South Bank & Waterloo Partnership COVID Recovery Plan



Part 1:

Introduction and Strategic Context

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, there 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 are now closed and are likely to remain so for the immediate future. The area relies on a set of interconnected activities an 'eco-system' of businesses that are interlinked with the cultural hub. The economy will remain under threat until all parts of the 'eco system' are fully up and running again.

Lambeth and Southwark Councils, together with the BIDs for the area, the local MPs and other public, community and private sector partners have worked together throughout the crisis period 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 secure.

This Recovery Plan has been prepared for the South Bank and Waterloo Partnership, chaired by local MPs Florence Eshalomi and Neil Coyle.

July 2020

Background

Managing the crisis

The COVID-19 pandemic lockdown has had profound impacts on our communities. It has caused illness, death, disruption, financial hardship and worry for residents. Our schools and businesses have had to close. Our hospital and our key workers have worked tirelessly throughout to support those who fell ill, provide essential services and food. During lockdown, the partners in the area, including our community and voluntary organisations, the businesses and their representative organisations, our universities, the local councils and the NHS have worked together to deal with the impacts. Together we have also been planning for recovery.

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 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 and Young Vic theatres.

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 proposed changes to legislation and regulation including regulation passed this week. 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 multiagency South Bank and Waterloo Management Group and reported regularly to the South Bank Partnership and Forum which are chaired by the area's two MPs.

Our top five priorities

- 1. Local implementation of Lambeth and Southwark's Local Outbreak Control Plans: The Lambeth and Southwark Directors of Public Health are leading development of the local outbreak control plans and have started consultation and discussion with local stakeholders in South Bank and Waterloo on their implications and local issues.
- 2. 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.
- 3. Agreeing funding and resources for cleaning, patrolling and urban management on the South Bank and a framework for further investment on key local projects: A review of available resources from Section 106 agreements, BID resources and voluntary contributions is underway and due to conclude by the end of July. Discussions have begun between Lambeth Council and South Bank and Waterloo Neighbours on future priorities for investment and how they can be funded. Similar discussions with Southwark should take place.
- 4. 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.

Our vision and themes for recovery:



Part 2:

Working together for a safe, successful and sustainable recovery – our objectives

Theme 1: Supporting our communities

Groups

Medium term Short term Long term Timeline 3- 12 months 12 months + next 3 months Ensure residents who Continue to provide Provide continued coare newly suffering Vulnerable 'safety net' support, ordinated support to financial hardship are vulnerable residents food parcels and helped to apply for residents finance advice to local and advocate for benefits and free residents in need these residents school meals Increase links between Provide summer All children and young schools and employers holiday programmes people return to Young People through structured where possible and purposeful full time work experience tell people about them education programmes Ensure all partners Start thinking about priorities Implement who deliver employment support for employment support programmes join up **Employment** programmes and involve all strategy; focus on with colleges and relevant partners including young people and employers to develop Employ SE1, Coin St etc. BAME groups a strategy Ensure coordinated Coordinated Pay out discretionary Voluntary and discussion with consultation with grants through voluntary, community community groups, Community Charitable and resident groups led by SoWN with Organisations Fund

where applicable

and consult them on

plans

Councils, businesses

and other partners

Theme 2: Supporting our businesses

Short term Medium term Long term Timeline 3- 12 months 12 months + next 3 months Discuss bespoke Continue to provide Ensure business needs support programmes **Financial** grants where via BIDs and continue are considered in long appropriate through to lobby for term planning and support discretionary funds government support lobbying where needed Consider need for Respond to Ensure regulations are Regulation and 'special policy areas' government advice adhered to for benefit and legislation with for licensing to of local residents and licensing clear guidance for support business businesses businesses reopening Implement widened Disseminate Ensure planning applications respond pavements to create information and Social distancing advice on active travel space for social to opportunities to distancing around options to increase support social shops footfall for businesses distancing Audit communication Ensure residents and Coherent marketing Marketing and channels to ensure businesses receive up strategy targeted at rapid messages can be to date information audiences most likely communication sent to residents and and advice in email to travel businesses and map form

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. 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 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 CIPS investment programme Continued support and investment where needed; in particular continue to lobby for support for freelancers and SMEs

Repay investment in % surplus and 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 and public realm

