



## **WeAreWaterloo Business Plan 24/25**

*Year 4 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 24/25 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 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 to:

- Be truly local
- Be tenacious
- Be feisty
- Be approachable
- Be 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, underdog destination for business, life and leisure.

Waterloo's values as a place are:

- Fringe
- 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 built out 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. With those in place, 23/24 focussed on bringing the strategies to life with a compelling new visual identity implemented in both public realm and place marketing efforts. The year 24/25 will see an enhanced focus on bringing public art and place activation to the public realm based on recommendations from the Placemaking Strategy and a commitment to pushing the Waterloo place brand through additional PR and influencer campaigns. 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.

For 24/25, conservative budgeting has been implemented to ensure a satisfactory level of reserves remain when the BID goes to rebalot in 25/26. These reserves would cover wind-up costs of the organisation in the unlikely event of an unsuccessful rebalot. Whilst the BID intends on reducing the reserve level over the next two years, the conservative budgeting will ensure that levels of projects and services remain consistent across both years.

The BID team continually looks to seek out and apply for grant funding to supplement existing project budgets, and can leverage the levy income raised from members as match funding where required. Since 2018, over £300,000 has been raised for BID projects from grant funding applications, both as capital and in-kind funding. The acquisition of grants remains an important income stream for the BID and the aim is to secure £20k in grant funded work over the course of 24/25. This could be achieved from a manner of different grant funding streams such as greening, cleaning or events.

## 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 - *alternative 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 (Lower Marsh Lanes... At The Movies) 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:

Charles Graham (Chair) London South Bank University  
Michael Johnson (Vice 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 Independent  
Eddie Nelms Resident  
Charles Tyler Paladar  
Sarah Pittaway Union Jack Club  
Patrick Christie London South Bank University  
Catherine Baroun Hampton by Hilton

### *Observing Members:*

Brodie Turner Lambeth Council  
Danny Edwards Southwark Council  
Phil Botes Bourne Capital

### **Staff**

The BID delivery team comprises the following staff:

- Natalie Raben Chief Executive (On Maternity Leave Sep 23 - Sep working 1 day/week)
- Alex Butt Head of Public Realm & Acting Co CEO (Sep 23 - Sep 24)
- Harrie Notton Head of Marketing & Acting Co CEO (Sep 23 - Sep 24)
- Frankie Donnelly Operations Manager
- Zan Haq Marketing and Projects Officer
- Karol Doherty Business Security Manager
- Hannah Sarol Digital Marketing Assistant (Aug 23 - Aug 24 placement)

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:

- Jose Criollo Cleaning & Greening Supervisor
- Abdulah Abdulah Cleaning & Greening Operative
- Leon Clarke Cleaning & Greening Operative
- Frances Ward Gardening Consultant

Two Security Patrol staff contracted through FGH Security: Part-time

## **Steering Groups**

BID Steering groups have changed shape throughout the years. The current arrangement of steering groups include:

*Marketing & Public Realm (meets quarterly)*

*Hotel GMs (meets intermittently throughout the year)*

*Waterloo Strategic Security Group (meets bi-annually)*

*Crime & Security Forum (meets bi-monthly)*

## **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 a myriad of 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 and a great location for place activation following a successful timed closure of the street. In 24/25, a priority of the market is to make use of the GLA High Streets Data available to WeAreWaterloo and make an informed decision on reopening the market on Saturdays, paying close attention to footfall, dwell and spend trends for the street.

In a report produced by our Marketing and Projects Officer alongside the GLA's Data Science team, it was deduced that weekend footfall across Lower Marsh for 2023 was 9% higher than 2019, which was previously our highest performing year for weekend footfall. In addition, overall spending across WeAreWaterloo BID during the weekend has risen dramatically by roughly 115% when compared to 2019, the last year we had the Saturday market, which justifies the reintroduction and refocus on reintroducing a weekend market.

