ways to improve lighting within the many underpasses dotted throughout the neighbourhood. There is potential for WAW to work closely with forthcoming development projects, who share these same ambitions to improve lighting, and see these projects come to life.

How does this tie into our Placemaking Strategy?

For many students that were surveyed during our Placemaking Strategy engagement, they came back to us with a perception of Waterloo as being grey and unsafe. With better lighting in more heavily trafficked areas, we hope to dispel this feeling.

22/23 Budget: £23,000

23/24 Budget: £0

Strategic Aims: Welcoming

Placemaking Themes: Identity, Connectivity

7. Lobbying: Waterloo Walkway

During the 20/21 year, the BID received a £30,000 grant from the GLA to fund a Feasibility Study examining what would be involved in building a bridge for pedestrians, leading from Exit 1 of Waterloo Station directly into Waterloo neighbourhood, hence, the *Waterloo Walkway*. The report was completed in March 2022, however, both Network Rail and Lambeth Council withheld publicly expressing support for the report until the Waterloo Station Masterplanning exercise began, which the group then launched during summer 2022. WAW holds a seat on the Senior Steering Group responsible for overseeing the Waterloo Station Masterplan exercise and participated in the interview session during which the winning consultant team, Grimshaw Architects, was selected to lead on these works. As part of WAW's involvement in the work going into the Waterloo Station Masterplan, WAW is ensuring that this Feasibility Report is kept top of mind and ideally, will eventually be able to find its way into being incorporated into the ensuing Masterplan for Waterloo Station.

How does this tie into our Placemaking Strategy?

Connectivity came up as a priority with the Placemaking Strategy and pushing for the eventual creation of the Waterloo Walkway will be a concrete way to directly connect the neighbourhood into the source of most of its traffic, i.e., Waterloo Station.

22/23 Budget: £0

23/24 Budget: £0

Strategic Aims: Togetherness, Sustainable Environments, Welcoming

Placemaking Themes: Connectivity, Public Realm

8. Lobbying: Emma Cons Gardens

During the 21/22 year, a Steering Group that included WAW was formed to create a new vision for Emma Cons Gardens. This Steering Group was funded by Bourne Capital, who then went on to submit a planning application during 22/23 for Capital Tower and Mercury House, buildings on Waterloo Road that are situated next to Emma Cons Gardens. In advance of their planning application submission, Bourne brought this group together - who selected public space designer Farrar Huxley to create the new look and feel of the space - to drive forward plans for this space. Unfortunately, the BID, as well as the Steering Group, have identified many holes in this plan including no contingency for long-term funding or maintenance. Therefore, it

is a BID priority to ensure that solutions for these issues come forward in advance of works commencing on the site. The BID has been working closely with those involved in the group to ensure that a concrete plan is brought forward to fruition and that pressure is put on the right people.

This project line does not require funding and instead, only requires lobbying.

How does this tie into our Placemaking Strategy?

Emma Cons Gardens is located in the heart of Waterloo and feedback from the consultation which took place in the leadup to the space design encouraged the space to reimagine itself as a public, civic square for community use. The BID wants to contribute towards seeing this aspiration actually take place which will require continued involvement in plans for the space. By having a more active and attractive Emma Cons Gardens, an increased sense of Welcoming will be experienced by those exiting from Waterloo Station.

22/23 Budget: £0

23/24 Budget: £0

Strategic Aims: Togetherness, Welcoming

Placemaking Themes: Public Realm, Connectivity, Identity, Activation

Connect and Represent

9. Events

After a quiet two years, the BID's event programme resumed to post-COVID levels during 22/23. For certain events, the BID will continue to work with third-party producers, BID Events, to help with operational tasks associated with event production. By now, the BID has solidified a relatively regular series of annual events which include the following:

