

## **NINE ELMS VAUXHALL STRATEGY BOARD**

Minutes of the meeting held on Friday, 26th September 2014 at 9.30 a.m., at City Hall (Committee Room 3), The Queen's Walk, London SE1 2AA

### **PRESENT**

Members of the Strategy Board: Sir Edward Lister, Ms Fiona Fletcher Smith, Mr Stewart Murray and Mr Colin Wilson (Greater London Authority); Councillor Lib Peck (Co-Chair – in the Chair) and Councillor David Amos (Lambeth Borough Council); Councillor Ravi Govindia (Co-Chair) and Councillor Steffi Sutters (Wandsworth Borough Council); Mr Sean Ellis (St James' Group); Mr Peter Halpenny (Ballymore Group); Mr Jonathan Rawnsley (Sainsbury's); Tim Seddon (St. Modwens); and Mr Simon Wigzell (CLS Holdings).

Officers and observers: Ms Kuheli Mookerjee and Ms Alison Murray (GLA); Ms Sue Foster, Ms Carolyn Dwyer, Ms Sandra Roebuck, Mr Mike Pocock and Mr David Joyce (Lambeth Borough Council); Mr Nick Smales, Mr Chris Jones, Mr Mark Hunter and Mr Bill McCluskey (Wandsworth Borough Council), Ms Helen Fisher, Mr Keith Trotter, Mr Jamie Eagles, Ms Samantha Campbell and Mr Joseph Baker (Nine Elms Delivery Team), Mr Phil De Montmorency (Joint Coordination Unit), Mr Robin Buckle (Transport for London); Mr Robin Hughes (Network Rail); Mr Phil Gullett and Mr Gordon Adams (Battersea Power Station Development Company); and Mr Chris Hall and Mr Martyn Saunders (GVA).

Apologies: Apologies for absence from Strategy Board members and alternates were received from Ms Jan Lloyd (Covent Garden Market Authority); Ms Michele Dix and Mr Alex Williams (Transport for London); and Mr Rob Tincknell (Battersea Power Station Development Company)

#### 1. Introductions

The Co-Chair welcomed all attendees to the meeting.

#### 2. Declarations of Interest

No declarations of interest were made.

#### 3. Minutes (20.06.14)

The draft minutes of the meeting of the Strategy Board held on 20th June 2014 – Paper No. SB14-22 – circulated with the agenda, were approved as a correct record and were signed by the Co-Chair.

Matters arising – Councillor Peck informed the Board that the report on telecommunications in the Programme area would be submitted to them at the December 2014 meeting.

#### 4. Programme Director's Update

Helen Fisher introduced the report - Paper No. SB14-23 - which set out the key achievements across the programme in the last three months and the likely progress in the next quarter.

She informed the Board that since their last meeting there had been visible changes in the area as it moved from planning to delivery. Core structures were now out of the ground at Battersea Power Station and works to the chimneys have commenced; Spring Mews had been completed and the first residents had moved in to Riverlight with associated public realm works being completed. She referred to the partnership's successful involvement in the Thames Festival, in particular the core commission for this year, HippopoThames by the Dutch artist Florentijn Hofman, which has secured the area a great deal of high profile media coverage.

With regard to community engagement, the Programme Director reported that the open days at the Bolney Meadow Community Centre had been very successful with over 500 attendees and DPQ have now been appointed to undertake the road shows that had been previously agreed by the Board. She also reported that work was progressing on the community benefits mapping exercise which will provide a baseline and monitoring framework of all the community benefits coming from the programme.

On communications and marketing, The Communication Group has reviewed the impact of the Partnership's communications work over the past two years. This had been a useful exercise in that it had enabled the three key messages to evolve. She said that a decision had to be taken on whether Nine Elms on the South Bank is represented at MIPI in 2015. She took the view that there were arguments for and against participation but was seeking agreement in principle to attend at this stage, subject to the usual developer contributions should they view it worthwhile to promote their schemes and the area in this way.

The Programme Director informed the Board that the Business Plan for 2015/16 would be submitted to them at the December 2014 meeting for approval following the same format as previous years.

She also informed the Board that Lambeth Council had recently commissioned a review of management controls across the programmes and projects which directly contribute to their key outcomes, including the Nine Elms Vauxhall Partnership's programme. The review recommended that a risk assessment is developed. The Programme Director therefore recommended that a more rigorous approach to risk management, programme management and monitoring be adopted. The approach needs to balance provision of appropriate challenge and scrutiny without being over burdensome for the Partnership. In anticipation of agreement to this proposal the Delivery Team have developed a draft risk management system for the Partnership covering; the delivery team/administration function; overall strategy (with reference to the Partnership and Strategy Board); and the Partnership's priority projects as identified each year in its Business Plan.

