

NINE ELMS VAUXHALL STRATEGY BOARD AGENDA

Time and Date 9:30 a.m. Friday 6 March 2015

Venue Committee Room 3, City Hall

Meeting Bill McCluskey, Board Secretary

Organiser 020 8871 6010 bmccluskey@wandsworth.gov.uk

Board Members Sir Edward Lister, Fiona Fletcher Smith and Stewart Murray (Greater London Authority); Councillor Lib Peck (Co-Chair) and Councillor David Amos (Lambeth Borough Council); Councillor Ravi Govindia (Co-Chair) and Councillor Mrs Steffi Sutters (Wandsworth Borough Council); David Hughes and Alex Williams (Transport for London); Sean Ellis (Berkeley / St James Group); Peter Halpenny (Ballymore plc); Jan Lloyd (Covent Garden Market Authority); Tim Seddon (St Modwens); Alistair Baird (Barratt London); Rob Tincknell (Battersea Power Station Devt Co.); Toby Baines (Citygrove); Simon Wigzell (CLS Holdings).

Paper No.	Item	Lead	Status	Time
n/a	Introductions and apologies (including declarations of interest)	Cllr Peck	For information	
For approval / discussion				
SB15-01	Previous Strategy Board Meeting Minutes	Cllr Peck	For approval	5 min
SB15-02	Programme Director's Update <ul style="list-style-type: none"> Including public realm design guide and bridge design competition update, feedback from Board awayday, arts and culture update and community benefit study 	Helen Fisher	For information	10 min
SB15-03	Arts and Culture Update <ul style="list-style-type: none"> Review of 2014/15 and plans for 2015/16 	Helen Fisher	For information	10 min

SB15-04	US Embassy <ul style="list-style-type: none"> Development update 	Rodney Evans	For information	10 min
SB15-05	Performance Management Framework <ul style="list-style-type: none"> Quarter 4 update with recommended revisions 	Keith Trotter	For approval	5 min
SB15-06	Supply Nine Elms <ul style="list-style-type: none"> Programme evaluation and update on next steps 	Jan Lloyd	For information	10 min
SB15-07	Construction Logistics Update	Jamie Eagles	For information	10 min
SB15-08	Affordable Housing Update	Chris Jones	For information	5 min
SB15-09	Health Update <ul style="list-style-type: none"> Update on progress on Outline Business Case and interim improvements 	Chris Jones	For information	5 min
SB15-10	Employment Update <ul style="list-style-type: none"> Update on JCU and borough brokerage achievements 	Sandra Roebuck / Nick Smales	For information	10 min
SB15-11	St James Developments Update <ul style="list-style-type: none"> Presentation St James' schemes 	Alison Dowsett	For information	10 min
SB15-12	Working Group Chairs' Updates (reporting by exception)	Tabled	For information	5 min
SB15-13	Development Sites Planning Update	Tabled	For information	
	Any Other Business	All		

Dates of Future Meetings

9:30 a.m. Friday
19 June 2015

9:30 a.m. Friday
25 Sept 2015

9:30 a.m. Friday
11 December 2015

Deadline for Papers

**12p.m. Friday
12 June 2015**

**12p.m. Friday
11 September
2015**

**12p.m. Friday
27 November
2015**

Agenda Circulated

Friday 5 June 2015

Friday 18
September 2015

Friday 4 December
2015

NINE ELMS VAUXHALL STRATEGY BOARD

Minutes of the meeting held on Friday, 12th December 2014 at 9.30 a.m., at City Hall (Committee Room 5), The Queen's Walk, London SE1 2AA

PRESENT

Members of the Strategy Board: Mr Stewart Murray (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); Ms Jan Lloyd (Covent Garden Market Authority); Tim Seddon (St. Modwens); Mr Alex Williams (Transport for London); Mr Rob Tincknell (Battersea Power Station Development Company) Mr Simon Wigzell (CLS Holdings) and Mr Keith Nethercot (Wendover).

Officers and observers: Ms Sue Foster, Ms Carolyn Dwyer, Ms Sandra Roebuck and Mr Conor McDonagh (Lambeth Borough Council); Mr Tim Cronin, Mr Steve Diamond 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 Danny Calver, Mr Graham Nash, Mr Jon Kirkup and Ms Shannon Rice (Transport for London); Mr Robin Hughes (Network Rail); Mr Gordon Adams (Battersea Power Station Development Company); and Mr Chris Stratford (Thames Tideway Tunnel).

Apologies: Apologies for absence from Strategy Board members and alternates were received from Sir Edward Lister and Ms Fiona Fletcher Smith, (Greater London Authority); Mr Sean Ellis (St James' Group); Ms Michele Dix (Transport for London); Mr Alastair Baird (Barratt London); Mr Toby Baines (Citygrove); and Mr Jonathan Rawnsley (Sainsbury's).

1. Introductions

The Co-Chair welcomed all attendees to the meeting.

2. Declarations of Interest

No declarations of interest were made.

3. Minutes (29.09.14)

The draft minutes of the meeting of the Strategy Board held on 29th September 2014 – Paper No. SB14-33 – 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 report - Paper No. SB14-34 - which set out the key achievements across the programme in the last three months and likely progress in the next quarter.

She congratulated all those involved in obtaining the Secretary of State's approval of the TWAO for the NLE. TfL has appointed the main contractor for the scheme and enabling works have begun. She informed the Board that the Nine Elms Vauxhall Partnership had won the MIPIMUK 'Best Public-Private Sector Partnership of the Year' award. She reported that the design competition for the proposed cycle and pedestrian bridge had been launched. It had attracted considerable interest with the website being visited by over 7,000 people. In addition, 101 companies had registered an interest in the scheme. She acknowledged that there were still concerns on the Westminster side of the river but the issue of how landing sites would be accommodated was an important element of the design competition. She welcomed the granting of planning permission for both Phase 3 of Battersea Power Station and the NCGM redevelopment.

The Programme Director reported that a meeting had been held involving key landowners and service providers to tackle some major issues emerging in the very busy area around Kirtling Street and Cringle Street. This issue would also be referred to in the report on construction logistics to be considered later on the agenda. She also informed the Board that progress had been made on the district heating scheme with the procurement of a potential ESCO being secured.

With regard to community engagement, as previously reported to the Board, DPQ have been appointed to carry out a series of road shows to supplement the open days as part of an 18-month outreach programme. The first event will be held on Saturday 31 January 2015, starting with a joint event at the ROSE Centre, partnering with the Savona Residents' Association and FAST.

On arts and culture the Board were informed that Susie Gray, Nine Elms Cultural Development Coordinator, was finalising a report reviewing this year's programme, which had included 60 events and had attracted 328,000 visitors. The Programme Director reported that following a selection process it had not been possible to appoint to the new post of Cultural Manager and a consultant had been appointed in the interim to take forward some aspects of the work. The Board were also informed that there would be greater focus on the public realm in the next quarter and a report on the Public Realm Design Guide would be considered later in the meeting.

On communications and marketing the Board were informed that funding had almost been secured to enable the partnership to be represented at MIPM in 2015 with one more sponsor required. There was concern at the level of negative press concerning the levels of affordable housing and, to a lesser extent, foreign investment/ownership of properties in the new developments.

The Programme Director also referred briefly to a number of other areas relating to the capital programme including:-

- ♦ Lambeth are carrying out a review of their strategic infrastructure requirements and will report the outcomes in March 2015
- ♦ TfL has revised its bus capacity funding - reducing the overall sum whilst bringing forward spend into 2015/16
- ♦ Wandsworth Council are discussing with Royal Mail the possibility of a new primary school location at the mail depot site
- ♦ There were continuing issues with the required level of detail relating to management arrangements of the Linear Park
- ♦ There were no updates on projected health provision (but these will be worked on in 2015)
- ♦ An element of the Bridge funding has been brought forward for design fees.