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

Nina Barker-Francis Admin Assistant (part-time, 2 days per week) Louis

Watson Market Supervisor

Sam Wilson Market Operative

### **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 44-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 24/25 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, Greening, 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 also includes EmploySE1, the BID's free recruitment service, which went on hiatus during 21/22 and is currently in the process of being reimagined for 24/25. Lastly, with renewal on the horizon in 25/26, the BID must ensure associated costs for campaign planning are accounted for, which also fall within this project activity.

#### *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, PR, social media and influencers, events and neighbourhood advertising.

## **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 food and bulky waste collections - 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 per each business on a scale, based on the

business' usage and rateable value. The per-bag cost is set to increase during 24/25 and an uplift of £5,000 from the prior year will cover this.

In addition, the BID has sought additional providers for glass collections to improve reliability and is subsidising glass crushing collections from certain businesses, which tie into the BID's Climate Action Plan regarding consolidating freight trips into and out of Waterloo.

One major project the BID has implemented and will continue in 24/25 is the introduction of a cargo bike collection and consolidation for all kerbside bag collections in Waterloo. This ties into WeAreWaterloo's Climate Action Plan and Placemaking Strategy through improving the condition of the public realm and decluttering pavements by reducing the number of 1100L bins present.

#### *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 68% or above, which is 3% higher and 6 years ahead of mayoral targets.

**Strategic Aims: Sustainable Environments**

**Placemaking Themes: Public Realm**

## 2. Cleaning and Greening Staff Hours

Cleaning encompasses much of the BID's more tangible work in the public realm such as jet-washing, graffiti removal, litter-picking and more. The Cleaning and Greening team also maintains all of WaW's green spaces, which in 2023 received a Community Green Flag Award. Collectively known as Waterloo's Green Network, the spaces managed by WaW consist of:

- Parklets and planters on Lower Marsh
- Leake Street Pocket Park
- Secker Street de-paved beds
- Parklets and palm trees on The Cut
- Baylis Road planters and tree pits
- Kennington Road tree pits and de-paved beds
- St George's Garden
- Thirty street trees on Baylis Road, Lower Marsh & Hercules Road

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.

The team were brought in-house in March 2023 which allows for the team to be flexed up and down in accordance with demand, whilst also working alongside the Lower Marsh Market Assistants to provide operational coverage to the market as and when required.

#### *How does this tie into our Placemaking Strategy?*

Managing an in-house team of Cleaning and Greening Operatives allows a faster, more reactive street cleaning and greening presence, which in turn will improve the look and feel of the public realm. This results in a more welcoming and pleasant environment for all.

**Strategic Aims: Sustainable Environments**

**Placemaking Themes: Public Realm**

## 3. Public Realm Projects & Materials

To better encompass all the work derived from this project line, the title has been amended to be more reflective of all public realm work, not only greening work, that is attributed to this area. Formerly this project line was titled Planting and Greening.

For the 24/25 year, the BID will look at creating improvements in Emma Cons Gardens through improved planting and seating, alongside working with landscape architects Farra Huxley to bring forward enabling works for the larger Emma Cons Garden redevelopment - with a view to allowing the space to be a functional area which is pleasant to sit, dwell and hold community events.

Further, we will be looking at ways to improve the experience on Waterloo Road, building on work completed in 23/24 such as improved colourful lighting along the street, and decluttering efforts through the removal of bins and redundant planters.

In addition, this budget has previously been used as match funding for projects such as the Hercules Road depaving and planting project and Waterloo Tree Planting. Where opportunities for grant funding arise, this budget line again will be used for match funding if necessary.

Material costs for planting and maintaining existing green spaces, consumable materials for the cleaning team, maintenance for the electric vehicle and other larger investments such as cleaning machinery and cargo bikes come from this project line.

#### *How does this tie into our Placemaking Strategy?*

The Placemaking Strategy encourages the use of creative wayfinding, public space activation, additional greenery and tactical urbanism practises. It also specifically outlines a number of priority projects for the BID to action. Creating a welcoming environment is quintessential for the BID and this is accomplished through the extensive greenery and public realm activations found throughout the district.