It was recommended that the risk management process is taken forward by the Delivery Team in conjunction with Board members and working group chairs following the business planning process.

**Action:** Keith Trotter

On financial management and Delivery Team issues the Programme Director reported that the overall budget was on track. The Delivery Team were in the process of developing a funding package with the two Councils for the appointment of a Cultural Development Manager on an 18 month fixed-term post plus a small project budget.

Councillor Govindia raised two points on the report. The first related to the risk management proposal. He pointed out that the Board itself had minimal risk exposure in the normal sense compared to the partners. However, it did have significant reputational risk that would reflect particularly on the two Councils and he considered this should be borne in mind. The other point concerned the new cultural post. He considered that it was important that the person appointed should work on a strategy for public art so that there be consistency across the area and that they should work with individual developers to achieve this aim.

The Board:-

- (a) noted the content of Paper No. 14-23;
- (b) endorsed the changing emphasis of the communications key messages;
- (c) approve the proposed Risk Assessment Framework and revised Performance Management Framework
- (d) endorsed the presence of the Nine Elms on the South Bank programme at MIPIM 2015 subject to the Delivery Team securing the necessary funding from partners and sponsors;
- (e) approved the proposed Business Planning process; and
- (f) approved the Strategy Board dates for 2015.

## 5. Board Membership

Keith Trotter introduced – Paper No. SB14-24 – which set out details of the nominations process for Board membership.

In January 2012 the Board re-confirmed its membership arrangements and agreed that the term of office should be two years with a review in October 2014. No changes are recommended to the overall size and balance of the Board and the same system for appointing alternates who can represent them, should a Board member not be available, is recommended to be continued. The length of term of office would be for two years until October 2016. The boroughs recently updated membership following the local elections and the landowners will determine their nominations at their meeting in November.

As the Programme changes from planning to delivery it is recommended

that the Board considers its role and function for the period post 2016 and that the Board reviews its Terms of Reference following the appointment of members in December.

Councillor Peck agreed that the Board should review its role. She considered that this also presented an opportunity to refresh what the Board is trying to achieve and examine whether the present format of the Board needs to be revised to meet the changing nature of the Programme.

**Action:** Keith Trotter

The Board approved the recommendations set out in Paper No. 14-24, namely:

- to endorse the Board Member nominations process and receive a report at its next meeting, confirming the new two year term of office for nominees where:
  - GLA is to nominate to three places on the Board (and one alternate)
  - Lambeth and Wandsworth Councils are to each nominate two representatives to the Board (and one alternate each)
  - Transport for London is to nominate two representatives on to the Board (and one alternate)
  - Landowners are to nominate eight representatives from within their group (and two alternates).

and that a review of the post 2016 role, functions and format of the Board should be carried out in 2015.

#### 6. Performance Management Framework (PMF)

Keith Trotter introduced – Paper No. SB14-25 – which covered the period of the second quarter of the Nine Elms Vauxhall Partnership Business Plan 2014/15 and included some revised outputs and timescales following the six-month review undertaken with some of the working group chairs.

He then gave details of the red rated schemes. He said that the report gave a more vigorous explanation of the red rated schemes, noting that some were red-rated where a different approach to delivery has been adopted that no longer require their original timescales (such as the health and education business plans below).

The red-rated priority projects in this quarter are:-

- Maximising Employment Opportunities – The demand forecast for end use jobs will be submitted to this meeting following the completion of the Business District Study.
- Supporting Local Supply Chains – A review is now to be carried out following the Meet the Buyer event when more interview outcomes are known.

- Delivery of Schools and Healthcare Facilities – a report was not submitted to this meeting following the decision that capital spending in financial year 2015/16 is not required and therefore the agreement of a Business Case at this Board is not required. It will remain a priority action in 2015.
- Public Realm Design Strategy – A report features later on the agenda, with actions relating to street furniture and materials considered as part of the Public Realm Design Guidance.
- Vauxhall Cross – The option appraisal is still ongoing. The funding strategy is to be developed over the next few months.
- Construction Logistics – Data refresh is partially complete but data is still required from some developers.
- Utility Upgrade – A report features later on this agenda. Work is continuing on the location and tender process for a temporary primary substation.

On the 10 regularly reported outputs, there was continuing work by the JCU and the Boroughs on establishing baselines which will continue to be developed and reported to the next Board.

Paper No. SB14-25 was approved; the revised actions were agreed and the Outputs noted.

