





### Introduction

The South Bank and Waterloo area of Lambeth and Southwark has long been one of central London's most important economic and cultural centres. Besides major corporations, universities and health care plus international tourist and cultural attractions, the area hosts a thriving range of small and medium sized businesses. Alongside these are a number of significant residential communities and local facilities such as schools and religious buildings.

The London Plan identifies South Bank and Waterloo as an Opportunity Area, capable of sustaining economic growth for many years. The area generates over £5bn of value per annum, with 30 million visitors spending over £300m a year. It is now one of London's most important economic engines with annual business rates income to the local authorities in excess of £50m.

The COVID-19 lockdown has had a devastating impact on the area's economy. While activity never ceased completely, due to the presence of St Thomas' Hospital, many shops, businesses and attractions have lost several months of trading and face an ongoing uncertain future.

The area relies on a set of interconnected activities, an 'ecosystem' of businesses that are interlinked with the cultural hub. The economy will remain under threat until all parts of the 'ecosystem' are fully up and running again.

Lambeth and Southwark Councils, together with the Business Improvement Districts (BIDs) for the area, the local MPs and other public, community and private sector partners have worked together throughout the crisis, both to manage the immediate impacts and to start thinking about how best to support the area's recovery – in economic, community and environmental terms. This plan sets out what we have been doing together and what we will continue to do to support local, national and international businesses in the area alongside our residents and communities to be safe, clean and COVID-19 secure.

This Recovery Plan was prepared in July 2020 for the South Bank and Waterloo Partnership, chaired by local MPs Florence Eshalomi and Neil Coyle. Updates on revisions and progress are available at www.sbwp.org.uk









Previous page: A member of South Bank Patrol Team in action. Left: Hospitality venues like the Hercules pub reopened with social distancing. Bottom: The Young Vic theatre celebrates its 50th birthday by launching an art installation entitled The Unforgotten, featuring images of (left to right) Mary Seacole, Marsha P. Johnson and Ulric Cross.

#### Planning for recovery

We set out how we are planning to support the reopening and recovery of the South Bank and Waterloo area. We have identified a vision that's based on partners working together to achieve a safe, successful and sustainable recovery. Our plan is organised around six themes to support businesses, local people, and communities in Lambeth and Southwark. For each theme, we have set out a series of actions either taken, underway, or planned for the future.

We have worked with business to assess impacts. Some large businesses have been resilient to the changes – with office workers in the corporate and university sector able to relocate to working from home and continue business with limited interruptions. Others face a perilous future if they are unable to reopen safely before too long.

This is a particular concern for the major cultural organisations with performing spaces: Southbank Centre, National Theatre, The Old Vic, and Young Vic.

Small and medium sized organisations have experienced a similar mix of fortunes with all but essential shops closing, but some businesses being supported by government furlough schemes and discretionary and non-discretionary grants. Most small businesses will need to reopen to guarantee their futures, but those relying heavily on footfall or passing trade will find it difficult to trade at levels they have historically enjoyed. Hospitality businesses, such as cafes and restaurants, need help reopening, potentially relocating tables and chairs outside.

Our actions need to sit within the context of Government guidance and changes to legislation and regulation. This plan sets out how the partners involved in the South Bank and Waterloo Partnership aim to support those that wish to reopen to do so safely, in a timely way and to communicate clearly and regularly about this with local residents and the wider London community.

This collaborative work will be co-ordinated through the multi-agency South Bank and Waterloo Management Group and reported regularly to the South Bank and Waterloo Partnership and Forum which are chaired by the area's two MPs.



# OUR TOP FIVE PRIORITIES



Implementation of Local Outbreak Control Plans



Supporting businesses to reopen as soon as it is safe to do so



Funding and resources for cleaning, patrolling and urban management



Immediate and medium-term public realm and transport improvements



Starting to plan employment and training support programmes

in h

Opposite page: Bernie Spain Gardens. Right: New signage in place at St Thomas' Hospital. Below: Enjoying outdoor socialising on Blackfriars Road. Bottom: Stallholders at Lower Marsh Market.





#### Implementation of Lambeth and Southwark's Local **Outbreak Control Plans**

The Lambeth and Southwark Directors of Public Health are leading the development of the local outbreak control plans and have started consultation and discussion with local stakeholders.

#### **Supporting businesses** to reopen quickly as soon as it is safe to do so

This will require continued information and support from the Councils and BIDs to local businesses within the framework set by the most recent Government guidance and proposed legislation, including the ability where necessary to flex funding streams.







Opposite page: South Bank Clean Team in action. Left: Streetspace pavement widening scheme outside Waterloo Station. Bottom: Hospitality venues starting to open up following distancing guidelines.

## Immediate and medium-term public realm and transport improvements, in particular to the South Bank Spine Route

In addition to immediate measures taken at Waterloo Road and outside Waterloo Station. Lambeth Council is planning to implement as soon as possible the pedestrianisation of Concert Hall Approach and agree a clear programme of further works.