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 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 these initiatives.

Alongside this work, WAW 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. If there is an opportunity for the BID to be part of a compelling project then this will require match funding, which should come from this budget line.

Further, the creation of the FN2030 Net Zero Programme Lead hire, who will be managed and overseen by the FN2030 steering group will expedite the pace at which small and large scale net zero projects can be rolled out within the BID area.

#### *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 much of what we hope to do within the Placemaking Strategy.



Strategic Aims: Sustainable Environments

Placemaking Themes: Public Realm

## 5. Safety & Security

A strong emphasis on safety and security in Waterloo continues from the previous two years. In 23/24 the BID re-tendered the existing security patrol contract, with FGH Security taking the contract from August 2023. FGH Security currently provides the patrol for the New West End Company (the BID for Regent Street, Oxford Street & Bond Street), and are able to integrate their systems and team into Waterloo, providing a high quality of service with a local control centre and knowledge of the London criminal landscape. The remit of the patrol is to provide a familiar and reassuring presence in the area, to share intelligence of known criminals and crime patterns with local businesses, and to intervene in criminal activity in certain circumstances. The security patrol regularly meets with local security partners such as the local Met Police, British Transport Police, local authority outreach services and larger businesses to patrol the Waterloo area, providing reassurance and intelligence to the local community. These services will continue throughout 24/25.

In addition, the creation and continuation of the Waterloo Strategic Security Group remains a priority and acts as a high level meeting place for senior security officials with a remit covering Waterloo. The group continues to look to reduce the risk of terrorism by encouraging and developing a more integrated approach to security and policing activities and promoting the concept of community ownership of security.

Further, the Crime and Security Forum and regular training for businesses will continue and also remain a priority.

All of the above work is managed by our Security Manager, who has enabled significant growth in the size and scope of security projects and their delivery, alongside delivering bespoke training for businesses at no cost.

*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.

**Suggested KPIs for 24/25:**

**- A monthly partnership patrol with key security partners (including Met Ward teams, BTP, Outreach etc)**

**- 25 business engagement visits by the patrol team per week**

Strategic Aims: Welcoming

Placemaking Themes: Identity

## 6. 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, which has since received approval from LB Lambeth.

In advance of their planning application submission, Bourne Capital brought a local steering 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. The steering group submitted a planning application to LB Lambeth to regenerate the garden space in 23/24 which is currently working its way through the planning process. In the meantime the steering group will look to convert into a Community Interest Organisation to help the management and activation of the gardens.

In 24/25, WaW intends to support ECG CIO to implement light, quick and cheap

solutions to improve the public realm in the short term, with the intention of curating a summer season of place activation to commence in May 2024 alongside local community and cultural groups. This should change the perception of ECG from an unpleasant transient interchange, to a meaningful place to dwell in advance of the full regeneration of the gardens.

*How does this tie into our Placemaking Strategy?*

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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.

Strategic Aims: Togetherness, Welcoming

Placemaking Themes: Public Realm, Connectivity, Identity, Activation

## Connect and Represent

### 7. Events

The BID's event programme was full to the brim with a broad mix in 23/24 with the addition of a London Festival of Architecture collab with Build Studios, a longer summer 'Lower Marsh Lates' series and a new, sell-out, post work 'Waterloo - Who Knew?' workshop series. The BID will continue to work with third-party producers, BID Events, on large scale events such as *Miracle on Leake Street* and a freelance, well-connected events manager Emma Buchanon on the curation and programming of community events.