- *Miracle on Leake Street* - The BID's alternative Christmas festival run in partnership with South Bank BID
- *St. George's Day Garden Party* - Celebrating the outer BID area within St. George's Garden
- *Waterloo Wellbeing Series* - These bi-monthly events bring workers together to participate in creative activities with truly local creative organisations and champions. The identity of the group will change this year under a new name (TBD) that establishes itself as more of a social outing than one which is slanted towards wellbeing. The programme will expand during 23/24 to really focus on the creative nature of these gatherings, also making that aspect more of its USP.
- *Pow Wow Waterloo* - These will increase from 2 to 3 in 23/24 and will include a more concrete partnership with VAULTS Festival and PRIDE
- Annual Event and Fundraiser
- Lower Marsh Lates - These typically take place on Thursdays in August and will continue to be run in partnership with the Lower Marsh Market
- Making Space for Women - Bi-annual socials in partnership with Build Studios that are designed to celebrate females in the built environment
- Potential collaborations between the BID and The Museum of Youth Culture
- Additional ad-hoc events

Moving forward, the BID intends to monitor more data coming in from members, with more attention being paid to tracking attendance at events. This will contribute

towards a larger plan of analysing data in order to monitor the success of programmes.

In 22/23 the BID had ambitions to team up more closely with Oasis for the Waterloo Carnival, however, that event was unfortunately cancelled due to the Queen's passing. During 22/23 the BID also launched a Student Steering Group in order to continue to better understand how to tap into that youthful audience. The anticipation is that ideas for new events may come out of the student steering group, so this budget line includes a contingency amount in order to account for that.

How does this tie into our Placemaking Strategy?

The Placemaking Strategy was quite heavy on ideas for public realm projects. Therefore, we don't want to lose sight of the importance of more public activation projects which can be accomplished by ensuring a consistent focus on the importance of events throughout the year. There's also a strong sense of creativity happening both within the people and the outputs of Waterloo. Therefore, events can be centred around uplifting this and introducing it to new audiences, also an ambition from the Placemaking Strategy.

22/23 Budget: £50,000

23/24 Budget: £45,000

Strategic Aims: Fringe, Togetherness, Unexpected
Placemaking Themes: Activation, Identity

10. Community Sponsorship

This constitutes the BID's annual sponsorship of community events and initiatives such as the *Together at Christmas* gift drive, which encourages staff at local businesses to donate Christmas gifts for local charities. This is an essential project for the BID as community engagement has become a cornerstone offer of the organisation. The importance of community involvement is only going to grow during 23/24 as businesses and consumers are affected in more ways by the cost of living crisis. In 22/23, the BID also invested in a series of Tap-to-Donate machines located within community centres peppered around the district. The BID will look to continue to look into future locations for more machines in appropriate areas. Lastly, the BID will continue to look for ways to lobby for improved accessibility throughout the district.

How does this tie into our Placemaking Strategy?

What came out quite strong in the Placemaking Strategy was the sense of community felt by those within and visiting Waterloo. By investing in local efforts, WAW as an organisation will be supporting ways to promote this sense.

22/23 Budget: £2,000

23/24 Budget: £2,000

Strategic Aims: Togetherness
Placemaking Themes: Connectivity

11. Employ SE1

EmploySE1 is the free recruitment service that the BID runs in partnership with neighbouring BIDs, Team London Bridge and Better Bankside. During COVID, EmploySE1 lost its full and part-time personnel and instead of going back out to recruit for new staff, the BIDs decided to pause on refilling these roles until the

impacts from the combination of COVID and Brexit became better understood within the employment industry. Each of the BIDs have vowed to commit to reigniting EmploySE1 but are waiting to do so until the employment landscape is better known. The BIDs have met repeatedly throughout 22/23 and instead of relaunching the service, decided to create a project brief for a consultant to support on devising a new strategy and implementation plan for the service. It is intended that the 22/23 budget will fund the cost of the consultant to perform this work.