### 5 Starting to plan employment and training support programmes

Forecasts point to sharp increases in unemployment as immediate economic support programmes are phased out and preparations need to begin for how local businesses and organisations might help deliver likely further government employment, skills and learning initiatives.





#### **SIX THEMES FOR RECOVERY**





## THEME 1: Supporting our communities

TIMELINE

Short term next 3 months

Medium term 3-12 months

Long term 12 months +

Vulnerable residents

Continue to
provide 'safety net'
support, food
parcels and finance
advice to local
residents in need

Ensure residents who are newly suffering financial hardship are helped to apply for benefits and free school meals

Provide continued coordinated support to vulnerable residents and advocate for them

Young people

Provide
summer holiday
programmes where
possible and tell
people about them

All children and young people return to purposeful full-time education Increase links
between schools
and employers
through structured
work experience
programmes

**Employment** 

Start thinking
about priorities for
employment support
programmes and
involve all relevant
partners inc. Employ
SE1, Coin Street etc.

Ensure all partners
who deliver
programmes join
up with colleges
and employers to
develop a strategy

Implement
employment support
strategy; focus on
young people and
BAME groups

Voluntary & community groups

Pay out discretionary grants through Charitable Organisations Fund where applicable Ensure coordinated discussion with voluntary, community and resident groups and consult with them on plans

Coordinated consultation with community groups, led by SoWN with Councils, businesses and other partners



## THEME 2: Supporting our businesses

TIMELINE

Short term next 3 months

Medium term 3-12 months

Long term 12 months +

Financial support

Continue to provide grants where appropriate through discretionary funds Discuss bespoke
support programmes
via BIDs and
continue to lobby for
government support
where needed

Ensure business needs are considered in long term planning and lobbying

Regulation & licensing

Respond to government advice and legislation with clear guidance for businesses Consider need for 'special policy areas' for licensing to support business reopening ensure regulations are adhered to for the benefit of local residents and businesses

Social distancing

Implement widened pavements to create space for social distancing around shops

Disseminate
information and
advice on active
travel options to
increase footfall for
businesses

Ensure planning
applications
respond to
opportunities to
support social
distancing

Marketing & communication

Audit
communication
channels to ensure
rapid messages can
be sent to residents
and businesses

Ensure residents and businesses receive up to date information and advice in email and map form

Coherent marketing strategy targeted at audiences most likely to travel Right: The Vaults performance space in the famous Leake Street graffiti tunnel. Below: Lambeth Council's ELEVATE programme supports diverse talent in the creative industries. Below right: London Eye, Shell tower and County Hall lit up as part of a nationwide thank you to the NHS. Bottom: Social distancing at South Bank's second hand book market.











#### THEME 3:

#### Supporting our visitor & cultural sectors

TIMELINE

**Short term** next 3 months **Medium term** 3-12 months

Long term 12 months +

**Provide** cultural experiences for UK

Continue National Theatre At Home. Globe Player and Your Old Vic. Contribute to ELEVATE website. reopen permanent exhibitions and visitor attractions

Reopen performance spaces

Become financially sustainable organisations again

**Animate public** spaces

**Temporary** exhibitions e.g. 'Everyday Heroes'; pop up events outdoors; reopening of F&B concessions (outdoors)

Restart programme of cultural education opportunities locally, in association with ELEVATE, and across the UK

70th Anniversary of Festival of Britain celebration: official opening of Illuminated River project

A financial rescue package for culture

Collective lobbying for cultural bail out and Cultural Investment Participation Scheme (CIPS) investment programme

Continued support and investment where needed: in particular continue to lobby for support for freelancers and SMEs

Depending on progress with CIPS, repay financial investment via cultural capital

**Support for** the tourist and hospitality sector

Lobby for extended furlough scheme; and additional support across the hospitality and tourist sectors that will be slow to recover

Keep under review openings and keep working together to make the case for support; Oxford Economics review; tourism campaign

Work towards full recovery of visitor and hospitality industries



#### THEME 4:

#### Managing our resources & public realm

**TIMELINE** 

Short term next 3 months

Medium term 3-12 months

Long term 12 months +

Public toilets and emergency signage Implement social distancing and 'no cycling' signs on Queen's Walk; install temporary toilets

Reduce temporary toilet provision as buildings reopen Review need for signage in area as wider cycling and walking projects are implemented

Spine Route upgrade

Temporary
pedestrianisation
of Concert Hall
Approach; identify
quick wins / funding
package for
Spine Route

Implement quick
wins for Spine
Route; remove
clutter from outside
Waterloo station

Agree and implement full Spine Route project

Resource management and stewardship Conclude review of resources and develop three-year funded plan

Manage and monitor three-year funded plan Ongoing management of public and private open areas

Public open space

Ensure social
distancing advice
and cleaning
measures in place
for main green
spaces

Review resource needs and long-term funding strategies for upgrades to Jubilee Gardens and Bernie Spain Gardens Implement upgrade programmes to public open space including Lower Marsh, the Cut and Emma Cons Gardens











Left: Design concept for improvements to Bernie Spain Gardens North with pollinator-friendly planting and new trees.

