

NINE ELMS VAUXHALL STRATEGY BOARD

Minutes of the meeting held on Friday, 14th December 2012 at 9.30 a.m., at City Hall (Committee Room 5), The Queen's Walk, London SE1 2AA

PRESENT

Members of the Strategy Board: Sir Edward Lister, Ms Fiona Fletcher Smith and Mr Stewart Murray (Greater London Authority); Councillor Lib Peck (Co-Chair – in the Chair) and Councillor Mark Harrison (Lambeth Borough Council); Councillor Ravi Govindia (Co-Chair) and Councillor James Cousins (Wandsworth Borough Council); Ms Michele Dix (Transport for London); Mr Sean Ellis (St James' Group); Ms Jan Lloyd (Covent Garden Market Authority); Mr Rob Tincknell (Battersea Power Station Development Company); and Mr Richard Tice (CLS Holdings).

Officers and observers: Mr Colin Wilson, Ms Gemma Kendall, Mr Simon Powell and Mr Jeremy Skinner (Greater London Authority); Ms Sue Foster, Ms Carolyn Dwyer and Ms Sandra Roebuck (Lambeth Borough Council); Mr Paul Martin, Mr Chris Buss, Mr Nick Smales, Mr Steve Mayner, Ms Seema Manchanda, Mr Chris Jones and Mr Bill McCluskey (Wandsworth Borough Council); Ms Helen Fisher, Mr Keith Trotter, Mr Jamie Eagles and Mr Joseph Baker (Nine Elms Delivery Team); Mr Robin Buckle and Mr Julian Ware (Transport for London); Mr Graham Haydon-White (Ballymore), Mr Matthew Townend (St. James' Group), Mr Philip Gullett (Battersea Power Station Development Company), Mr Simon Wigzell (CLS), Ms Katie Kopec and Ms Laira Roberts (Jones Lang LaSalle), Ms Sandra Di Vito and Ms Karen Cherrett (PA Consulting) and Mr Dan Dubowitz and Ms Jenny Dubowitz (Civic Works).

Apologies: Apologies for absence from Strategy Board members and alternates were received from Mr Alex Williams (TfL), Mr. Jim Moore (National Grid), Keith Nethercot (Wendover Group) and Mr Tim Seddon (St. Modwens).

1. Introductions

Councillor Govindia informed the Board that Cllr Peck was the Leader Elect of Lambeth Council following the election of the previous Co-Chair of the Board, Steve Reed, as a Member of Parliament. He then introduced Cllr Peck to the Board and she took the Chair for the meeting. Both Cllrs Peck and Govindia formally thanked Steve Reed for his important contribution to the work of the Strategy Board and wished him well in his new role.

The Co-Chair then welcomed all attendees to the meeting.

2. Declarations of Interest

No declarations of interest were made.

3. Minutes (21.09.12)

The draft minutes of the meeting of the Strategy Board held on 21st September 2012 – Paper No. SB12-57 – circulated with the agenda, were approved as a correct record and were signed by the Co-Chair, subject to it being noted that Lambeth Council would not be considering approving the allocation of DIFS monies until March 2013.

4. Board Nominations

Helen Fisher introduced the report - Paper No. SB12-58 – which set out details of the nominations to the Board for the two year term expiring in October 2014.

The Co-Chair welcomed the new members to the Board and also thanked the retiring members for the contribution they had made. She said that the alternate member representative for Lambeth Council would be Cllr Jackie Meldrum. Helen Fisher also informed the Board that Clare O'Brien of the GLA was leaving her post and it was agreed that the thanks of the Board should be noted for her for role in the Nine Elms Vauxhall Partnership and OAPF.

5. Programme Director's Update

Helen Fisher introduced the report - Paper No. SB12-59 - which set out the key achievements across the programme in the last three months and the likely progress in the next quarter.

The major issue that came forward in the previous quarter was the confirmation in the Chancellor's Autumn Statement that the Government would support the Northern Line Extension (NLE) by making available to the GLA a loan of up to £1bn to fund construction. She said that work now needed to be carried out to complete modelling of the impact of the NLE funding package on the rest of the priority infrastructure. She reported that a governance review of the workings of the sub-groups had been undertaken by PA Consulting, who would be presenting their findings later in the meeting. One of the key objectives for the area is the creation of 25,000 new jobs. To bring this forward Jones Lang La Salle had been appointed to carry out a study on an investment prospectus to establish the business case for Nine Elms on the South Bank. They, too, would be presenting their findings at the meeting.