Recruitment is a major issue both locally and globally. Hospitality businesses are having to cut back their offers due to lack of personnel and there seems to be no solution in sight. The BIDs know that we are not going to be the ones to solve this crisis, however, we do owe it to our businesses to devise a fit for purpose solution that helps alleviate some aspect of this thorny process.

This year's budgetary allocation is intended to fund whatever shape the future of the service takes in 23/24.

How does this tie into our Placemaking Strategy?

EmploySE1 provides value for businesses by taking away stress and headaches associated with recruitment. It saves businesses money that can be redirected for alternative use. It was a pre-existing project before the Placemaking Strategy took place.

22/23 Budget: £10,000

23/24 Budget: £10,000

Strategic Aims: Togetherness

Placemaking Themes: Connectivity

12. Lobbying: Planning/Neighborhood Planning

This is more of a lobbying project line than one which is associated with actual spend. The BID responds to all relevant planning applications in-house and makes sure to stay on top of these as they are published. The BID remains neutral in most cases, responding only if and when the situation calls for it.

How does this tie into our Placemaking Strategy?

Several major developments will be springing up within Waterloo over the next decade, bringing tens of thousands of new office workers, residents and visitors. It is imperative for the BID to ensure that BID programmes and services are growing in line with these changes and that relationships are formed with these developers in the early days to ensure partnership and cohesion. By investing time in responding to these planning applications, it is a way for the BID to continue building out and fortifying these relationships.

22/23 Budget: £0

23/24 Budget: £0

Strategic Aims: Togetherness

Placemaking Themes: Public Realm, Connectivity

13. Memberships, Lobbying and Campaigns

The fee-based portion of this is the BID's annual membership for industry trade association, [The BID Foundation](#), which also includes membership to the [IPM](#) (Institute of Place Management). In addition to this, much of the BID's regular activities fall under lobbying through the BID's involvement and participation in local

stakeholder groups such as [SoWN](#), South Bank and Waterloo Management Group, Emma Cons Gardens Steering Group, Lower Marsh Retail Strategy Steering Group, South Bank and Waterloo Partnership, Southwark BIDs, Lambeth BIDs, Future Neighbourhoods 2030 and many more, none of which have any associated fees.

How does this tie into our Placemaking Strategy?

By continuing to invest in BID industry-specific consortiums it will continue to raise the profile of WAW on an internal, B2B level. Off the back of the placemaking strategy, the BID was invited to a national conference hosted by The BID Foundation to share learnings from the work which then led to a study day hosted by the national trade group, the Institute of Place Management. This increased visibility within the industry will lead to more chances for WAW to have the opportunity to project Waterloo into the spotlight.

22/23 Budget: £2,000

23/24 Budget: £2,000

Strategic Aims: Togetherness

Placemaking Themes: Identity, Branding

Celebrate and Promote

14. Digital Marketing, Design and Printing

The BID is always adding to the arsenal of Waterloo-based content so it's important that investments continue to be made here in order to account for regular area photography and video shoots. A new website is planned to launch around the start of 23/24 so much of this project line will also be earmarked for ensuring that all of the required assets are ready to go for phase 1 of this new website. The new website will also require a reimagining of the WAW newsletter template, which will have been funded by the 22/23 budget line, and created to sync up with the new website's release. This budget will cover the cost of any additional photography or videography that will take place throughout the year. In addition to all of this, this will also cover the cost of paying for blog posts from student bloggers to be posted on the WAW website, an action which has already come out of the Student Steering Group.

One new initiative this year may bring will be more regular PR-influenced communication with levy payers by providing concrete ideas for businesses to consider for use on their social media channels.

How does this tie into our Placemaking Strategy?

WAW brand and identity both rank highly in importance within the Placemaking Strategy. By investing in ways to ensure that WAW's digital identity remains fresh and exciting, the BID is making sure to portray an accurate message of Waterloo to future visitors that stumble upon WAW content and are intrigued enough to invest in a visit. It will also instil a sense of pride into our businesses.