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: Who Knew?* - Bringing workers and residents together once a quarter to participate in post-work creative activities with truly local organisations and champions. In 23/24, all workshops sold-out quickly including a quirky calligraphy class and wine tasting at Greensmiths, a Brazilian JiuJitsu workshop at Grapple Zone with a further workshop scheduled to introduce workers to Mudgang pottery on Hercules Road
- *Waterloo Behind The Scenes (BTS)* - In line with our placemaking strategy, we ensured all panels had a 'London round-up' hook (Pride and VAULT Festival tie-in) and spotlighted a local business (Honour) or community champion (Rev Giles Goddard)
- *Annual Event* - A get-together for BID levy payers to get to know their neighbours and hear more from the BID about pertinent projects and services
- *Edible Marsh* - A free monthly gardening workshop for local stakeholders on Lower Marsh Market
- *Lower Marsh Lates* - In 23/24, this successful series took place on the last Thursday of the month from May-Sep with the addition of outdoor film screenings
- *Making Space for Women* - Bi-annual socials to celebrate females in the built environment, putting a spotlight on the various practices in the area
- Additional ad-hoc events

The success of 'Lower Marsh Lates... at the movies' can largely be attributed to the addition of a screen (encouraging and increasing dwell time, which resulted in additional spend) and enhanced PR, which introduced the event to a wider audience. In 24/25, the BID would like to be more reactive with our outdoor programming to include important sporting events in the annual calendar (such as

the Euros and Paris Olympics) and partner with local businesses, especially down the quieter Westminster Bridge Road end, to bring this to life. The BID also plans to expand its work to programme shows from local cultural institutions, driving home just how identity and area-defining 'arts and culture' is to the area.

*How does this tie into our Placemaking Strategy?*

Place activation is critical in bringing new audiences to the BID area, whilst subsequently providing existing audiences (workers and residents) with a reason to return and make the most of what's on their doorstep. It's important that the events programming remains low/free and reflects the London calendar to drive home the message that Waterloo is an inclusive and welcoming neighbourhood.

**Suggested KPI for 24/25: 15% increase in attendance across Making Space for Women Workshops, Waterloo BTS panel discussions, Annual Events and lunchtime walks; 10% increase in both footfall and spend for Miracle on Leake Street and Lower Marsh Lates Programming**

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

#### 8. Community Sponsorship

This constitutes the BID's annual sponsorship of community events such as *Waterloo Carnival* and initiatives such as the *Together at Christmas* gift drive, which encourages staff at local businesses to donate Christmas gifts for local charities in need and was expanded for 23/24 to include South Bank BID businesses. This is an essential project for the BID as community engagement has become a cornerstone offer of the organisation. This project line also contributes towards funding 'Tap-to-Donate' machines for Oasis and WAC, with a review and rebrand due to be undertaken in 24/25. Thanks to a SBEG funded 'community mapping' exercise of the South Bank and Waterloo Ward (due for launch in Jan 2024) on behalf of SOWN, WaW will have a better understanding of the charitable landscape (make-up and needs) and be able to channel our support more strategically. To honour this, WaW is committed to rolling out a 'With Waterloo' dedicated web page that will spotlight our incredibly vast array of community groups as well as signposting businesses to support them appropriately, whilst also empowering charities to upload volunteering opportunities and items they need as and when they see fit. This can live as a legacy feature in the monthly newsletter, and will make it easier for WaW staff to expediently share information with businesses. Any associated costs pertaining to this project will be attributed to the digital marketing budget line.

*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.

Strategic Aims: Togetherness  
Placemaking Themes: Connectivity

#### 9. Training and Development

This project line was previously titled EmploySE1, which described our free recruitment service that the BID ran in partnership with neighbouring BIDs, Team London Bridge and Better Bankside. During COVID, it was agreed that EmploySE1 should be put on hold while the impacts of both the pandemic and Brexit on the employment industry became better understood. In 23/24, the BIDs committed to reigniting EmploySE1 and created a project brief, which was awarded to PRD consultants. The scope set out to establish a robust strategy for its future based on a deeper understanding of the current landscape through engagement with levy payers, as well as a plan for implementation, specifically referencing how it would benefit members. With the findings now published, it has become apparent that 'recruitment' is no longer as big a focus for levy payers as retention and training of staff.

