

NINE ELMS VAUXHALL STRATEGY BOARD

Minutes of the meeting held on Friday, 19th June 2015 at 9.30 a.m., at City Hall (Committee Room 3), The Queen's Walk, London SE1 2AA

PRESENT

Members of the Strategy Board: Councillor Ravi Govindia (Co-Chair – in the Chair), Councillor Steffi Sutters, (Wandsworth Borough Council); Councillor Lib Peck (Co-Chair) and Councillor David Amos (Lambeth Borough Council); Mr Rob Tincknell (Battersea Power Station Development Company); Mr Alex Williams (Transport for London); Mr Sean Ellis (St James' Group); Mr David Hughes (Transport for London); Mr Jonathan Rawnsley (Sainsbury's) and Tim Seddon (St. Modwens).

Officers and observers: Mr Gordon Adams (Battersea Power Station Development Company); Mr Colin Wilson and Ms Samantha Wells (Greater London Authority); Ms Sandra Roebuck (Lambeth Borough Council); Malcolm Orford (Thames Tideway Tunnell); Councillor Sarah McDermott, Mr Chris Jones, Mr Tim Cronin, Ms Susie Gray, Mr Steve Diamond and Ms Jade Hibberd (Wandsworth Borough Council), Ms Helen Fisher, Mr Keith Trotter, Ms Samantha Campbell, Mr Jamie Eagles, Ms Anne Mullins and Ms Katharine Yexley (Nine Elms Delivery Team); Ms Emma-Jane Kirtland, Mr Jon Kirkup, Mr Robin Buckle, Ms Shannon Rice and Mr Danny Calver (Transport for London); Mr Tristan Stout (Ballymore Group), Mr Robin Hughes (Network Rail) and Katrina Baker and Michael Owens (Groundwork).

Apologies: Apologies for absence from Strategy Board members and alternates were received from Mr Toby Baines (Citygrove Securities PLC); Sir Edward Lister and Ms Fiona Fletcher Smith (Greater London Authority); Peter Halpenny (Ballymore Group) and Mr Simon Wigzell (CLS Holdings).

1. Introductions

The Co-Chair, Councillor Govindia, welcomed all to the meeting and informed attendees that the secretary to the board, Bill McCluskey, had retired and Jade Hibberd would replace him. The Board wished Mr McCluskey a happy retirement and welcomed Ms Hibberd.

The Board welcomed David Hughes as one of the TfL members of the Board as well as Katharine Yexley (replacing Joseph Baker) and Anne Mullins, the new Cultural Development Manager of the Nine Elms Delivery Team.

2. Declarations of Interest

No declarations of interest were made.

3. Minutes (06.03.15)

The draft minutes of the meeting of the Strategy Board held on 6th March 2015 – Paper No. SB15-14 – circulated with the agenda, were approved as a correct record and were signed by the Co-Chair.

4. Programme Director's Update

Helen Fisher introduced the previously circulated report - Paper No. SB15-15 - which set out the key achievements across the programme in the last three months and the following points were highlighted:

The GLA working with Wandsworth and Lambeth would be undertaking a light touch review of the OAPF. The timing was yet to be confirmed but it would be an important piece of work.

The bridge design competition attracted a large amount of mainly positive interest and there had been 1.5 million hits on the website. Four teams had been shortlisted to go on to the second stage of the design competition: Buro Happold Ltd with Marks Barfield Architects, J&L Gibbons Landscape Architects, Gardiner and Theobald; Bystrup Architecture Design and Engineering with Robin Snell & Partners, Sven Ole Hansen ApS, Aarsleff and ÅF Lighting; Ove Arup & Partners Ltd with AL_A, Gross Max, Equals Consulting and Movement Strategies and Ove Arup & Partners Ltd with Hopkins Architects and Grant Associates. The recommendations of the Jury Panel will go to Wandsworth Council for approval in September and there will be a public announcement made in October. Although the competition was going well there was still considerable work to be done addressing concerns of local residents in Pimlico.