Above left: Signage along South Bank
and in Jubilee Gardens reminding people to practice social distancing. Above right: A new pocket park on Baylis Road. Top right: Temporary toilets underneath Hungerford Bridge.









Left: Cyclist using the new segregated cycle lane on Baylis Road. Middle left: Cycling on quiet back roads such as Roupell Street. Above: Joggers and pedestrians enjoying The Queen's Walk. Top: Measures at Waterloo Station to encourage face coverings and social distancing.



## THEME 5: Supporting safe and active travel to the area

**TIMELINE** 

Short term next 3 months

Medium term 3-12 months

Long term 12 months +

Implement new cycling routes and parking

Temporary cycling measures across London during lockdown Increase amount and security of cycle parking; monitor air quality and ensure recent gains are not set back

Look for opportunities to include secure public cycle parking in new facilities / revamped public car parks

Develop and promote active travel advice

Review options for active walking and cycling to the area Develop map of opportunities for active travel / promote information via all channels

Continue to improve routes and encourage active travel to area as COVID-19 threat recedes

Waterloo Bridge traffic management Implement temporary pavement widening if needed to support safe pedestrian movement

Agree outcomes from review of Mayoral ambitions for private vehicle free route Waterloo-Euston

Implement outcomes as agreed

Waterloo Station environs / CityHub Agree terms of reference and participants for study Project Board Outcome of TfL major projects review / establishment of Waterloo Station study Agree ambitions for Waterloo Station and City Hub / implement as agreed including Lower Marsh Bridge



## THEME 6: **Protecting people / planning for outbreaks**

TIMELINE

Short term next 3 months

Medium term 3-12 months

Long term
12 months +

COVID-19 Outbreak Control Plan Continue to gather and monitor local data about cases; establish Outbreak Control Board; develop Outbreak Control Plan

Monitor and Manage
Outbreak Control
Plan; emphasise
promoting individual
responsibility and
positive behaviour

Learn lessons from this pandemic to ensure that future disease outbreaks are suppressed

Keeping our area safe

Agree role in
maintaining security
and safety – both
private and shared
security and
agree future for
Partnership Plus

Continue to
monitor footfall
and behaviour
patterns as activity
picks up; enforce
against anti-social
behaviours

Re-occupy area with constructive and social behaviours and activities to benefit from passive surveillance

Valuing our public services

Continue to support
Guys and St Thomas
NHS Trust with
parking, deliveries
and equipment in
crisis times

Welcome and
value the returning
role of Higher and
Further education
institutions
in supporting
volunteer networks
and carrying out
vital research and
development

Support the continued development of health and education facilities in the area and their role in supporting training, volunteering and employment opportunities



#### Re-opening plan by sector (assumed July 2020)

**TIMELINE** 

**Short term** next 3 months **Medium term** 3-12 months

Long term 12 months +

Types of activities expected to open

Non-essential retail, markets, restaurants, gallery and exhibition, small office occupiers who can't work from home, elective hospital services

Larger office occupiers, more cafes, retail, universities (partly), full hospital services, hotels

Theatres and performance spaces; all other usual business activities, universities and colleges (fully)

### WORKING TOGETHER

#### South Bank and Waterloo Management Group

This plan has been developed through joint discussions between the following parties, as members of the South Bank and Waterloo Management Group:























The South Bank and Waterloo Management Group (SBWMG) was established in May 2020 to support the work of the South Bank and Waterloo Partnership. These arrangements have been supported by a regular meeting of major landowners in the area to keep abreast of developments and monitor and respond to increased visitor numbers.

The purpose of this recovery plan is to ensure that reopening is safe, successful and COVID-19 secure. The Partnership has demonstrated real strength dealing with the crisis and won't hesitate again to manage whatever action is needed up to local lockdown in line with the COVID-19 Outbreak Plan. Some examples of partnership working to date include identifying emergency parking to support key workers in lockdown and putting together a funding package around temporary public toilet provision.

Lambeth Council, SBEG and Merlin have together reviewed the ongoing resource needs of the area and funding available to support services this review is due to conclude in July 2020.

Lambeth Council has met with SoWN, SBEG and WAW to discuss how to ensure Community Infrastructure Levy (CIL) and Neighbourhood Community Infrastructure Levy (NCIL) spending reflects local resident and community priorities and will publish the outcomes of this process as soon as possible. SBWMG will continue close dialogue with community partners on all actions in this plan.

#### Contact details

#### **ELEANOR PURSER / SARA WALLER**

London Borough of Lambeth Co-Chair SBWMG epurser.swaller@lambeth.gov.uk

#### JOHN LANGLEY

South Bank and Waterloo Neighbours Co-Chair SBWMG mail@sowneighbours.org

#### DAN TAYLOR

London Borough of Southwark dan.taylor@southwark.gov.uk

#### **NATALIE RABEN**

WeAreWaterloo Business Improvement District (BID) natalie@wearewaterloo.co.uk

#### **NIC DURSTON**

South Bank BID / South Bank Employers' Group nic.durston@southbanklondon.com



www.sbwp.org.uk