## 7. Public Realm Design Guides

Jamie Eagles introduced – Paper No. SB14-26 – which updated progress on key projects related to public realm design standards for developers and highway authorities.

He said that, as had been referred to earlier in the meeting, the Programme was now moving into the delivery stage and it was therefore necessary to achieve consistency by producing an overarching public realm guidance document. He referred to the previous guidance on specific areas of work i.e. the Burns & Nice Nine Elms Lane Design Study and Camlin's Public Realm Materials Code. He outlined that through the Public Realm Working Group, TfL has commissioned Hyland Edgar Driver (HED) to produce a comprehensive Public Realm Design Guide. In addition, TfL has commissioned Burns & Nice to develop a phasing strategy for improvements to the Battersea Park Road and Nine Elms Lane corridor. This work will draw upon their initial study, TfL's Street Guidance and the HED study.

He then referred to the creation of strategic links in the area, with the River Path being the first major link to be addressed. He reported that Churchman Landscape Architects had been commissioned to develop a strategy for the entire stretch of the Thames River Path from Lambeth Bridge to Chelsea Bridge and to develop improvements on the section between St. George Tower and Riverlight. This commission addresses the need to upgrade key walking and cycling links from Vauxhall to early developments at Riverlight, Embassy Gardens and the US Embassy, while also benefiting existing residents at Elm Quay Court and Riverside Court. Churchman's will develop designs for permanent improvements, to be procured later this year, for

delivery in the Spring/Summer of 2015, subject to approval by Wandsworth Council. In advance of these improvements, a £300K programme has been developed of arts led temporary and medium term improvements to the river path. Consultation on these improvements, including planters, a pavilion and a wedge bridge will commence in October 2014.

Sean Ellis asked a number of questions and the responses were as follows:-

- The cost of the works on the river path will be met from the DIFs budget;
- The timeframe for these initiatives is consultation October/November 2014 with implementation in Spring/Summer of 2015. The temporary measures e.g. planters will be introduced in the next few months; and
- With regard to the level of adoption fees, an initial meeting between the two Boroughs and TfL had taken place with a view to providing greater clarity of the rationale for commuted sums and adoption standards, across each of the three highways authorities.

Councillor Amos asked if these themes had been road tested and he sought clarification on the consultation process. He said that the term public realm was unfamiliar to many people and he asked if local community groups would be involved. Jamie Eagles said that the Design Guide would set parameters but would not be dogmatic. The Public Realm Working Group had considered the appropriate method of consultation for the various elements e.g. the River Path that would be arts led and would involve nearby residents. There would be consultation on each individual scheme. Councillor Peck asked how they would get people to buy into these schemes given the public enthusiasm for environmental matters. Helen Fisher said that they would take a further look at the consultation issues and there were also planning considerations to take into account.

**Action:** Helen Fisher/Jamie Eagles

The issue of disruption by the public utilities after the design works have been completed was raised. Jamie Eagles explained that the two Boroughs and TfL have established a Joint Implementation Group which reviews and manages all disruptive activities on local highways. This group will be seeking to protect recently completed public realm improvements, through existing provisions within legislation, seeking to incrementally designate areas as being of "Specific engineering difficulty" to mitigate future disruption, alongside a joined up approach to agreeing permits for work.

Councillor Peck informed the Board that planning permission had been granted for a temporary ice rink at Vauxhall over the Christmas period. She said that this was the type of quick win that could bring the area to the public's attention. Helen Fisher undertook to attempt to identify suitable areas where short term high publicity events could be held.

**Action:** Helen Fisher

The Board approved the recommendations set out in Paper No. 14-26 including that TfL and the two Boroughs consider the best means of ensuring compliance with the public realm design guide and to progress a joint approach with TfL on commuted sums.

## 8. Business District Update

The Board received a presentation - Paper No. SB14-27 – on the principles set out in the GVA Business District Study.

Helen Fisher briefly introduced the report in the absence of Pam Alexander who was unable to attend the meeting and gave her apologies. She said that the Study had to be viewed in the light of the steadily increasing demand for office space in London.