A major issue of concern is the co-ordination of construction works and the impact on the road and river infrastructure, particularly Nine Elms Lane and Kirtling Street. Meetings with the leading players in this area have commenced and will continue as construction accelerates.

In terms of marketing and inward investment, work continues on promoting Nine Elms on the South Bank in the media. A pack containing press cuttings etc was circulated at the meeting. A number of items have appeared in the

international press and a collaborative approach with the Foreign Office is being developed. The proposed delegation to MIPIM has not yet been confirmed as further sponsors are needed.

Momentum on the construction projects is now building with four sites already commenced and many more scheduled to start in 2013. A reserved matters planning application has been submitted in respect of Phase One of Battersea Power Station and proposals for the sales launch and the sales and marketing suite are well advanced.

With regards to the new 2013/14 Business Plan she said that there were too many priorities in the current plan and these needed to be pared back to the main priorities including the NLE, utilities etc.

She referred to the issue of the difficulties that could arise from the Thames Tideway Tunnel scheme and informed the Board that Thames Water would be applying for a Development Consent Order in January 2013, which would give the Council three months to comment on the local impact of the scheme.

She introduced Jamie Eagles who had been appointed to the post of Strategic Project Manager within the Delivery Team. She said that the Team had relocated to their new offices in the Flower Market at New Covent Garden. They would be circulating details of their new e-mail addresses in the near future.

At the suggestion of Councillor Govindia it was agreed that a report on construction management issues should be submitted to the Board. He also referred to MIPIM and suggested that interest could be increased if a major initiative such as an international design competition for the proposed pedestrian/cycle bridge was launched at the event.

Action: Helen Fisher

Paper No. SB12-59 was received as information and the business planning process approved.

6. Governance Review

Keith Trotter introduced the report – Paper No. SB12-60 – which resulted from the governance review of the working groups and sub-groups that had been undertaken by PA Consulting. He explained that the working groups had evolved organically but as development changed from the planning stage to delivery it was necessary to review the structures in place to ensure that they meet the new challenges.

Sandra Di Vito and Karen Cherrett of PA Consulting then presented the findings of their review to the Board. They explained that the review had been carried out using three methods i.e. desktop review, online survey and interviews. The review centred on four main areas – vision, purpose and alignment; effective governance; framework for enabling delivery; and mutually supportive culture. There had been a large response to the online

survey, which was anonymous. The results of the survey and interviews showed a strong sense of commitment, engagement and ownership by all the partners. It did, however, identify some areas where adjustments or improvements could be made. These included clarifying priorities and a more agile response to resolving critical issues.

To address these issues a number of recommendations were being put forward. These included establishing a Reference Group to provide a decision making body in what they had identified as a gap between the Strategy Board and the Working Groups. The Reference Group would be made up of the Working Group Chairs and other key partners where cross-programme issues could be discussed and resolved. Other recommendations included developing a top down critical path; refreshing the terms of reference of the Working Groups and the roles of their Chairs; and making clear the process of prioritising funding.

Michele Dix queried what the difference would be between the Strategy Board and the Reference Group. She also said that some of the priorities get resolved at a political level. The consultants' response was that the Reference Group would be able to resolve the issues that fall between the Strategy Board and the Working Groups.

Councillor Govindia suggested that any issue that needed to have a political input could be dealt with by the Co-Chairs of the Strategy Board offline, without the need for an additional meeting to be convened.

Richard Tice expressed concern that the Reference Group would create a layer of bureaucracy that was unnecessary and that he considered that if there is a need to resolve issues at that level the Delivery Team could carry out that function. Sir Edward Lister supported this view and said that he had thought the work of the Working Groups would diminish, leading to them merging or being dismantled.

Helen Fisher said that she understood the concern and that a too onerous commitment cannot be put on the members of the various groups. However, as the programme moves and gets bigger, systems will need to be in place to resolve issues without delaying progress.

It was agreed to take forward the report's recommendations as part of the business planning process and to discuss implications with Landowners Groups. The issues raised at the meeting regarding the relationship between the proposed Reference Group and the Strategy Board, bureaucracy and political oversight will be considered as part of the review.