Cllr Amos sought further details on the negative press comments concerning affordable housing and foreign investment. The Programme Director said that this was a high profile issue, particularly in light of next year's General Election. She also said that the positive elements of the developments were not getting through and this needed to be addressed. Cllr Peck suggested that it would be preferable to cite positive examples to counteract the negativity rather than just producing statistics. Cllr Govindia pointed out that the provision of affordable housing was the Boroughs' responsibility. He took the view that the negativity was a by-product of the success of the developments and the media attention they attract. Rob Tincknell said that the negative press reporting was a growing issue. He suggested that it should be emphasised that the proposed levels of affordable housing could only be achieved because of the NLE. Cllr Amos added that it would be helpful if residents could express the positive aspects of a diverse community. The Programme Director said that it was important to point out that Nine Elms on the South Bank was not just about housing but encompassed jobs, arts and culture etc. Cllr Peck said that this issue should be addressed at the "away-day" in February/March 2015.

Action: Helen Fisher

Cllr Govindia referred to recent progress on the arts and culture offer at Bellway's The Residence. He suggested that landowners should consider the type of offer they will be installing to ensure that there is a mix of cultural offers rather than just one type e.g. galleries.

The Board endorsed:-

- (a) the content of Paper No. 14-33; and
- (b) the budget allocations on a Lighting Strategy (£20K) for next quarter and the next stage of the Arup developed Integrated Water Strategy (£35K) within the capital programme subject to local authority approval.

5. Board Membership

Keith Trotter introduced – Paper No. SB14-35 – which set out details of the nominations received for Board membership.

He said that the “away-day” referred to in the previous item would be an opportunity for the Board to consider its role and function for the period post 2016. Chris Stratford queried whether Thames Tideway Tunnel was represented on the Board. The Programme Director said they were not at the moment but membership of the Board was one of the areas that would be looked at on the “away-day”.

Cllr Peck thanked outgoing Members Eugene Doyle and Jim Moore for their contribution to the work of the Board.

The Board noted the appointments set out in Paper No. 14-35.

6. Business Plan 2015/16

Helen Fisher introduced the report - Paper No. SB14-36 - that sought approval of the Nine Elms Vauxhall Partnership Business Plan 2015/16. The Plan provides the framework for the work programme over the next year and sets out the priority outcomes and projects. She referred to the outstanding progress being made in creating the area as an international residential and business district which she had outlined in her earlier report.

Keith Trotter reported that there was minimal change proposed in terms of the vision and overall objectives from the previous plan with a continuing emphasis on placemaking. There was an increase in the target number of homes to be built with a minimum range of 3,500-4,000 affordable homes. On the priority projects he highlighted the proposed removal of the gyratory system at Vauxhall Cross. He also reported that the Boroughs would be reviewing the level of infrastructure funding so the appendices were subject to change prior to formal approval.

Cllr Govindia welcomed the fact that the Business Plan would be finalised much closer to the start of the year than had previously been the case.

The Strategy Board endorsed:

- (a) the draft Nine Elms Vauxhall Partnership 2015/16 Business Plan set out in the appendices to Paper Strategy Board-14-36
- (b) the delegation of authority to the Co-Chairs of the Board to approve the final business plan including the finalised capital budget set out in Appendix B to this report and any minor changes
- (c) the indicative infrastructure programme, noting that this will be subject to the Local Authorities final decisions and the regular review process established to take forward the funding of the NLE
- (d) proposed allocations for Nine Elms Lane environmental and street improvements and for a Gateways project
- (e) a provisional allocation of £500K for fees for the next stage of the Bridge design, should it be decided to progress this after the competition has completed

- (f) other capital contributions previously agreed and the first stage of the reduced Bus contributions
- (g) the updated DIFs Administration budget for 2015/16
- (h) the outcomes and priority projects for 2015/16; and
- (i) the proposed list of outputs for regular reporting to the Strategy Board.

The Strategy Board also noted:

- (j) that both Wandsworth and Lambeth Councils will consider formal endorsement of the Business Plan prior to the start of the financial year including consideration of capital programme priorities
- (k) that a summary of the Business Plan will be produced for wider distribution; and
- (l) the already approved allocation of £1M for improvements to Phase 1 of the River Path.

Action: Helen Fisher/Keith Trotter

7. Performance Management Framework (PMF)

Keith Trotter introduced – Paper No. SB14-37 – which covered the period of the third quarter of the Nine Elms Vauxhall Partnership Business Plan 2014/15.

He pointed out that there was a typographical error on page 2 of the report in the Snapshot paragraph where the figure for red rated actions should be 34% rather than 43%.

He then gave details of the red rated schemes. He said that the report gave a more vigorous explanation of the red rated schemes.

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

- ♦ **Linear Park** – the targets relating to a design principles document, ecology, water management, safety and security strategies and Green Flag business planning had not been achieved. The Linear Park Project Team will review the reasons for the under-achievement and report back to the Board.
- ♦ **Nine Elms Lane** – the detailed phasing plan has been delayed awaiting highway network modelling. The phasing plan is now expected by March 2015 but is dependent on information on S278 works being provided and agreement within TfL on the preferred option for cycle provision.
- ♦ **Construction Logistics** – the data refresh is partially completed but requires outstanding data from key developments. The accuracy of the information currently held is an issue. A report on construction logistics would be considered later in the meeting.

Cllr Govindia said that he was disappointed at the delays on the Linear Park and Nine Elms Lane, particularly as tenants were now moving in to some developments. He suggested that, in the case of Nine Elms Lane, TfL needed to direct more resources at this issue. The TfL representatives responded by pointing out that work had been focussed on transport modelling of the Vauxhall Cross scheme.

Paper No. SB14-37 was received as information; the revised actions were agreed; and the Outputs noted.

8. Public Realm Design Guides

Shannon Rice introduced – Paper No. SB14-38 – on the Public Realm Design Guide for Nine Elms on the South Bank. The report described consultation carried out to date and the further consultation to be carried out prior to its use by the boroughs, Delivery Team, GLA, TfL and developers in the design of the public realm.

She said that a suite of documents had been produced covering specific areas of work e.g. Camlin's Public Realm Surface Materials Code. To draw these various areas together Hyland Edgar Driver (HED) were commissioned to produce a comprehensive Public Realm Design Guide. The draft guide has now been produced and has been well received by the Public Realm Working Group. It is now proposed to widen the consultation to involve local communities as well as developers. The results of that consultation will be brought back to the Strategy Board.

Cllr Govindia asked how the public would be engaged in the consultation process. He pointed out that in the NLE consultation successful walk-in shows had been held. Shannon Rice said that they would be targeting local community groups and events similar to those held on the NLE would be organised.

Cllr Peck said that these events would have to be tailored as the public would want to know what was happening in their local area rather than a wide sweep across the whole partnership area. She pointed out that there were a lot of art based community groups in the Vauxhall area and it may be useful to consider their ideas when finalising the guide. Cllr Sutters said that it was important that any consultation documents were written in a way that members of the public would understand. Cllr Amos asked what aspects of the Design Guide were likely to be most controversial. Shannon Rice said that she considered that public art and temporary finishes would attract comment.

In response to a question concerning developments already built or nearing completion Shannon Rice said that agreement had been reached on the materials to be used. Simon Wigzell asked if the Design Guide would apply to the proposed pedestrian bridge. The Programme Director confirmed that it would, particularly in relation to the landing points.

The Programme Director then read out an e-mail from St James' Group endorsing the draft Design Guide. They considered that it was an essential

document and welcomed it with slight reservations around the use of commuted sums which still needs to be clarified.

Stewart Murray said that it was important that the Design Guide was successful and managed effectively as it would be used as an exemplar for other Opportunity Areas in London.

The Board (a) noted the contents of Paper No. 14-38; and (b) endorsed the Design Guide, subject to further consultation in the Boroughs of Lambeth and Wandsworth, within an agreed timescale and consultation list.