The District Heating procurement which is being lead by the GLA is progressing well and four Energy Service Companies (ESCOs) had been shortlisted. Negotiations would now take place between the ESCOs and projects and potentially, the first capital investment in the District Heating Network could take place next summer.

Following some delays, design works on Nine Elms Lane are due to start this summer. The Board were asked to approve funding of £240k for TfL design fees for Nine Elms Lane and were informed that this would be within the Wandsworth Capital Programme (DIFs) budget.

The Board were also informed that:

- Vauxhall One were keen to get support for the Vauxhall ice rink and would be holding a breakfast event the following week that all members were invited to attend;
- There were now 19 schemes either completed or on site, resulting in huge construction activity; and
- The annual Open Days would be taking place at the ROSE Centre on 14 and 15 July and Keith Trotter, Programme Coordinator, would be in touch to discuss partner involvement in this
- There were no financial issues to report.

The Board agreed:

- to the allocation of £240k for TfL design fees for Nine Elms Lane from the DIFs Capital Programme budget; and
- to note the content of Paper No. SB15-15.

5. Performance Management Framework

Keith Trotter introduced – Paper No. SB15-16 – which covered the period up to the end of June 2015 (Q1) and had been compiled using information supplied from the Chairs of each working group.

The report set out those actions that were flagged as red or in danger of slippage in the future. One such point of concern was the low response rate from land owners regarding the phasing study requirement, which this year had been rolled together with the questionnaire from Arup. Contact would be made by the Nine Elms Delivery Team over the next week and all landowners were asked to complete their returns as soon as possible.

In terms of the red rated actions, the following updates were given:

- **Linear Park** - was still rated red around its agreement of management principles, but there was a meeting scheduled in the next month between Wandsworth and the relevant landowners to resolve this. Resolution of this action is expected by September;
- **Strategic Links** – there have been delays due to procurement but the project was still on track overall;
- **Battersea Park Station** – delays in the feasibility study may affect which control period the funding is released in, which was critical as these improvements were relied on coming in before the Northern line extension opens in 2020.

The other red-rated actions had delays but with no major concerns and were still on course to deliver, despite the slippage.

In regards to Partnership outputs, it was highlighted that the milestone of over 3,000 affordable housing units being granted permission had been reached.

Councillor Govindia raised, as a point to note, that the cost and time run over of what was earlier indicated for the Battersea Park Station may have implications on the interchange between that station and the Northern line extension, once this had opened. He considered that there may be a need for conversations with Network Rail in the future to find resolutions, although conversations at a borough level were ongoing. Alex Williams explained that it was an evolving picture and more details may need to be brought back in the future.

Paper No. SB15-16 was received as information, the revised actions were agreed and the outputs noted.

6. Governance Review

Helen Fisher introduced the report - Paper No. SB15-17 – on the revision of the governance arrangements for the Partnership.

Helen explained that the purpose of the review was to refresh the Partnership's purpose as an acknowledgement to the changing context of moving from planning to placemaking. This was due to the progress being made but also, in a time of limited resources, it was understood that a structure that was fit for purpose was required.

Following an away day in February, several conversations had been held with a range of Board members and partners and the resulting report set out the proposed changes to the Partnership and the governance arrangements. The proposed changes remove at least ten meetings per quarterly cycle, although it had been requested that further work be carried out on the working group structure to ensure that this was also as streamlined and efficient as possible, for instance, Cllr Peck stressed, avoiding duplication around projects with their own existing management arrangements such as Vauxhall Cross. It was suggested that this could be looked at in the first meeting of the new Executive Committee.