Action: Helen Fisher

The Co-Chair thanked PA Consulting for their presentation.

7. Performance Management Framework (PMF)

Keith Trotter introduced – Paper No. SR12-61 – which was the second PMF report following the adoption of the Business Plan. He reported that of the 188 actions contained in the Business Plan, a total of 161 were due to complete by 31st December 2012. There were significantly more actions carried out in the 3rd quarter of 2012/13 than in the previous two quarters, although this could be explained by the fact that the Plan came into force during the year and therefore earlier actions were not reported.

He said that there were no outstanding actions that were not under control and whilst a number of the NLE actions were flagged as red the scheme overall is on target. With regard to the earlier reference to MIPIM he reported that one more sponsor was needed to fund attendance at the event.

Paper No. SB12-61 was received as information and the revised timescales for the red-rated actions were agreed.

8. Progress Report on the Northern Line Extension

The Board received an update from Michele Dix – Paper No. SB12-62 – on progress on the NLE project.

On the technical issues she reported that TfL were in the final consultation stage before submitting the Transport and Works Act Order (TWAO). She reported that the Claylands Green ventilation shaft had now been deleted from the scheme as alternative methods of providing ventilation had been identified. She also reported that discussions had been held with the owners of the Battersea Power Station site on delivery of the scheme with further meetings in the New Year. The site of the proposed Nine Elms Station has now been finalised and work on the internal layout etc. continues.

On the funding and finance aspect, she thanked all parties who had contributed to making the project financially feasible, culminating in the Chancellor's statement. Sir Edward Lister warned that there was still an enormous amount of work to be undertaken with the Treasury, with discussions to be held on the details attached to the loan. They will need to be re-assured that measures are in place to ensure that costs do not escalate.

Councillor Peck welcomed the decision on the Claylands Green shaft and said that meetings were to be held with residents concerned at the proposals for the Distillers Site. Councillor Harrison stressed the importance of consultation with the residents of Kennington because of the impact of the project on the Kennington Station area.

Eugene Doyle pointed out that there were huge issues for the various ground level construction schemes that are due to commence whilst the tunnelling works are carried out which need to be resolved.

Councillor Govindia referred to the underpinning role of politicians towards the success of the scheme and he thanked the Mayor of London and Sir Edward Lister for the part they had played. He said that the NLE was a great prize that

would unlock the area and enable the delivery of the Nine Elms on the South Bank vision.

Paper No. SB-62 was received as information

9. Investment Prospectus Study Presentation

The Board received a presentation by Katie Kopec and Laira Roberts of Jones Lang LaSalle – Paper No. SB12-63 - on the Investment Prospectus Study and establishing a business case for Nine Elms on the South Bank.

In introducing the presentation, Helen Fisher emphasised that creating new jobs was one of the main elements of the Nine Elms on the South Bank project.

Katie Kopec then referred to other similar regeneration schemes they had been involved in, including many in London, such as Kings Cross and Stratford. She said that Nine Elms on the South Bank was different in that there appeared to be no central hub, but instead three clusters around Vauxhall, the US Embassy and Battersea Power Station. Whilst there was no established business district in the area to drive demand, the NLE would greatly assist in facilitating the creation of an emerging business area. The fact that there was no single freeholder for the site also presented challenges in terms of co-ordination and a single vision for the area.

In terms of attracting business to the area she said that the market for traditional target businesses, such as banking/finance, was down whereas the market for the new technology, media and telecommunications (TMT) businesses was up. Their analysis had indicated that, given the emerging “edgy” feel to the Vauxhall area with its creative/leisure environment, it was the TMT market that should be cultivated. The area’s proximity to Central London could see it rival the established areas like Soho. In order to attract the TMT market it was essential that facilities such as super-fast broadband were readily available. In addition to the TMT market the other areas to be targeted were embassies, education and food related businesses. The developers, when deciding the potential use of their buildings, will have to factor in these new markets. She suggested that they should have a holistic marketing strategy offering a diverse range of tenure and usage of buildings.

Michele Dix asked what would happen to the proposed office blocks if the marketing emphasis was to be on the TMT sector. Katie Kopec responded by stating that the early movers would be in to smaller units but there were larger units in the plan. There was a need for flexibility and not to be over specific about usage.

Councillor Peck thanked Katie Kopec and Laira Roberts for their presentation. It was agreed that Helen Fisher would consider responses and next steps based on the discussion.