Chris Hall of GVA outlined the presentation and said that investment in the Nine Elms on the South Bank (NESB) area had so far largely focussed on residential and leisure sectors. The Business Study focuses on the need to bring economic and end-use employment issues forward. He pointed out that NESB is the fastest growing location in London, if not Europe. He explained that the initial stage of the Study examined the existing employment position and economic potential. It also looked at the range of future occupiers. This early assessment concluded that NESB will be a strong economic location based on:-

- The existing economic base
- Close proximity to Central London
- Good transport connections
- The new place being formed in NESB including the US Embassy and the Battersea Power Station redevelopment

The potential occupiers identified were corporate HQs; public and Government Sector; IT and telecommunications companies and creative businesses. Another factor to be taken into account was the industry recognised spike in lease renewals between 2018 and 2020, which was likely to lead to office relocation. However, he said that it cannot be assumed that these businesses will come to NESB as there will be strong competition from other developing areas across London. He pointed out that this spike will come before the NLE is operational so that cannot be relied upon at that stage to attract new businesses. He said that steps needed to be taken now to attract these new occupiers as floor space becomes available. The strategy proposed in the Study recommends four methods of achieving this end as follows:-

- Raising the visibility of the area and active promotion of the opportunity for business growth
- Addressing issues of 'staging the area' to potential occupiers i.e. cleaning and maintenance of the gateway entrances, the public realm and some existing buildings
- Retention and/or relocation within the NESB area of existing businesses

- Ensuring the Partnership structure is able to act in a coordinated manner to tackle the issues outlined above.

Chris Hall then outlined some of the cross-cutting themes that had emerged during the formulation of the Study. These included;-

- Promoting the area as part of the central city
- Ensuring that Vauxhall is seen as a destination as well as an interchange
- The gateways, bridges and highways being of a world class business district
- The river path becoming a major pedestrian thoroughfare complemented by the proposed pedestrian bridge.

Tim Seddon asked who would be coordinating the core activities outlined in the Study. Helen Fisher said there were a number of existing structures in place to address the longer term issues raised in the Study. With regard to inward investment and business retention there will need to be work with the two Boroughs. She said that the issues around public realm and staging need to be addressed now.

**Action:** Helen Fisher

Councillor Govindia said that the two Boroughs will play their part but there was also a responsibility on the large landowners such as NCGM and Battersea Power Station. He added that the quality of the first new occupiers will set the tone for the others.

David Joyce referred to the consultation carried out on changing permitted development rights relating to office to residential. Councillor Peck said that both Boroughs had expressed their concerns at some of the proposals in the consultation. Stewart Murray also added that the protection of the CAZ is a Mayoral priority.

There was discussion on the importance of the railway arches to the promotion of the business district in order to provide a hierarchy of space. Councillor Peck said that this was integral to business retention.

Councillor Amos referred to the need to be prepared to sell NESB against the other London locations when the lease renewals come up. Discussion was held regarding developments in Victoria and Waterloo and whether they would complement or compete with Nine Elms.

The Co-Chair thanked Chris Hall for the presentation. The Board: approved the following recommendations set out in Paper No. 14-27:-

(a) Inward Investment – the Delivery team to explore these proposals further with the Local Authorities, developers and agents and work closely with the Employment and Business Working Group and the Communications and Community Engagement Working Group



- (b) Business Retention – Local Authorities and key partners to be asked to consider further the GVA proposals in detail, reporting their findings and proposed actions back via the Employment and Business Working Group
- (c) Short term area staging – Delivery Team to consult with key stakeholders around short term improvements to the environment and longer term management and maintenance of the area
- (d) That the Public Realm Working Group take forward consideration of the GVA identified required public realm improvements
- (e) That the Delivery Team report back to the Board in six months time on progress being made against each of these recommendations

#### 9. Affordable Housing Study

Chris Jones, in the absence of Anthony Lee of BNPP, introduced the report - Paper No. SB14-28 – on the options for delivering the affordable housing targets set for the area and whether those targets could be met.

He said that briefings on the report had also been held with several Housing Associations who will deliver the affordable housing. In addition, Deloitte's were engaged to peer review the financial analyses contained in the Study and they are supportive. The Study noted that targets for affordable housing could be achieved although each borough would need to continue to assess and negotiate what the reasonable maximum level of affordable housing was on each development site that came forward. However, he said that there were other factors that would need to be monitored given the long delivery timescale of the regeneration. These included the changes to the market; changes to the grants regime; and how to deliver family housing in high density schemes.

Chris Jones concluded by stating that the Boroughs and GLA would continue to work together to explore ways of maximising levels of affordable housing.

Councillor Peck said that affordable housing was a critical issue for Lambeth and she thanked Chris Jones for presenting the report. The Board noted the contents of Paper No. SB14-28.

#### 10. Joint Co-ordination Unit (JCU) Update

In the absence of Jan Lloyd, Nick Smales introduced the report - Paper No. SB14-29 – on the progress of the JCU service.

He reported that the JCU was now fully staffed which has enabled more employer engagement. Points of contact have been established and employment opportunities are now increasingly being identified. Work on developing a practical baseline is continuing but is dependent on consistent and timely information being available from contractors so that the updated baseline reflects delivery programmes rather than being built up from the ESPs. This is also important to inform the timing and volume of skills training required.