The point was raised that land owner representation had been reduced, in particular on the Executive Committee. It was explained that this point had been noted and two further places had subsequently been allocated on the Executive Committee. There was a proposed reduction of land owner places on the Strategy Board, largely due to progression into the implementation and occupier stage and other local stakeholders to be represented. 17 was considered to be a large number for a board so it had been felt best to not increase the numbers further. However, the Landowners Group will continue to operate and is very effective and therefore will still have considerable influence.

Councillor Govindia added that the Strategy Board did not operate in an overly formal way and the opportunity to attend and speak was always there, even if someone was not a member.

In response to a question from Councillor Sutters regarding Legacy Management and when there might be a further review, Helen agreed that this was an important issue to begin reviewing straight away and this had been incorporated in the structure.

The Board noted the contents of Paper No. SB15-17 and agreed to the following recommendations:

- Agreed the amended Governance Arrangements and Terms of Reference
- Agreed that the revised end date for the Partnership be September 2018 and noted that arrangements for the Delivery Team will follow
- Agreed the establishment of the Executive Committee, which would agree the working group structure, and noted a further report to September's Board would follow regarding nominations to each of the working group constituencies

- Agreed to the establishment of the Executive Committee with immediate effect and noted the deletion of the Landowners' meetings with both Leaders and the Chairs' six-monthly meetings.

7. Development Site Update

The Board received a presentation - Paper No. SB15-18 - by Jon Kirkup – on the Northern line extension station design and development site update.

A recap of the proposed route and key sites was given. There would be new stations at Battersea and Nine Elms, providing step-free access from street to train. Permanent shafts would be needed at Kennington Green and Kennington Park to allow access to and ventilation of the underground tunnels.

Key milestones were set out as follows:

- 2014 – Transport and Works Act Order approval, Design & Build contract signed;
- 2015 – Agreement on Code of Construction Practice Part B, Start of main works at all sites;
- 2016 – Start of Tunnel Boring Machine work;
- 2017 – Completion of tunnelling;
- 2018 – Fit out of new stations, Kennington shafts complete including reinstatement, work at Kennington station complete;
- 2019 – Testing, commissioning, trial operations;
- 2020 – NLE complete and in service.

Detailed explanations of both the Nine Elms and Battersea sites were given. In regards to the Battersea site it was explained that design development was ongoing. Further liaison with LB Wandsworth was required for massing of the eastern head house and station entrance. The Board were informed that site preparation work had started at all four sites.

There was a commitment for 70% of the NLE spoil to be transported via river with the hope being to achieve closer to 80% and to reduce the amount that has to go via lorry. Working with Battersea Power Station Development Company, the shared use of the jetty will also be established.

The stakeholder engagement programme was set out, which included community liaison groups, a school and youth engagement plan and local employment plans. It was highlighted that with several stakeholders engaging with schools at the same time it may be pertinent to establish joint working on this.

In response to a query, it was confirmed that Battersea would become a destination, with the Charing Cross trains running to it and that the service would ramp up to approximately 16 trains an hour.

In response to a query, it was explained that platform edge doors are not being fitted. However passive provision was being made for their retro-fitting.

JK noted that they could not be implemented without significant changes being made to the signalling systems on the Northern line.

Susie Gray, Wandsworth's Arts Partnership Manager queried the progress of the arts and cultural strategy and Emma-Jane Kirtland explained that this was currently being developed and artists had been shortlisted for the permanent installations at both stations. Those artists would be invited to submit their proposals by the end of July. It was hoped to have two artists chosen by the end of the year. It was agreed that Susie Gray and both Co-Chairs would be involved in the remainder of this process.

Councillor McDermott re-addressed the point made about school engagement, emphasising its importance but asked what measures were taken to co-ordinate the engagement from stakeholders. It was agreed by all that it was a pertinent point to be looked into. Helen Fisher explained that from the Wandsworth side Caryl Davies, Wandsworth's Community Engagement Co-ordinator makes contact with the schools in the area to establish issues such as this. It was agreed that any documentation Caryl Davies has which illustrates the engagement made to schools would be circulated to Wandsworth and Lambeth and a report compiled by both boroughs in relation to schools activity for the September Board.