9. Utilities Update

Jamie Eagles, Nine Elms Strategic Project Manager, introduced - Paper No. SB14-39 –which updated progress on the utilities strategy, the proposed next steps and financial requests related to key work streams associated with the delivery of utility infrastructure

He referred to the 3 key issues identified in the Utilities Masterplan (i.e. the delivery of electrical infrastructure to meet anticipated demand, the lack of capacity within the combined sewer serving the area to meet the requirements of new developments and the need to coordinate utility upgrades) which had led to the appointment of Arup to deliver these priorities.

He then gave details of the progress made in each of these areas. On the co-ordination of utilities he reported that that this area had been divided between upgrading the existing infrastructure and new utility networks (i.e. district heating, surface water drainage, telecoms and electrical cabling). TfL are co-ordinating utility upgrade works across all three highways authorities via a joint implementation group. However, this principally focuses on a three month picture of known activity. Arup are now developing a comprehensive utility routing strategy which will bring together key work streams associated with the delivery of new utility networks.

A workable solution has emerged on the provision of the electricity sub-station. BPSDC have agreed to take a lead role in securing this facility and are in the process of making applications for the sub-station at 2 sites, 2A Battersea Park Road and Sleaford Street. Costed options are due back in February 2015 and it is anticipated that an order will be confirmed by September 2015. In the interim Arup have identified that there is some capacity locally in certain proposed developments and work on agreeing a policy among landowners on redistributing this spare capacity is to be progressed.

Jamie Eagles then reported on the water management position. Arup, in liaison with the developers and the GLA, have produced an Integrated Water Management Strategy for the Nine Elms on the South Bank area, identifying the water demand management and surface water management opportunities as part of the redevelopment. The strategy has identified that there is no need for a new main sewer or a new pumping station to be built. The solution that has been arrived at is the construction of new surface water drainage with

discharge in to the River Thames and an upgrade of the existing Ponton Road Pumping Station. The next steps will include developing a detailed surface water network model, which will identify pipe sizes etc. The estimated cost of these works is £25,000 and Thames Water are currently investigating funding options. Other works that need to take place include detailed costing options for the surface water network; agreeing the preferred option for the surface water routes with developers and Thames Water; and assist developers and their consultants to ensure compliance with the strategy. It is estimated that these works will cost approximately £30,000, which is in addition to the £25,000 Thames Water need to secure referred to above.

Jamie Eagles then updated the Board on the proposed Telecoms Strategy for the area. He reported that a Telecoms Vision workshop was held with key developers with a view to creating world class telecoms provision in Nine Elms. The next step will be to secure the agreement of developers to buy-in to the Telecoms Strategy. When this has been obtained further steps will be taken with a view to market testing which will include assessing the potential uptake in the area including key numbers of residential units and commercial space; evaluating the enthusiasm for the deployment of their ducts and cabling infrastructure, and engaging with the major Telecoms Operators BT, Virgin Media etc. in developing their proposals for servicing the District. A further area to be explored is the potential for district-wide satellite services from BPSDC's satellite TV provider to prevent the proliferation of individual dishes.

Cllr Govindia asked if the relevant authorities had agreed to the additional rainwater discharge in to the Thames. Jamie Eagles said that the GLA were in discussions with the Port of London Authority (PLA) on this point, who may seek to impose an annual fee for this permission.

Cllr Govindia asked if the Ponton Road Pumping Station could cope with the additional capacity from the new ducts. Jamie Eagles said that the pumps would need to be upgraded. The drains north of Nine Elms Lane would discharge in to the Thames, the drains to the south would feed in to Ponton Road.

Stewart Murray said that water capacity was a real issue and it was important that robust measures are in place to prevent flooding. He pointed out that the drainage requirements will increase by 83% when the developments are completed.

The Board: noted the contents of Paper No. 14-39 and:-

- (a) endorsed the outline Nine Elms Telecoms Vision, Telecoms Strategy and next steps;
- (b) endorsed the Water Management Strategy including the approval of a contribution of £30,000 toward the delivery of the next phases of work; and
- (c) noted the detailed study of temporary electrical power redistribution and local generation options.

10. Vauxhall District Centre Update

Graham Nash, Sponsorship Manager TfL, introduced - Paper No. SB14-40 – which updated progress on the Vauxhall Cross scheme.

He referred to previous discussion on this issue where the possibility of widening the rail viaduct had been suggested. This proposal had been investigated and the indicative cost of carrying out the work was in excess of £100 million and would necessitate the closure of the Vauxhall to Waterloo rail service for 20 days. This option was therefore considered not to be feasible. The option now being pursued is a two-way traffic system at Vauxhall Cross while maintaining an efficient central public transport interchange. TfL and Lambeth Council launched a consultation exercise on these proposals in November 2014 with 29,000 leaflets distributed, 3 main consultation meetings and a survey with oyster card holders who have used their card in Vauxhall. They have also commissioned consultants to undertake an urban realm and planning study for Vauxhall Cross

Once the current consultation has been completed the scheme will then move to the concept design stage. Further consultation will then be carried out by TfL and Lambeth Council, followed by the detailed design in 2016 with construction programmed for 2017–2019.

Cllr Govindia made two points on the report. He pointed out that by the time construction takes place in 2017-19 many of the developments will be occupied. The other point related to the use of the oyster card information where he queried how successful this would be given that it would not cover freedom passes. Graham Nash said that TfL hold e-mail addresses for most oyster card holders. Alex Williams confirmed that they did not have the same contact details for freedom passes but London Councils may hold more information.

Sandra Roebuck said that there had been good collaborative working on this project between TfL and Lambeth Council. The urban realm and planning study will identify how the district centre will be created and the results of the study will be brought to the Board in the spring of 2015. Cllr Amos thanked the officers of TfL and Lambeth for their efforts on this scheme which he considered would engender exciting public debate and not just online consultation.

The Board: noted the contents of Paper No. 14-40 and:

- (a) endorsed the principles of the project, as set out in the initial public consultation (recognising that individual parties might have specific comments);
- (b) encouraged all stakeholders to respond to the consultation; and
- (c) agreed to the principles being worked up into a more detailed design during 2015, acknowledging and addressing comments from the initial consultation.

11. Battersea Power Station Update

The Board received a presentation by Rob Tincknell, Chief Executive of BPSDC, on the progress at Battersea Power Station.

He said that Battersea Power Station is a global icon and a major London landmark. The redevelopment, which is now underway, will be carried out in a series of phases. The first three phases will be the creation of the village, the Power Station itself and then the Electric Boulevard and he described the various elements to each of these phases. A new London village will be created where, in addition to the many new residential dwellings, there will be a substantial number of new retail outlets. He pointed out that 43% of global brands are not represented in London and they would be the type of new businesses attracted to the development. In addition to the residential and retail elements, the provision of office space will be the key to the success of the development.

Alex Williams said that this will be a major construction area for the next few years. He raised the question of the use of the river for removal of construction spoil from the three main construction sites i.e. Battersea Power Station, NLE and TTT. Rob Tincknell said that in addition to the logistical problem of removing the waste material by river there was also the potential for bringing in construction material by that route. It was estimated that there would be 250,000 truck movements in respect of the Power Station area and 500,000 for the whole area. This clearly had the potential for major road safety concerns. There were issues that would need to be overcome if the river option was to be pursued such as the PLA's concern on the river capacity in the Blackfriars area. He said that BPSDC were willing to lead on this issue and a meeting will be arranged between the interested parties in January 2015. That meeting will examine the potential use of the river and report back to the Strategy Board. Rob Tincknell said that whilst BPSDC was willing to lead on this project they should not be the sole funder and that contributions would be sought from partners.