With that in mind, WaW has explored cost-effective training providers and discovered 'Seedl', a platform that provides unlimited businesses with a wide range of training opportunities. This online training platform will allow businesses to upskill their staff for free and contains such opportunities as health and safety training, mental health and wellbeing and hospitality. This project line will cover an annual subscription fee for this service, as well as the opportunity to work alongside the other two BIDs to roll out programmes dedicated to retaining staff, and signposting local opportunities (including higher education facilities, as was requested by members in the report) in our respective areas.

*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.

Strategic Aims: Togetherness

Placemaking Themes: Connectivity

#### 10. 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 planning applications in-house and makes sure to stay on top of these as they are published. The BID remains neutral in most cases and at times, refrains from responding 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 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.

Strategic Aims: Togetherness

Placemaking Themes: Public Realm, Connectivity

#### 11. 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 industry-specific consortiums it will continue to raise the profile of the WaW on an internal, B2B level. Off the back of the placemaking strategy, WaW were 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 national trade group, the Institute of Place Management. This increased visibility within the industry will lead to more chances for us to have the opportunity to project Waterloo into the spotlight. In 23/24, WaW were invited to present at a Future Cities steering group to discuss our ReDesign and Pretty Vacant projects. WaW was also invited to present on the BID's urban greening initiatives alongside European leaders to placemaking practitioners in Strasbourg at Placemaking Week Europe. In March 2024, WaW have been invited to speak at The Transforming UK High Streets Conference to discuss the success thus far of the placemaking strategy.

Strategic Aims: Togetherness

## Celebrate and Promote

### 12. Digital Marketing, Design and Printing

With a newly launched, fresh, vibrant and eye-catching new brand, WaW must continue to invest in innovative ways to roll this new identity out across the BID's social channels, print materials (such as the 'Welcome to Waterloo' QR code blocks) and design concepts. This budget line also incorporates a regular refresh of area-wide photography and videography, ensuring the website remains accurate, reflecting the ever-changing public realm and business community.

For 24/25, it is important that all elements of WaW's B2B marketing materials are repurposed in the new brand (including a redesign of the annual billing leaflet, letterheads, business cards etc.) plus updated tap-to-donate vinyls and new posters for cleaning vehicles, Wally and Wilma, and lastly a new 'With Waterloo' web page for community organisations.

*How does this tie into our Placemaking Strategy?*

WaW now has a brand and place brand to be proud of, and one that has visible and tangible clout. By investing in innovative, digital efforts to ensure that the identity remains fresh and exciting, we are making sure to portray an authentic message of the neighbourhood to future visitors that stumble upon our content and are intrigued enough to invest in a visit.

Strategic Aims: Fringe, Welcoming, Togetherness,  
Placemaking Themes: Identity, Brand

### 13. 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 PR and influencer support, large-scale branding projects including a lamppost banner contract and the BID's pop-up series, *Pretty Vacant*. During 23/24 the BID trialled working with a social media micro-influencer agency on two campaigns dedicated to uncovering the area's hidden gems, using 'on-brand' voices to encourage audiences to discover Waterloo's various hotspots, to much success (+80k views across two campaigns). In addition, enhanced investment in PR saw a huge uptick in the success of the Lower Marsh Lates, and the ReDesign grants programme (further information found in 'Placemaking Projects'), which in turn enhanced reach. In 24/25, WaW plans to launch a dedicated F&B campaign focussed on highlighting the area's indie restaurants and bars (many of whom are destinations in their own right), as suggested and encouraged by the local indie F&B population, supplemented by PR and influencer support. This budget line also incorporates costs associated with rotating advertising on free digital billboards within Waterloo Station.

*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 Waterlooian 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.