In response to queries raised by Councillor Amos, Jon Kirkup explained that all opportunities to remove spoil by river would be taken and in regards to the health and safety of workers, David Hughes explained that this was a priority for TfL and they would be working closely with Network Rail to incorporate best practice learning.

Councillor Govindia reiterated that in terms of the Battersea Station design, there were currently still some concerns to be addressed before sign-off from Wandsworth Council.

The Board noted the contents of Item No. SB15-18 and agreed:-

- (a) that Susie Gray and the Co-Chairs would be involved with TfL and the process to implement an arts and cultural strategy for the NLE; and
- (b) Caryl Davies would circulate documentation on the engagement of schools that has been undertaken so far and both boroughs would then input into the report.

8. Vauxhall Cross Update

Alex Williams introduced – Paper No. SB15-19 – providing an update on progress of the Vauxhall Cross scheme during 2015.

A more detailed update had been brought to the Board in December 2014 and this paper focused on the outputs from the initial public consultation, TfL Surface Board approval and the programme leading to the second phase of consultation.

Consultation was now complete and had gone well with just over two thousand responses. The findings had been analysed and a summary sheet had been included in the report.

The next steps included carrying out more detailed development and modelling of the highway layout and going out to consultation again in the autumn.

Councillor Peck emphasised that it had been a positive exercise and useful in moving forward.

The Board noted the contents of Paper No. 15-19.

9. Business District Study

Keith Trotter introduced - Paper No. SB15-20 –which set out the progress against the recommendations contained within the GVA Business District Study.

Keith reminded the Board that from the GVA Business Study last year there were three main recommendations around Inward Investment, Business Retention and the Public Realm – in particular those key gateways into the area that form a strong impression for potential commercial occupiers on viewing the area.

An update was provided on each of the recommendations:

Inward Investment – a meeting had been co-ordinated for early July between the local authorities and the developers who are bringing forward of the bulk of commercial space in the area. This would act as an initial stage of information sharing around timescales and what sectors were being approached as well as considering how the Partnership could add value to the marketing efforts of individual developers.

Business Retention – it was explained that initial concerns that efforts would have to be made to convince the market that the area was a viable commercial district had not been as significant as initially thought and in fact high rental values were occurring in terms of new office development in particular. It was an issue in terms of business retention and the Boroughs may need to consider how to intervene if necessary. Cllr Peck made the point that this was already part of the Vauxhall Visioning considerations. Wandsworth were also looking into this, although currently it was considered to be more of a live issue for Lambeth.

Public Realm (gateways) – the study included a long list of sites and the necessary improvements needed to become more welcoming to current or future users.

It was recommended that another update be brought back to the Board in six months on the status of each of these strands.

The Board noted the contents of Paper No. 15-20

10. Public Realm Design Guide and Commuted Sums

Robin Buckle introduced - Paper No. SB15-21 –which followed the presentation of the draft Design Guide at the December Strategy Board and set out the results of the five week public consultation exercise undertaken by TfL.

A recap was given of the purpose of the Public Realm Design Guide and it was explained that the guide referenced many other publications and studies and provided an overview of the whole area.

Following the meeting in December at which further consultation was requested, this was developed through the Public Realm sub group and the following measures were taken over the last six months:

- Public Realm Design Guide was put onto the TfL and the Nine Elms Vauxhall Partnership's website;
- 20,000 letters and 500 leaflets were produced and sent out to local households and businesses to inform them the document was online and feedback could be given;
- community drop in sessions were carried out;
- consultation was promoted in three local libraries and in local newsletters; and
- presentations given to three local community groups and three interested parties on request.

The Board were informed that a report on this consultation would be available online shortly.

There were 32 respondents in total, which were set out in the report. Comments focused largely on editorial content, such as the importance of accurate information, mapping and the inclusion of cycling provision and uses of shared space.