Chris Stratford pointed out that there had been previous discussion on the use of a shared jetty but it had been decided not to pursue that option. He expressed doubt as to whether that opportunity was still available. The Programme Director added that works would be commencing at Bondway in 2015 which could create another hotspot. She said that there was a need for planned meetings involving all relevant parties and governance arrangements to be agreed and adhered to. Sandra Roebuck commented that there were other major schemes commencing at Waterloo and Brixton which would also impact on the area.

Cllr Peck said that this was a major issue that has to be closely monitored. At her suggestion it was agreed that a report on this subject should appear on the agenda for all future meetings. She thanked Rob Tincknell for his presentation.

Action: Helen Fisher

12. Northern Line Extension Update

Jon Kirkup introduced the report - Paper No. SB14-42 – on the progress on the NLE and the associated Transport and Works Act Order (TWAo) application.

He said that most of the issues had been discussed earlier in the meeting. He confirmed (a) that the TWAo had been approved; (b) that Ferrovia Agroman Laing O'Rourke had been appointed to design and construct the stations and infrastructure; and (c) that enabling works had commenced. He reported that the main construction works would start in 2015 with an anticipated completion in January 2020. In terms of community engagement a number of liaison groups have been set up with local residents. TfL were also liaising with the local authorities on employment opportunities. Cllr Amos welcomed the creation of the community liaison groups which would be a useful channel to have a dialogue with local residents.

Cllr Govindia asked about the design of the new stations. He asked why there was only one entrance proposed for Nine Elms unlike Battersea where there were two. He also said that given that there were to be very innovative buildings at Battersea Power Station, the station design should reflect its surroundings and not just be a functional structure. He suggested that it might be worthwhile liaising with Art on the Underground on this point. Jon Kirkup responded by saying that the difference in the number of entrances was due to anticipated demand.

The Board noted the content of - Paper No. SB14-42.

13. Working Groups Chairs' Updates

On Paper No. SB14-43 Jan Lloyd updated the Board on progress on employment issues. She said that 226 companies had registered an interest in the Supply Nine Elms scheme and 155 of these were represented at workshops held in November 2014. 85 companies were invited to pitch for contracts. She also referred to the JCU which is now in operation. Two issues have emerged the first is the lack of appropriate construction courses being provided by the FE/HE sector and the other is lack of engagement with contractors, particularly in supplying information on employment statistics for the JCU. She encouraged all landowners to ensure their contractors were aware of the requirements and up to date with the supply of information.

The Board noted the content of - Paper No. SB14-43

14. Development Sites Planning Update

The Development Sites Planning Update – Paper No. SB14-44 was received as information.

15. Any Other Business

No matters were raised.

16. Dates of Meetings

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

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

The meeting ended at 11.24 a.m.

Bill McCluskey
Board Secretary

NINE ELMS VAUXHALL PARTNERSHIP

PAPER NO: SB15-02 STRATEGY BOARD – 6 MAR 2015

NINE ELMS PROGRAMME DIRECTOR'S UPDATE

Report Author	Helen Fisher - Nine Elms Programme Director
Recommendations	<p>The Strategy Board is asked to note:</p> <ul style="list-style-type: none">♦ the contents of this report♦ the outcome of the Board Awayday and next steps♦ the deferral of Working Group Chairs appointments pending decisions about future governance arrangements♦ that Michele Dix has stepped down from the Board and her replacement is David Hughes
Executive Summary	<p>This report outlines:</p> <ul style="list-style-type: none">♦ Key achievements across the Programme since the last Strategy Board meeting in December and a look ahead to the forthcoming quarter♦ Feedback from the Board Awayday on 24th February♦ The outcome of the Community Benefits mapping exercise♦ The end of year financial forecast for the DIFs Administration budget

NINE ELMS VAUXHALL BOARD MATTERS

The Board is asked to note that Michele Dix, given her recent appointment as Managing Director of Crossrail 2, has stepped down from the Board and David Hughes, Director of Major Programme Sponsorship, London Underground & London Rail, is the TfL nominee to take her place.

The Away day on 24th February discussed three key questions:

- ◆ Vision and Purpose of the Partnership
- ◆ Role and function going forward
- ◆ Membership, Governance and Ways of working

The session was widely regarded as a constructive opportunity to reflect on what has been achieved so far as a Partnership, its continued value and priorities for joint working going forward. Membership and governance arrangements were also discussed. There was a consensus for change and strong interest in creating a forum for more strategic discussions, helping to shape Partnership approaches to specific issues. The need to streamline and re-focus the working groups and establish a forum for better engagement with local residents was also endorsed. A more detailed report on the proposals with recommendations for structural changes will come to the next Board.

The appointment of the Working Group Chairs for a two year period was due in March. However, in light of the Awayday decision to move to a more streamlined governance structure, I have deferred this process for the time being.

PROGRAMME UPDATE

For the Delivery Team, key work areas over the past 3 months have been the refresh of the Construction Logistics framework and Charter, design of the Thames River Path works, the Nine Elms Pimlico Bridge design competition, development of the community benefits mapping project, delivery of the new community road shows and finalisation of the 2015/16 Business Plan.

Wandsworth Council launched the design competition for the Nine Elms Pimlico cycle and pedestrian bridge on 8 December. There has been a fantastic response to the competition with expressions of interest from 16 different countries on 4 continents. We have now received 74 submissions which are currently being reviewed by the Jury Panel. An engagement programme has been put in place around the competition including two public exhibitions and a schools competition. The announcement of the shortlisted 4 teams will be made imminently. The next stage of the competition will take place after the General Election with the winning team declared in September.

TfL's appointed contractor – Ferrovial Agroman Laing O'Rourke (FLO) are currently mobilising and have started enabling works. FLO have also just been appointed as the main contractor for the Thames Tideway Tunnel central section (i.e. Nine Elms and Vauxhall). There has been significant progress on the Vauxhall Cross consultation with over 2000 responses. TfL are currently reviewing these and will provide a report on the outcome in March.

As raised at the last Board meeting, the Nine Elms Lane improvements have been held up by delays in transport modelling. TfL have now produced initial results of the cycle lane modelling and these are being examined currently.

There is a separate report on the agenda providing an update on employment and the JCU while we also have a report on Supply Nine Elms setting out progress to date and the Boroughs' view of how the programme will be taken forward. A new contract is to be procured to December 2016, subject to funding from New Homes Bonus. This will enable local businesses to continue to be supported and win contracts in the area.

Securing timely and sufficient electrical infrastructure to serve the area remains a priority for the programme. Supported by Arup, Battersea Power Station Development Company is awaiting a revised cost for an 85 MVA primary sub-station, following UKPN's change in position, stating that the 45 MVA quote could not be increased. UKPN have also indicated a delay in the powering up date, which is currently being investigated and will be escalated as an issue with support from the GLA and Infrastructure UK if necessary. A major concern is to also ensure that there is sufficient supply during the interim period and securing agreement with other developers on electrical supply orders for the new primary substation.

Arup have produced the initial Integrated Water Strategy on behalf of the GLA, Thames Water and the Partnership. This confirms that there is a viable option for addressing the area's lack of sewerage capacity for new developments, through upgrading and connecting new developments in Nine Elms and Vauxhall to the Ponton Road pumping station. A second stage of work to refine costed options, and work with Thames Water on more detailed modelling of options is now progressing.

A refresh of the Construction Logistics data has informed proposed revisions to the Area Wide Construction Logistics Strategy, and associated Construction Charter. This is covered in more detail in SB15-07.

The GLA have provided strong leadership around the district heating proposals for the Embassy Quarter network. Following a soft market testing exercise, procurement of potential ESCOs has commenced with the support of the Nine Elms Vauxhall Regeneration Company, with responses to be assessed in July 2015. If successful, the new network will be an exemplar of a partnership led approach, with future scope to extend the network to serve new developments progressing in Vauxhall.

The Public Realm Design Guide brings together a range of design advice to assist developers and their consultants to ensure we have a high quality and consistent public realm throughout the area. TfL have resourced an extensive consultation programme in Lambeth and Wandsworth which commenced on February 16th and will run until 22 March. The outcome of this consultation and any amendments to the Guide will come back to the Strategy Board in June for endorsement prior to Local Authority Committee approval.