Strategic Aims: Fringe, Unexpected, Welcoming  
Placemaking Themes: Identity, Branding

### 14. Placemaking Projects

The Waterloo Placemaking Strategy launched during summer 2022 and with that came a series of recommendations for nearly 150 public realm and public space 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 24/25, the BID intends to deliver as many of the following projects as

possible:

- Decluttering the public highway
- Public art in prominent yet highly tagged areas of Waterloo Road and various locations around the BID area including London Road, Cornwall Road, Westminster Bridge Road and more
- Enhanced deep cleaning of heavy footfall areas
- ReDesign - A third round of this initiative, which launched in 22/23 as a way to provide businesses with £5k in grant funding to enhance their exterior facades by improving elements such as signage, awning, paintwork etc.

*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 holistic level.

Strategic Aims: Fringe, Unexpected, Sustainable Environments

Placemaking Themes: Identity, Activation, Public Realm, Brand

#### 15. Area Walking Maps & Tours

The quarterly WAW lunchtime walking tours provide local workers with an opportunity to escape their desks for an hour to learn more about what's on their doorstep. They remain popular, with 15-20 attendees booking in advance and as such, WaW may consider rolling these out more regularly (bi-monthly). This budget covers the cost of Lower Marsh Market vouchers and various treats from our independent businesses, which are distributed to attendees.

*How does this tie into our Placemaking Strategy?*

The 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.

Strategic Aims: Welcoming, Togetherness, Unexpected

Placemaking Themes: Connectivity, Brand

#### 16. STAR Card

With over 5k downloads since its relaunch in 21/22, the budgetary allocation supports 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. In 23/24, WaW attended LSBU and Kings' freshers fairs to much success, with over 200 downloads in just two hours. WaW and South Bank BID also paid for advertisement features in both University's digital newsletters, which has in turn made Kings College site the leading source of traffic to the STAR Card website. As such, in 24/25 student engagement by way of visibility at Freshers Fairs and paid advertorials must be a main staple of this project line, with additional paid opportunities to reach students also incorporated.

*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.

Strategic Aims: Togetherness, Unexpected

Placemaking Themes: Connectivity, Brand

#### 17. Monitoring and Market Data

In 23/24, WAW expanded its data services to include an innovative new contract with the GLA. Their 'High Street Data Dashboard', allows the BID to benchmark spend, footfall and dwell time across all corners of the BID area (and also compare against other London postcodes). The BID plans to use this new platform to inform and help drive the roll-out of future programmes. In the first instance, WAW will use this data to support the roll-out of a revamped Saturday market on Lower Marsh, including all-important information regarding customer travelling patterns. This level of data will help inform subsequent marketing strategies, allowing the BID to make more sophisticated and targeted advertising decisions.

Additionally, this project line covers fixed costs and accounts associated with 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.

*How does this tie into our Placemaking Strategy?*

By being able to regularly track foot traffic, WaW are able to assess the relative success of our events and initiatives - as based on numbers - and how these compare to previous iterations. Furthermore, when the BID sees foot traffic trends going one way or another, we can build programmes around these discoveries that capitalise on what the data is telling us.

Strategic Aims: Sustainable Environments

Placemaking Themes: Connectivity

#### 18. Vaults Festival Sponsorship

Unfortunately, VAULT Festival has moved out of the BID area to nearby Blackfriars due to longstanding difficulties sourcing a long-term home. Despite this, VAULT Festival intends to create a micro festival across the BID area, encouraging the culturally curious to come to Waterloo in search of late night, comedy, cabaret and theatre; this is to be called 'A Pinch Of Vault Festival' and will take place in February 2024. WaW is committed to supporting this venture on a much smaller scale, as it supports the ongoing commitment to encourage people to explore Waterloo (dispelling the connectivity issues outlined in the Placemaking Strategy), whilst also driving home Waterloo's identity, as a home for affordable, authentic, culture. As such, this budget line has significantly reduced to reflect the festival's more limited scope and funds have been reallocated following discussions with the M&PR Steering Group towards the potential purchase of an in-house screen and renewal costs.

*How does this tie into our Placemaking Strategy?*

VAULTS 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 us to continue supporting the VAULTS Festival in the manner that we have and will continue to.

Strategic Aims: Welcoming, Fringe, Unexpected

Placemaking Themes: Identity, Activation, Brand