Paper No. SB12-63 was received as information.

Action: Helen Fisher

10. Establishing a Jobs Brokerage Service

The Board received an update from Nick Smales – Paper No. SB12-64 – on the establishment of a Joint Co-ordination Unit (JCU) to manage the delivery of employment and education benefits in the Opportunity Area.

Jan Lloyd thanked the officers for their efforts and it was explained that a detailed report, including a funding package with a request for DIFS support, will be submitted to the Strategy Board in March 2013.

Councillor Peck said that Lambeth would look at the detail and links with the growth agenda. Richard Tice expressed concern that this could lead to more bureaucracy and an overlap of provision needed to be avoided. Nick Smales explained that there needs to be a client function where contractors know where to go to get staff. The JCU would be a small, tight operation.

Sean Ellis asked if the proposed £250,000 budget would be met from existing DIFs monies or whether further contributions would be sought from the developers. Nick Smales advised that alternative funding streams were being explored. Fiona Fletcher-Smith said the model was based on good practice and had worked elsewhere and that funding from other sources such as EU grants may be available. GLA would very much support the boroughs in developing a funding strategy. A follow up meeting would be organised to work on the detailed proposal.

The recommendations in Paper No. SB12-64 were approved.

Action: Nick Smales

11. Nine Elms Lane Design Code

The Board received a presentation - Paper No. SB12-65 – by Robin Buckle of TfL on the Nine Elms Lane Design Code.

Robin Buckle described how the area would be transformed from a mainly industrial district to an extension of Central London including office, residential, retail and hotel districts. The report set out the types of trees, street furniture and paving that could be used in the area. It also set out proposals for the new transport network and how Nine Elms Lane would become the a new “High Street” for the area. Councillor Govindia said that he understood that the design of the area would be distinctive, but the types of material etc. being proposed, were widely used elsewhere. Sean Ellis supported the view that the area needed an individual appearance and he questioned whether the design code extended beyond Nine Elms Lane to the other developments taking place on Albert Embankment. Other issues raised included ensuring links to the Cultural Masterplan and rolling out into other areas. Carolyn Dwyer said that these issues would be considered at the Public Realm Working Group.

Councillor Peck thanked Robin Buckle for his presentation.

The principles set out in Paper No. SB12-65 were approved subject to further consideration of the details of materials including paving treatments etc.

Action: Carolyn Dwyer

12. Community Engagement Statement

The Nine Elms Vauxhall Partnership's Community Engagement Statement set out in – Paper No. SB12-66 – was approved and will be uploaded onto the programme website.

REPORTS OF THE WORKING GROUPS

13. Community Engagement Working Group Update

The report of the Working Group – Paper No. SB12-67 – was received as information.

14. Communications Working Group Update

The report of the Working Group – Paper No. SB12-68 – was received as information.

15. Employment and Business Working Group Update

The report of the Working Group – Paper No. SB12-69 – was received as information.

16. Housing and Social Infrastructure Working Group Update

On – Paper No. SB12-70 – Chris Jones reported that the Lambeth and Wandsworth Health Authorities had carried out an initial joint review to look at the health requirements that will be needed in the Nine Elms on the South Bank. He noted that the report provided a firm foundation for identifying future provision needs and was an excellent example of joint working between the two health authorities. He also confirmed that the report findings on health care provision needs would be updated as the area develops. The Co-Chair noted and welcomed the joint working that had been undertaken to produce the report that was summarised in the HSIWG update.

Paper No. SB12-70 was received as information.

17. Public Realm Working Group Update

The report of the Working Group – Paper No. SB12-71 – was received as information.

18. Transport Management Working Group Update

On – Paper No. SB12-72 – Michele Dix referred to the earlier discussion concerning the possibility of holding a design competition for the proposed pedestrian/cycle bridge at MIPIM. She said that it was probably too early in the timetable to hold such an event but would look at this further.

Paper No. SB12-72 was received as information.

19. Utilities and Wharves Working Group Update

The report of the Working Group – Paper No. SB12-73 – was received as information.

OTHER ITEMS

20. Dates of Meetings

The following dates for Strategy Board meetings in 2013 were agreed:-

8th March 2013
28th June 2013
27th September 2013
13th December 2013

The meeting ended at 11.26 a.m.

Bill McCluskey
Board Secretary