The Thames River Path Strategy has identified key priorities for future investment, with the first phase of this investment to be implemented summer / autumn this year; commencing with a tulip festival in May, linked to Chelsea Fringe. Arrangements for ensuring appropriate maintenance arrangements across this and adjacent sections are currently being agreed, prior to the tendering of the main capital works contract.

The importance of making speedy improvements to our key gateways is recognised

and a new project set up as part of the 2015/16 Business Plan. An initial scoping meeting has been held and some firm proposals expected in the next couple of months.

There is a separate report on the agenda which sets out our achievements over the past year in Arts and Culture and proposed future programme for the coming year. Having the right resources in place to deliver these ideas is essential. I am attempting again to recruit to the new post of Cultural Development Manager and in the meantime am seeking some interim support. Reports were commissioned on horticulture and meanwhile programming and the results of these will be presented to the June Board.

A progress report on how the GVA Business District Study recommendations are being taken forward will also be brought to the next Board. This will include details of the outcome of the Councils' consideration of business retention issues and potential interventions.

DEVELOPMENT UPDATE

More information is provided as part of the Development Sites Update (SB15-13).

As reported previously, construction activity has ramped up considerably in the past few months and with indications that some sites have accelerated their programmes, the visible change seen across the area will be even more significant, this is not without its challenges however.

Two sites have completed in the last few months, 81 Black Prince Road and Spring Mews. There has also been a burst of activity in terms of planning applications, with Battersea Exchange, 12-20 Wyvil Road and 1 Lambeth High Street all being awarded planning, plus a new application has been submitted for 22-29 Albert Embankment. The first two phases of Battersea Power Station are progressing; deconstruction of the first chimney is complete and the replacement chimney will soon begin to appear. Demolition of the Christies warehouse has commenced, which will be the site of Bellway's The Residence scheme.

Active construction sites now include:

- ◆ Riverlight
- ◆ US Embassy
- ◆ Embassy Gardens
- ◆ Nine Elms Point
- ◆ Merano Residences (formerly Eastbury House)
- ◆ The Corniche (formerly Hampton House)
- ◆ Battersea Power Station
- ◆ One Nine Elms
- ◆ Vista (formerly Marco Polo House)
- ◆ 10 Albert Embankment
- ◆ Sky Gardens
- ◆ The Residence

Tintagel House, the RMG site and Vauxhall Island are all being marketed currently. The temporary Sainsburys is about to close – and will be a significant issue locally. Thames Tideway Tunnel have bought Camelford House.

COMMUNITY ENGAGEMENT

As previously agreed, we have put in place a programme of 4 / 5 local road shows around the area to support the annual Open Days due in June / July. The first event was held on 31 January 2015 at the ROSE Centre, partnering with Savona Residents' Association and FAST. This joint community/Partnership event was attended by over 100 people including many young children. We engaged with more than 60 local residents and received positive feedback on the method of engagement and detailed feedback forms from over 20 attendees. It is proposed that the next event will focus on / near the Wyvil Estate.

Following two workshops led by Groundwork, a baseline of all the community benefits deriving from the programme, spatially and over time has been produced, together with a toolkit for monitoring and reporting. This will prove valuable in our communications work and will be available to other stakeholders to use.

We are currently working with colleagues on how to streamline the system so it is embedded within existing workloads as far as possible. The Delivery Team will take overarching responsibility for the system.

A review of the community engagement programme has taken place and is appended to the Working Group Chairs' Update paper for information.

MARKETING, COMMUNICATIONS & INWARD INVESTMENT

Over the past three months we have focused our work on pushing forward our agreed key messages. The range of communications and media activity led by the Delivery Team is set out in more detail in the Working Group Chairs' Update (SB15-12).

Highlights of our media briefings and visits / events include:

- ◆ Briefing for a Chinese investor alongside UKTI
- ◆ Hosting visits for teams from Old Oak Common MDC and Whitechapel delivery team
- ◆ Briefings for Centre for Cities and Centre for London
- ◆ Hosting a visit with the Foreign & Commonwealth Office for c 20 foreign journalists
- ◆ Interviews with The Financial Times, the Guardian, Time Out, The Londonist, Estates Gazette
- ◆ Extensive media activity around the first stage of the Bridge competition

In the next quarter our proactive communications work will include a significant focus on the Partnership's efforts around public realm with contributions to the NLA Public Realm Exhibition, briefings with the CEO of the Landscape Institute and potentially the Guardian. MIPIM is next week and will involve significant press work.

We continue to get very wide coverage with over 450 articles since November. Key stories have included the approval of both the Northern line extension and revised plans for New Covent Garden Market, the Nine Elms to Pimlico Bridge, Battersea Power Station and Battersea Exchange. Thematically, levels of affordable housing, affordability of new homes and foreign investment continue to be significant. The bridge design responses have been very widely reported on. Messages around the variety of the housing offer here, jobs, and culture are beginning to seep through but as always, there is still much to do on this front..

BUSINESS PLAN 2015/16

The Business Plan has now been finalised. It has been approved by Wandsworth's Executive and is due to be considered by Lambeth at the end of the month. The Plan will be published by the end of March and a copy will be sent to all Board members.

FINANCIAL MONITORING

Appendix A sets out the current budget position to date. This shows the overall budget is on track for the end of year. There has been additional spend on feasibilities / studies but this is offset by income received (e.g. Totally Thames and the GVA Business District Commission).

There has been a delay in commissioning the Lighting Strategy as part of the Public Realm Design Guide but progress is expected shortly. The cost is estimated at £20K to be funded from the already approved £50K fees budget for public realm. £35K has also been allocated for the next stages of the Arup Integrated Water Management Strategy including water modelling and detailed options development.

Working with Lambeth and Wandsworth Council, the funding package for the new post of Cultural Development Manager, together with a working budget to fund a variety of small scale cultural activities has been agreed. Recruitment has commenced again following the unsuccessful attempt to appoint before Christmas. The funding is coming from the DIFs Admin budget projected underspend and from Lambeth and is reflected in the increased budget for this financial year and next.

Appendix B sets out the main DIFs proposed priority programme. There are no significant changes to report.

SB15 - 02 Appendix A DIFs Admin Budget 2014/15

February 27, 2015

Budget Item	2014/15		
	Budget	Actual	EOY Forecast
Feasibilities / Studies etc			
Phasing and investment		£13,545.00	£13,545.00
Public realm and culture	£20,000.00		£20,000.00
Utilities		£44,250.43	£50,150.43
Meanwhile uses	£62,530.00	£76,569.46	£82,569.46
Transport		£3,750.00	£3,750.00
Community Benefits Strategy	£20,000.00		£18,599.00
Employment and business		£33,000.00	£33,000.00
Misc.	£21,000.00	£2,000.00	£4,000.00
Sub-total	£123,530.00	£173,114.89	£225,613.89
Communications			
PR support	£48,000.00	£48,286.92	£48,716.92
Website	£5,000.00	£3,307.53	£10,000.00
Materials / Publications	£25,000.00	£1,070.00	£25,000.00
Sub-total	£78,000.00	£52,664.45	£83,716.92
Events			
Expo	£20,000.00	£16,605.01	£22,605.01
MIPIM	£15,000.00	£42,109.15	£45,000.00
Tours / Visits	£20,000.00	£2,048.32	£10,000.00
Model			
Sub-total	£55,000.00	£60,762.48	£77,605.01
SUPPORT AND DELIVERY TEAM			
Employee Costs	£333,937.00	£307,864.87	£336,437.00
Office Supplies and Services	£36,999.00	£27,816.18	£36,999.00
Total Expenditure	£627,466.00	£622,222.87	£760,371.82
Income			
Developer sponsorship		-£35,125.00	-£63,525.00
Business district		-£5,000.00	-£20,000.00
Art contribution			-£25,000.00
Utilities contributions		-£23,071.17	-£32,000.00
Misc.		-£583.28	-£729.10
Total Income		-£63,779.45	-£141,254.10
Net Expenditure	£627,466.00	£558,443.42	£619,117.72