22/23 Budget: £10,000

23/24 Budget: £10,000

Strategic Aims: Fringe, Welcoming, Togetherness,

Placemaking Themes: Identity, Brand

15. Branding and Waterloo Promotion

This project category includes the retainer for the BID's monthly social media marketing contract with Hudson Fuggle and various other initiatives including the creation of marketing materials, PR support, neighbourhood branding such as lamppost banners and the BID's pop-up series, *Pretty Vacant*. During 21/22 the BID also launched a TikTok channel which will require continual investment as it grows in popularity. Working with area-specific micro-influencers will continue to be an area for exploration in 23/24 which will also require this budget. There will be a renewed focus on area PR whereas in previous years, the target was to grow and solidify the social media channels. This budget will also account for the creation and manufacture of tangible items that encompass the newly created WAW brand such as tote bags, water bottles, etc. Additionally, this budget will fund the creation of rotating advertising for the BID's free boards within Waterloo Station.

There is also an ambition for a concrete idea intended to live under the *Pretty Vacant* umbrella and designed to celebrate the history of Waterloo in a truly, weirdly local way. This idea is to secure a space and bring historical pieces together to create a free and creative experience and exhibition.

How does this tie into our Placemaking Strategy?

This is the bread and butter of Waterloo exposure and helps introduce this part of London to new and unlikely audiences. These social media channels are a way to express the quintessential Waterloo identity and must continually be invested in as a means of encouraging visitors. All of the other ideas for activation help cement Waterloo identity in a way that can be felt in a real way by attendees.

22/23 Budget: £90,000

23/24 Budget: £90,000

Strategic Aims: Fringe, Unexpected, Welcoming

Placemaking Themes: Identity, Branding

16. Placemaking Projects

The Waterloo Placemaking Strategy launched during summer 2022 and with that came a series of recommendations for nearly 150 public realm and placemaking activation projects. It would be impossible to fulfil all of the ambitions of the Placemaking Strategy, however, this project line is a way for the BID to focus on a staggered series of achievable projects that can be delivered over a phased period of time. For 23/24, the BID intends to deliver as many of the following projects as possible:

- Decluttering the public highway
- Creative Wayfinding + the potential to incorporate Legible London wayfinding in site specific locations
- A continuation of the BID's ReDesign initiative, which launched in 22/23 as a way to provide businesses with grant funding to enhance their exterior facades
- A new public space with plants, public art and wayfinding at the exit of Lambeth north tube
- Maintaining fresh campaigns on free advertising space within Waterloo Station - both the boards and the window space near Exit 3
- Activating the area behind Granby Space with plants and public seating
- New directional signage on the outside of parks within the district such as Millenium Green and Geraldine Mary Harmsworth Park
- Improving user experiences within area underpasses
- Incorporating visual cues in the public realm such as branded furniture or unexpected splashes of colour

- Support for the Albert Arms to create a new public space
- Additional one off event promotion such as promoting Eurovision parties taking place throughout Waterloo
- Decorative lighting

This list of projects was deduced from a series of engagement events which took place over autumn 2022, once the strategy had officially been launched. Large-scale murals were also included within the strategy, however, the BID aims to focus on those during 24/25.

How does this tie into our Placemaking Strategy?

This project line is dedicated towards realising ambitions of the Placemaking Strategy so within that, it directly supports the strategy on a literal level.

22/23 Budget: £125,000

23/24 Budget: £70,000

Strategic Aims: Fringe, Unexpected, Sustainable Environments
Placemaking Themes: Identity, Activation, Public Realm, Brand

17. Area Walking Maps & Tours

The Placemaking Strategy pulled out the reality that Waterloo is overflowing with lots of different types of pubs. For this year, the BID would like to experiment with incorporating a pub tour as part of either this project line or the Placemaking Projects line. This will only become a regular fixture as based on the type of feedback which is received from pilot versions of the tour. The pub walking tour is intended to be advertised to employees of Waterloo businesses, however, if the event takes off then there may be scope to increase the audience by advertising it openly on Eventbrite. In addition to this, this budget also covers the cost of Lower Marsh Market vouchers which are distributed to attendees who join the BID for BID-lead Waterloo walks.