It was also reported that Wandsworth, Lambeth and TfL had successfully agreed on a unified approach to commuted sums and this was incorporated into the document.

Tim Seddon explained that it was difficult to endorse the amended document as it had not yet been received. Jamie Eagles, Nine Elms Strategic Projects Manager, explained that the document in full had gone to the December meeting and the subsequent consultation and findings had been fully reported. For clarity, it was agreed that the completed amended document would be circulated along with the consultation report and two weeks would be given for any further comments.

Councillor Sutters raised the point about the low response rate to the consultation. It was explained that the low number could partly be reflected by the satisfaction in the document and it had not simply been left on the website to seek responses, the community were actively engaged. It was also

highlighted that the responses did not necessarily reflect 32 individuals and many groups would have collaborated and produced one response that reflected all views.

The weighting given to the document was queried, given that it was not part of formal planning policy. Councillor Govindia, speaking in relation to planning, reassured the Board that it would be a relevant consideration and that a landowner would have to provide justification for departing from it. Colin Wilson would also be picking this up as part of the review of the OAPF.

The Board noted the contents of Paper No. 15-21 and agreed that if there were no objections after two weeks, following the circulation of the amended version and the consultation document:

- (a) the Nine Elms on the South Bank Public Realm Design Guide would be endorsed by the Board;
- (b) the agreement to apply a common framework for commuted sums be noted;
- (c) Lambeth and Wandsworth would ensure the Guide's status be formalised through relevant Committees; and
- (d) the GLA incorporate key themes and reference the Guide in the forthcoming OAPF review.

11. Construction Logistics Update

Alex Williams introduced - Paper No. SB15-22 –which provided an update on construction logistics and the proposed next steps to deal with increasing activity in the area.

The Governance Review, featured earlier on the agenda, listed key areas of work for the Partnership and construction logistics was recognised as one of these. The scale of activity was considered a big issue that the Partnership will continue to collectively manage. The report quantified the issues and set out ways in which to address them.

Three different levels were identified at which construction logistics need to be addressed:

- Level 1 – Southern Central London area;
- Level 2 – Nine Elms and Vauxhall (including Elephant & Castle, Waterloo, Blackfriars, London Bridge);
- Level 3 – key areas within Nine Elms (Albert Embankment, Vauxhall Cross and Wandsworth Road, Nine Elms Lane, Battersea Park Road).

It was explained that TfL would be taking on Level 1 activity with a construction logistics plan, although this would need to be supplemented with more detail. Level 3 (including Battersea Power Station), recognised as a current hotspot, was likely to be picked up by the key agencies within this area, but an issue going forward was resourcing solutions for Level 2. A meeting had taken place between the Head of Finance at Wandsworth and

TfL in which there were agreements to make contributions from both, but further work was needed to work out the details of this.

Malcolm Orford acknowledged that considerable work was needed and had concerns over the timings and costs as there wasn't a lot of time left. Helen Fisher agreed that what could be done now, should be, rather than conducting more research, with no more time lost. Alex Williams conveyed that initial action and review would occur over the next two weeks.

Helen Fisher clarified that DIFs funding would only cover part of the costs and further discussions will be needed on the budgeting of this and contributions for the remaining shortfall.

The Board noted and endorsed the contents of Paper No SB15-22 and agreed; that:

- (a) Following the actions taken by TfL over the next two weeks, confirmation will be circulated to the Board that this has been done; and
- (b) Helen Fisher to programme where additional funding could come from, including budgeting the DIFs (with an audit of its contributors), and to meet with the Co Chairs to discuss taking forward
- (c) The amended Construction Charter be endorsed and regularly reviewed.

12. Community Benefits Mapping

Helen Fisher introduced the report - Paper No. SB15-23 – Katrina Baker and Michael Owens from Groundwork provided a presentation.