SB15-02 Appendix B Proposed Priority Programme

Description	Total	2011-15	2015/16	2016/17	2017/18	2018/19	2019/20
Non-NLE Transport							
Increased bus capacity and pump-priming new services	7,764,000		348,000	305,000	1,861,000	2,502,000	2,748,000
Improvements at Battersea Park Station	13,004,320			5,464,000	7,540,320		
Sub-total	20,768,320		348,000	5,769,000	9,401,320	2,502,000	2,748,000
Nine Elms highways, pedestrian, public realm and bus	4,500,000		500,000	1,000,000	1,000,000	1,000,000	1,000,000
Vauxhall Cross highways, pedestrian, public realm and bus	10,500,000			500,000	5,000,000	4,600,000	400,000
Pedestrian bridge	2,000,000		500,000	1,500,000			
Strategic Links							
i) River Path Phase 1 (LBW)	1,400,000	400,000	1,000,000				
ii) River Path Phase 2 (LBL)							
ii) River Path Phase 3 (LBW)	2,000,000						2,000,000
Thessaly Road	3,025,220						3,025,220
Miles Street / Fentiman St							
Key Gateways	250,000		250,000				
Other							
Sub Total	23,675,220	400,000	2,250,000	3,000,000	6,000,000	5,600,000	6,425,220
Education							
Wandsworth requirements	27,883,885		12,256,845	15,627,040			
Lambeth requirements	7,000,000					7,000,000	
Sub total	34,883,885		12,256,845	15,627,040		7,000,000	
Health							
LBW - Annual Capital Costs	1,639,200					819,600	819,600
LBL - Annual Capital Costs - to be confirmed	1,639,200					819,600	819,600
Sub total	3,278,400					1,639,200	1,639,200
Open Space							
Linear park	10,373,601				1,639,200	1,639,200	7,095,201
Improvements to existing parks/outdoor sports	2,360,448				546,400	546,400	1,267,648
Playspace							
Sub total	12,734,049				2,185,600	2,185,600	8,362,849
Community							
Land for Community Centre in LBW	2,056,650				1,000,000		1,056,650
Land for Community Centre in LBL	1,446,867					1,446,867	
Sub total	3,503,517				1,000,000	1,446,867	1,056,650
Employment							
Joint Coordination Unit	700,000	200,000	125,000	125,000	125,000	125,000	
Sub total	700,000	200,000	125,000	125,000	125,000	125,000	
Utilities							
Strategic planning and coordination	1,633,584	205,000	163,920	163,920	163,920	936,824	
Sub total	1,633,584	205,000	163,920	163,920	163,920	936,824	
Adminstration							
Annual requirement	2,500,000	1,695,723	804,277				
Project Development	290,000	290,000					
Strategic Project Manager	75,000		75,000				
Thessaly Road Feasibility Study	50,000		50,000				
Project support	30,000		30,000				
River Path P2 Design Fees	55,000		55,000				
Sub total	3,000,000	1,985,723	1,014,277				
Total	103,676,975	2,790,723	16,158,042	24,684,960	18,875,840	21,435,491	20,231,919
Cumulative expenditure		2,790,723	18,948,765	43,633,725	62,509,565	83,945,056	104,176,975

NINE ELMS VAUXHALL PARTNERSHIP

PAPER NO: SB15- 04 STRATEGY BOARD 6 MARCH 15

United States Embassy – Development Update

Working Group	Public Realm
SRonsor	Cllr Govindia – Leader of Wandsworth Council
Report Author	Rodney A. Evans, 1 st Secretary, US Embassy
Recommendations	Board is being provided an update as requested of the status of new US Embassy.
Executive Summary	<p>Status of Construction – 30% complete as of 31 JAN 15</p> <p>Building Occupancy – 31 Jan 2017</p> <p>District Heat – CHP units have been placed in the building structure. DEPDU is preparing PQQ for ESCo.</p> <p>Cultural Strategy – Draft of Public Art Strategy should be ready in July 2015.</p>

Status of Construction

Percent Complete as of January 31, 2015: 30% on schedule

Construction Substantial Completion: December 18, 2016

Building Occupancy: 31 Jan 2017

District Heat Network

The GLA's Decentralised Energy Programme Delivery Unit (DEPDU) has been co-ordinating work with the developers, Nine Elms team, Council and Energy Service Companies (ESCOs) around the Embassy Quarter kickstart network. The network would be based on utilising the CHP in the new US Embassy to provide heat to surrounding developments and is key to establishing a wider district energy network across Nine Elms which will later connect to the network that will be established at Battersea Power Station and neighbouring sites. CHP units have been placed in the building structure of the new embassy.

DEPDU are currently progressing the agreement of MoU's with the relevant Embassy Quarter developers on the process for the ESCo enquiry. DEPDU will approach the ESCo market and carry out a process that will confer exclusive rights to a selected ESCo to negotiate the energy supply services according to each Party's requirements. By bringing the various parties together the project is more attractive to the ESCo market and allows for more efficient operation of the network.

It is planned that after initial pre-qualification the enquiry document will be issued to ESCOs in March 2015 with a recommendation on a preferred ESCo in July 2015.

Cultural Strategy

Public Art

The Nine Elms cultural strategy requirements for the new U.S. Embassy is to ensure a successful integration of art and architecture, the U. S. Department of State office of Art in Embassies (AIE) is currently working on a series of different commissions and initiatives for Nine Elms;

- In 2014, AIE launched a collaborative project with internationally-renowned American artist Jenny Holzer with a call for entry project for text to be placed permanently on the grounds of the US Embassy. This project was open for students in both the US and the UK and is currently in design review.
- In 2014, Curator Virginia Shore started working on a virtual site-specific commission with artist Ryan Holladay, that would incorporate both the existing environment, as well as facilitate a temporary collaboration with the Pump gallery as part of the outreach component for this musical commission that would reach far beyond the physical grounds of the U.S Embassy. AIE is currently in talks with the Pump Gallery to finalize these exchange details.
- For the exterior grounds of the new building at Nine Elms, AIE has been researching and working for the last two years on permanent and site specific commissions with both internationally recognized American artists and UK artists. Currently American Artist Mark Bradford and UK artist Rachel Whiteread are under contract, and AIE is amidst negotiations with other artists. These ambitious commissions will address the scale and place-making goals of not only the US Embassy, but will also have a lasting impact on the immediate environment of Nine Elms. These cultural assets will enliven, animate and enhance the day to day experience of urban living, while providing a clear cultural identity for the grounds of the US Embassy, and the neighborhood at large.

Cultural Input

The US Embassy is getting more involved in cultural events in the Nine Elms area in participation of this being the future home in two years. An example of such is:

- 1) At the Tara Theatre was American writer and playwright Wajahat Ali discussing his play “The Domestic Crusaders” and exploring the theme of Muslim Americans in the arts.
- 2) And we gave a grant to the Pump House Gallery that did an arts project inspired by Edward Kauffer for young people living in

Wandsworth which was exhibited in the Embassy waiting room. The program involved two half day workshops in three schools in the Wandsworth area.

The US Embassy Cultural Affairs Officers will come up with the Embassy's cultural strategy on a year-to-year basis and is based on the State Department's mission goals as articulated by our Secretary of State, and the UK specific Mission goals are articulated every two years under the Ambassador's leadership. The Cultural staff takes those goals, looks at our available resources and comes up with a plan every year. For Wandsworth, our future neighbourhood, we'd be looking at how we could support outreach to the underserved youth of the borough, as well as how our goals/themes could dovetail with cultural programs that local organizations/institutions are planning that year. We do that through:

- 1) American speaker programs, who could be, for example, subject experts (such as a woman scientist from NASA's Mars Rover program who spoke to girls schools about women in the hard sciences), performers (such as a disabled boy crew who performed and raised awareness about disabled kids' rights), or outstanding Americans in any number of fields that advance our mission goals.
- 3) Exchange programs for professional contacts of the Embassy.
- 4) Grants to programs that fit in with our mission goals.