Medium term Short term Long term Timeline 3-12 months 12 months + next 3 months Implement social Review need for **Public toilets** distancing and no Reduce temporary signage in area as and emergency cycling signs on toilet provision as wider cycling and Queen's Walk; install buildings reopen walking projects are signage temporary toilets implemented **Temporary** Implement quick wins pedestrianisation of Spine Route for Spine Route; Agree and implement Concert Hall Approach; remove clutter from full Spine Route identify quick wins / upgrade outside Waterloo project funding package for station Spine Route Resource Conclude review of Ongoing management Manage and monitor management resources and develop of public and private 3 year funded plan 3 year funded plan open areas and stewardship Implement upgrade Review resource Ensure social needs and long term programmes to public Public Open distancing advice and

cleaning measures in place for main green

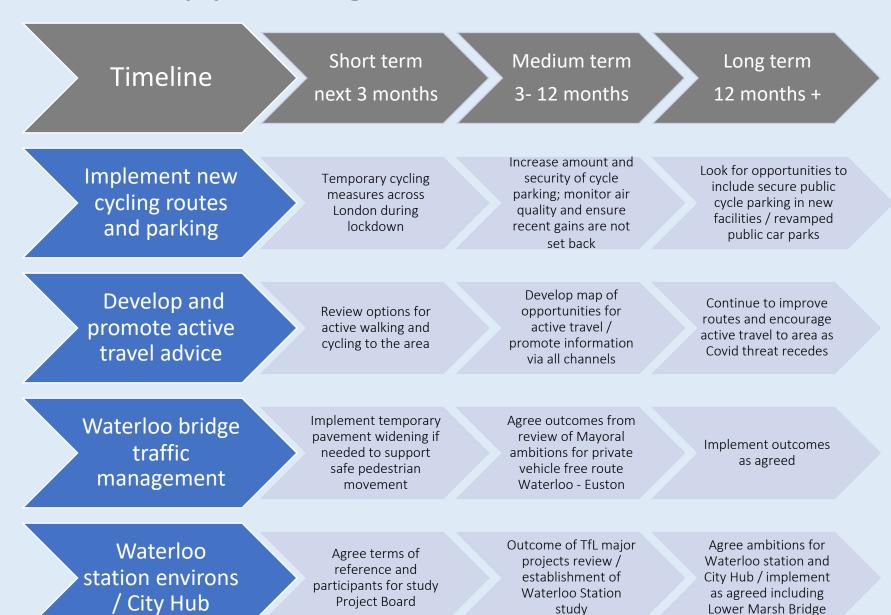
spaces

Space

funding strategies for upgrades to Jubilee Gardens and Bernie Spain Gardens

open space including Lower Marsh, the Cut and Emma Cons Gardens

Theme 5: Supporting safe and active travel to the area



study

Lower Marsh Bridge

Theme 6: Protecting people / planning for outbreaks

Medium term Short term Long term Timeline 12 months + next 3 months 3- 12 months Continue to gather and Monitor and Manage Learn lessons from this Outbreak Control Plan; **Covid Outbreak** monitor local data about pandemic to ensure that cases; establish Outbreak emphasise promoting future disease outbreaks **Control Plan** Control Board develop individual responsibility are suppressed Outbreak Control Plan and positive behaviour Agree role in maintaining Continue to monitor Re occupy area with security and safety – both Keeping our area footfall and behaviour constructive and social private and shared patterns as activity picks behaviours and activities safe security and agree future up; enforce against antito benefit from passive for Partnership Plus social behaviours surveillance Welcome and value the Support the continued Continue to support Guys development of health and returning role of Higher Valuing our public and St Thomas NHS Trust and Further education education facilities in the with parking, deliveries area and their role in institutions in supporting services and equipment in crisis volunteer networks and supporting training, carrying out vital research volunteering and times

and development

employment opportunities

Re-opening plan by Sector (assumed July 2020)

Medium term Short term Long term Timeline 3-12 months next 3 months 12 months + Non-essential retail, markets, Theatres and performance Larger officer occupiers, restaurants, gallery and Types of activities spaces; all other usual exhibition, small office more cafes, retail, business activities, occupiers who can't work universities (partly), full expected to open universities and colleges from home, elective hospital hospital services, hotels (fully) services

Part 3:

Working together

Working together

This plan has been developed through joint discussions between the following parties, as members of SBWMG:

- Lambeth Council
- Southwark Council
- Greater London Authority
- Transport for London
- South Bank BID
- We Are Waterloo BID (WAW)
- South Bank Employers' Group (SBEG)
- South Bank and Waterloo Neighbours (SoWN)
- Southbank Centre / National Theatre
- Merlin Entertainments
- Coin Street Community Builders

The South Bank and Waterloo Management Group (SBWMG) was established in May 2020 to support the work of the South Bank and Waterloo Partnership. A number of other groups exist to support and continue work in partnership in the area, in particular South Bank Marketing Group and Business Watch. 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 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 lock down in line with the Covid 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 CIL and 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

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- John Langley South Bank and Waterloo Neighbours. Co-Chair
- Dan Taylor London Borough of Southwark
- Natalie Raban We Are Waterloo Business Improvement District (BID)
- Nic Durston South Bank BID / South Bank Employers' Group

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