A summary of the tool kit was provided. The benefits to the local community were that it would be visible, tangible and easy to map and monitor and would also capture the less visible benefits which included employment opportunities and factors that improved quality of life.

A number of graphical reports had been produced, which could illustrate such things as contributions by themes. Mapping examples were presented on sport, education, leisure, culture and art, nature and open space, children, health/care and therapy and community & people.

It was recommended that the community benefit stakeholder group meet on a biannual basis and ensure that the tool kit is used and effectively delivered and an annual report is produced for the Board on the benefits. The Delivery Team would undertake the work and ownership would rest with the boroughs. A bespoke attitudinal study could also be undertaken annually or as agreed.

Keith Trotter reiterated that the information that goes into this tool needs to be as robust and up to date as possible, which is another reason why the phasing study information needed to be collected as soon as a priority.

Councillor McDermott stated that it would be useful to know what was happening on the edges of the boundaries and the opportunities of cross-fertilisation. Councillor Govindia added that linkages, such as those to the Linear Park, would increase the benefits gained.

Councillor Amos highlighted that it was important to recognise that the community were not homogenous and that the benefits to some may be different to others and this should be reflected when presenting to the public. Councillor Sutters added that it was too early to say some of the effects for definite but instead put it forward as an offer.

The Board noted the content of - Paper No. SB15-23

13. Employment Update

Steve Diamond, Wandsworth's Deputy Economic Development Officer, introduced the report - Paper No. SB15-24- on the progress to support unemployed residents to access the job and training opportunities presented by the Nine Elms Vauxhall developments.

It was explained that the infrastructure in place now is already helping local people secure job opportunities and part of this offer is providing people with the skills for entry level opportunities. The JCU was in the process of commissioning trainers to do this for both Wandsworth and Lambeth residents and this was now working well.

The initial target for the year was to get 80 apprenticeships, but this was dependant on the larger skills system and the industry itself. Previously this had proven a challenge to the JCU and local authorities but it was being continually prioritised to ensure it worked well in Nine Elms.

The point was made that the monitoring information given was only as good as the information fed in from developers and their contractors and that timely returns from all were needed.

Rob Tincknell reported that Battersea Power Station's Battersea Academy of Skills and Excellence (Base) was progressing well and it would be positive if other developers were involved. It was requested that the Director of Base be invited to the next meeting to give a presentation on that facility.

The Board noted the content of Paper No. SB15-24 and agreed to invite the Director of Base to the next meeting.

14. Working Group Chairs' Updates

The report of the Working Groups – Paper No. SB15-25 – were noted.

15. Development Sites Planning Update

The Development Sites Planning Update – Paper No. SB15-26 was received as information.

15. Any Other Business

Rob Tincknell raised the issue of power. Battersea Power Station required an increase in power by 2018, with full power required by 2020, and had been working with UKPN who had proposed the following two options:

- a new connection from New Cross - which would provide 40 MVA at a 66kV rating and was considered to be the old way of working but would meet the needs of the Battersea Power Station; or
- a new connection from Wimbledon – which would require an upgrade but could provide 85 MVA at a 132kV rating, considered to be a more future-proof solution.

The second option is being proposed to be incorporated within BPS' Stage 4a proposals for Sleaford Street. Following planning permission and once the needs of the Battersea Power Station had been met, it would leave about a 50 MVA capacity for other landowners. A letter would be issued in the next 24 hours to all other landowners asking if they would like to participate in this option and if commitment was received, this option would be taken forward on an open book basis. Wandsworth and the GLA had also endorsed this option.

It was agreed that the Nine Elms Delivery Team would contact Board members in two weeks to establish if the responses needed to go ahead with the second option had been received and to inform the Co-Chairs.

16. Dates of Meetings

The following dates for Strategy Board meetings in 2015 were noted:-

25th September 2015
11th December 2015

The meeting ended at 11.25 a.m.

Jade Hibberd
Board Secretary