As you can guess, our mission goals rule our strategy, and they do change slightly over the years. Basically, Cultural Affairs focuses on how to project a positive image of the U.S. to audiences that don't know much about America. Themes will vary, but our target audience is mostly youth. Our press section targets the media with same.

Wandsworth Borough Council

I would like to thank Councillor Ravi Govindia, leader of Wandsworth Council, for the assistance and support for this project creating an excellent relationship with the US Embassy.

Wandsworth Planning

The continued dialogue and assistance is keeping the project moving on schedule and brokering relationships with adjoining landowners is helping to achieve our strategic aims.

Wandsworth Building Controls

Interaction and visits have been timely and have ensured compliance with local codes.

Slide Presentation

Attached



U.S. DEPARTMENT OF STATE, BUREAU OF OVERSEAS BUILDINGS OPERATIONS- OBO
NEW U.S. LONDON EMBASSY
NINE ELMS VAUXHALL PARTNERSHIP PRESENTATION

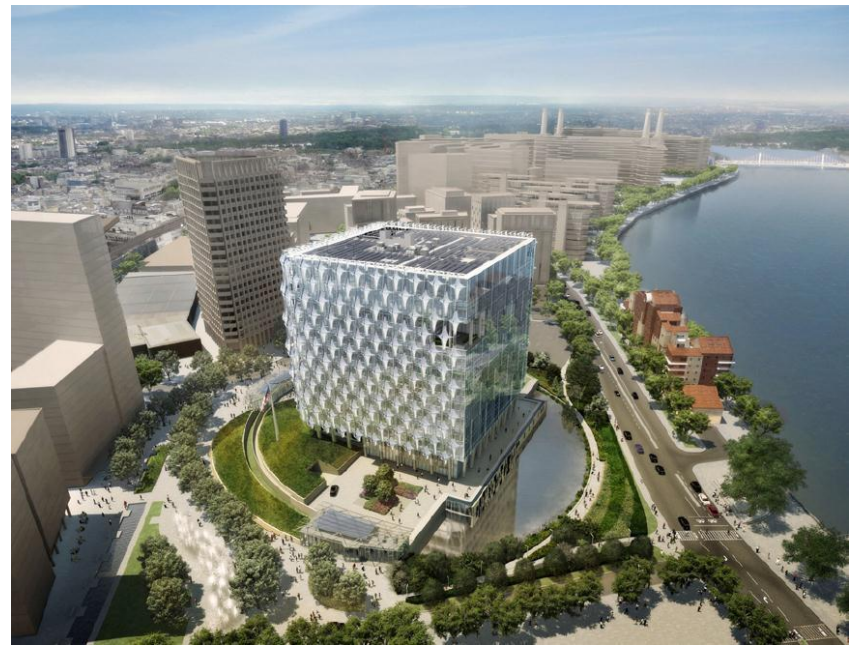
PROJECT SCOPE

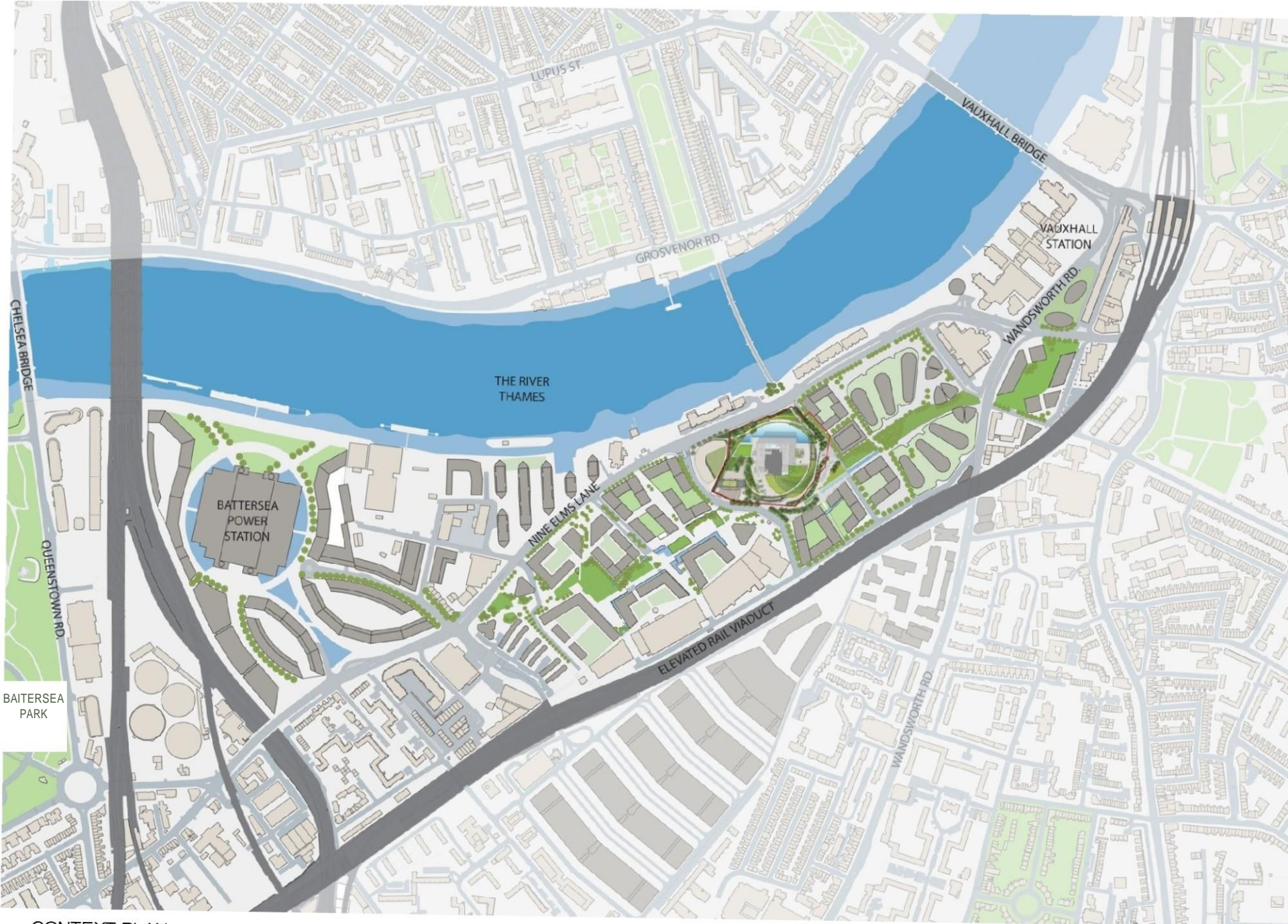
- Three Access Pavilions
- Eleven-story Office Building
 - Office space
 - Consular section
 - Multi-purpose rep space
 - MSGR
 - Parking
- A/E Firm : KieranTimberlake
- Contractor: B.L. Harbert International, LLC