How does this tie into our Placemaking Strategy?

The pub tour is a direct recommendation from the strategy. The pre-existing Waterloo Walks are a way to expose history and culture of the neighbourhood - the truly local brand of Waterloo - to office workers in the area while also hoping to dispel issues related to area connectivity.

22/23 Budget: £500

23/24 Budget: £500

Strategic Aims: Welcoming, Togetherness, Unexpected
Placemaking Themes: Connectivity, Brand

18. STAR Card

STAR Card recently relaunched with an updated brand and aesthetic. Therefore, this budgetary allocation is to support a renewed focus on the programme in the form of ad-hoc design support for its visibility on both the WAW website and on its own branded website, which is run by the BID in Wix. Furthermore, as the BID completed a Brand Pivot during the latter half of 22/23, this work was completed in a way to consider the identities of pre-existing BID projects - such as this STAR Card - and to ensure a seamless integration of looks and feels. There are also ambitions to expand the audience of STAR Card outside of just levy paying businesses so this year's budget will account for ways to reach this audience. More work will also be done to continue to educate employees of participating STAR Card businesses about their offers by creating back-of-house signage, detailing more information on the

programme. Engagement will continue through participation in local university freshers fairs and regular mentions during our Student Steering Group meetings.

How does this tie into our Placemaking Strategy?

STAR Card encourages and incentivizes exploration of the BID area for those that wouldn't normally do so. It's also a way to showcase the hidden gems of Waterloo with alluring specials.

22/23 Budget: £2,500

23/24 Budget: £2,500

Strategic Aims: Togetherness, Unexpected

Placemaking Themes: Connectivity, Brand

19. Monitoring and Market Data

This is a fixed cost and accounts for spend on the BID's footfall counters, which are owned by private company, Springboard. As the BID has had these counters in place for a multitude of years, it's essential that the service continues so that year on year comparisons can be drawn. To that end, regular incoming data from the counters has become more important than ever as requests from businesses for this information skyrocketed during the pandemic and has remained high since then. The BID is also looking to explore additional add-ons for data in 23/24 if these can be explored in a cost efficient manner.

How does this tie into our Placemaking Strategy?

By being able to regularly track foot traffic within spot locations in the BID, the BID is able to assess how visitor numbers are affecting businesses. Furthermore, foot traffic trends are seen to be going one way or another, the BID can build programmes around these discoveries that capitalise on what the data is telling us.

22/23 Budget: £9,000

23/24 Budget: £10,000

Strategic Aims: Sustainable Environments

Placemaking Themes: Connectivity

20. VAULT Festival Sponsorship

The BID's partnership with VAULT Festival has significantly deepened over the years, even without the Festival having taken place in both 2021 and 2022 due to COVID. That aside, VAULT is a true partner to the BID, especially after having more recently opened up its doors with The Glitch cafe and entertainment space on Lower Marsh, providing VAULT Festival with a permanent home in Waterloo. The BID decided to increase its support for VAULT Festival by going over budget during the 22/23 year with a sponsorship allocation of 25K instead of 20K. This level of sponsorship is planned to continue on into 23/24.

How does this tie into our Placemaking Strategy?

VAULT festival accomplishes much of what the BID aims to do: it introduces Waterloo to new and likely audiences, it champions culture with a small c, celebrates diversity and inclusion in its programming, provides a platform for emerging creatives and it champions Waterloo as a location for embracing all of the above. It comes as no question for the BID to continue supporting the VAULT Festival in the manner that we have and will continue to.

22/23 Budget: £20,000

23/24 Budget: £25,000

Strategic Aims: Welcoming, Fringe, Unexpected
Placemaking Themes: Identity, Activation, Brand