The skills supply remains a challenge and the Strategy Board were invited to address the LEP at their meeting in July 2014. In their presentation, the Co-Chairs raised the issue of the Further Education sector providing pre-employment and vocational training. A letter was subsequently sent to the Mayor of London who responded by suggesting four areas which might respond to the issues being raised; the London Growth Deal (specifically the Boroughs' New Homes Bonus (NHB) and London's allocation for investment in the FE capital estate); a proposed roundtable of LEP members, colleges, Boroughs, SFA and CITB be arranged to explore ways of overcoming barriers; and the subsequent (to the presentation) procurement launch of the LEP /CITB initiative.

He said that the skills forecasting work has also been presented to Lambeth and South Thames Colleges and the top ten trades identified had been highlighted in discussions. The Colleges have been asked to respond to the forecasting (i.e. what training / skills provision can you deliver against these identified requirements). The Chair of the Employment and Business Working Group has recently written to the respective College Principals to encourage a practical response to the challenge presented.

Cllr Peck said that funding was required to enable the identified skills gaps to be addressed.

Sir Edward Lister said that there was a system failure in skills funding. He said that college funding should be based on their success in job outputs.

Cllr Govindia said it was important to track the local job performance and that a similar approach to end-use jobs is needed.

The Board noted the contents of Paper No. SB14-29 particularly the need to encourage the provision of consistent and timely information from contractors to ensure a more precise baseline which can inform the timing and volume of training. This would be developed further in time for the December Board.

**Action:** Jan Lloyd/Nick Smales.

#### 11. Electricity Infrastructure Update

Jamie Eagles introduced the report - Paper No. SB14-30 – on the progress in providing electrical supply and a new primary sub-station.

He reported that the invitation to tender documentation was issued to the four interested Independent Distribution Network Operators (IDNOs). There are two potential procurement routes which the IDNOs have been asked to price.

Arup were informed that UKPN are not providing quotations for one of these to the IDNOs. Discussions have been held with UKPN concerning this decision and with Ofgem.

A number of options are being explored, one of which would require the IDNO to design, construct, own and operate the new 132/11 kV primary substation

and all connections to the Nine Elms development. However, this option 2 is at risk due to UKPN's refusal to provide a 132kV quotation to the IDNO.

He said that a further update report would be submitted to the Utilities and Construction Logistics Working Group the following week.

**Action:** Jamie Eagles

Peter Halpenny referred to the land ownership issue for the new sub-station. He said that the preferred site was on land that had been sold by Ballymore to Thames Tideway Tunnel but they retained an interest on which they were willing to come to a reasonable agreement to facilitate the new sub-station. He said it could be problematic if the option is pursued where one company / IDNO owns and controls the electricity for the whole development area. Helen Fisher agreed that it was a difficult situation as UKPN have stated that they will provide the sub-station but not meet the cost of the land. There was a need to find a mechanism to cover the land costs. She said that there should be substantial movement on this issue in the next few weeks and this would be reported to the Working Group.

The Board noted the content of - Paper No. SB14-30.

#### 12. Working Groups Chairs' Updates

On Paper No. SB14-31 Sandra Roebuck updated the Board on progress on the Vauxhall Gyrotory Scheme. She said that four options were being proposed that would address the gyrotory system and return to 2-way working. A central pedestrian and bus interchange would also remain. Consultation on the principles of the proposals would take place in October/November 2014 with more detailed work occurring next year. Lambeth would be holding outreach meetings with local residents and there would also be a briefing meeting between the two Councils.

The Board noted the content of - Paper No. SB14-31

#### 13. Development Sites Planning Update

The Development Sites Planning Update – Paper No. SB14-32 was received as information.

#### 14. Any Other Business

On item 14, three matters were raised:-

- (a) The Board were informed that the result of the public inquiry on the TTT had been announced and it had received the go-ahead. A decision on the NLE public inquiry was expected in October 2014;
- (b) Councillor Peck asked businesses and developers to support the temporary Ice Rink at Vauxhall; and
- (c) Sandra Roebuck informed the board that a report on Maximising Employment Opportunities for Lambeth's Residents was to be considered by

Lambeth's Overview and Scrutiny Committee on 7th October 2014. She also reminded those present that the Mayor's Infrastructure Plan was out to consultation.

14. Dates of Meetings

The remaining Strategy Board meeting in 2014 will take place on 12th December 2014

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

6th March 2015  
19th June 2015  
25th September 2015  
11th December 2015

The meeting ended at 11.15 a.m.

Bill McCluskey  
Board Secretary