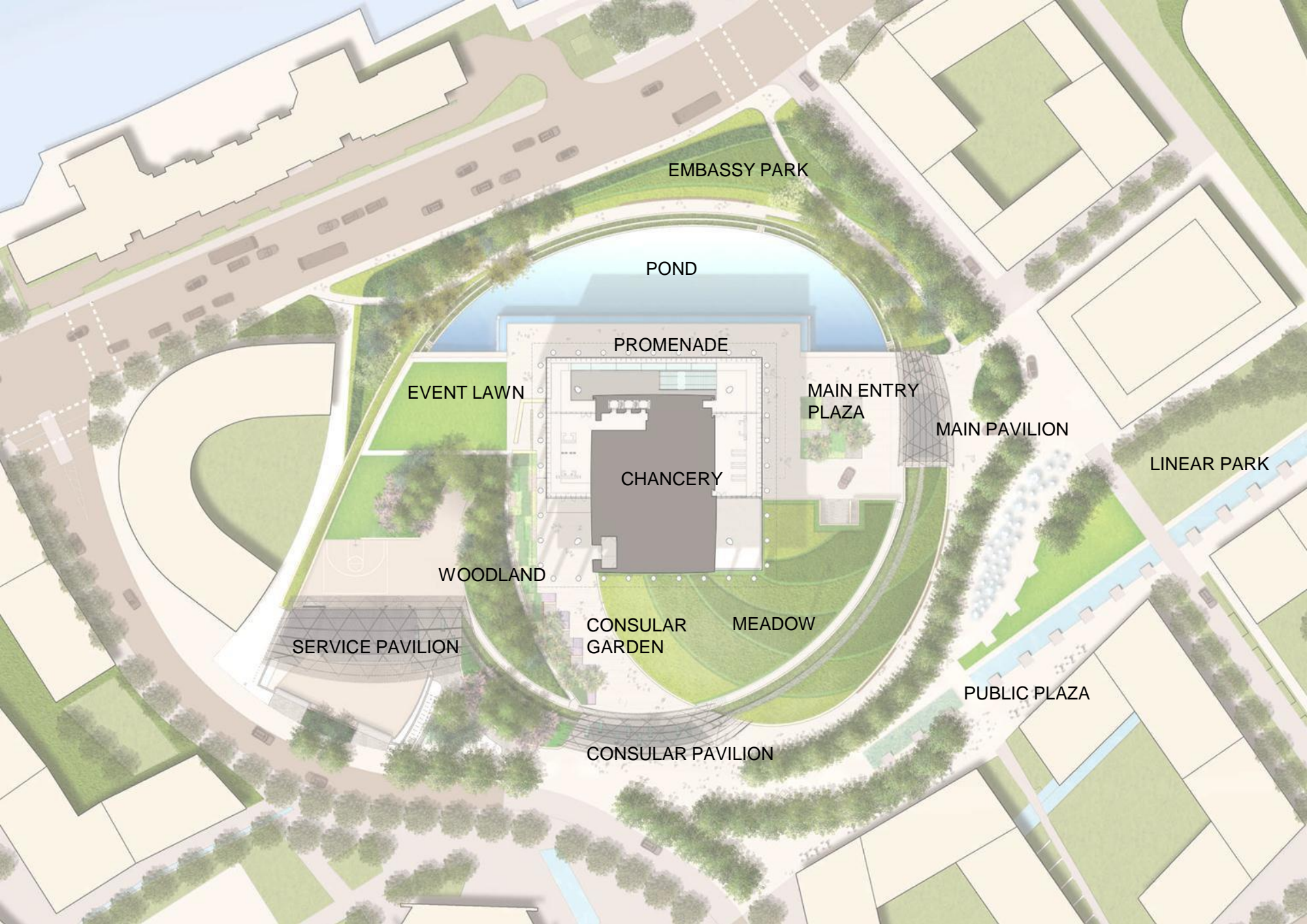
PROJECT MILESTONES

- Site Purchase: October 2008
- Design: February 2011 – November 2013
- Construction Award: April 2013
- New London Architecture Awards: July 2013
- Ground Breaking: November 2013
- Construction: April 2013 –December 2016
- Occupancy: January 2017





CONTEXT PLAN



SITE PLAN PROGRAM

DIPLOMACY

Create an iconic, timeless design that symbolizes democracy and the strength of the US-UK relationship

EFFICIENCY

Design functional, flexible space that meets program requirements now and into the future

ENVIRONMENT

Establish leading edge international standards for energy efficiency and environmental sustainability
LEED Gold and BREEAM Excellent

EXCELLENCE

Demonstrate US leadership in design and construction excellence

PLACE

Respect British culture and context; establish paradigm for Nine Elms development

SECURITY

Ensure a safe, secure landscape and building, while minimizing visual presence of security measures

WELCOME

Design an open, transparent landscape and building that welcome visitors and staff

WORKPLACE

Create quality workspaces with daylight, views and spaces that engender communication among all staff



DESIGN AND SUSTAINABILITY



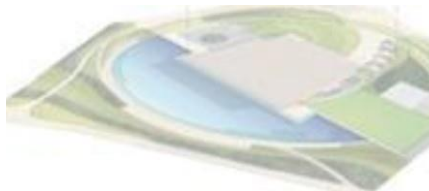
GARDENS



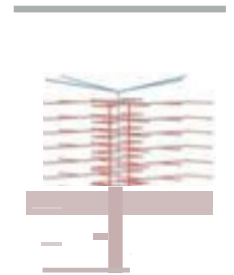
SCRIM



STRUCTURE



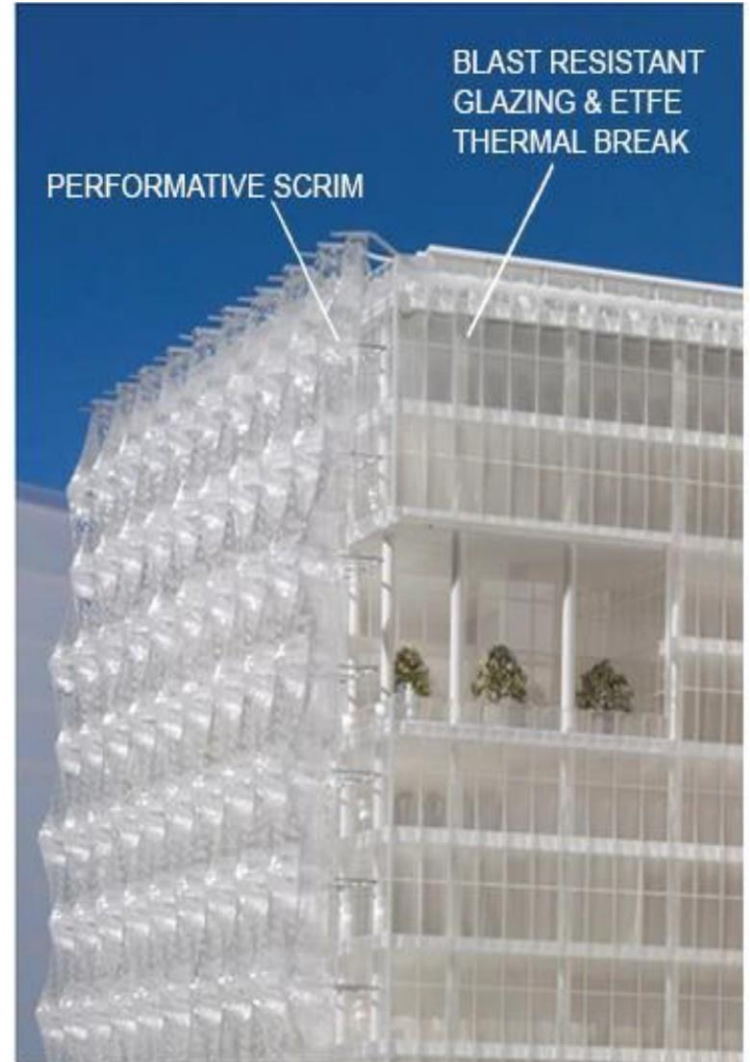
LANDSCAPE



CUBI

SYSTEMS

ELEMENTS



ENVELOPE



EMBASSY STAFF

The new embassy is designed to accommodate approximately 800 staff members.

EMBASSY VISITORS

The peak visitor total is about 1,100 visitors per day and is expected to increase over the years.



MAIN ENTRY LOBBY

EMBASSY OF THE UNITED STATES OF AMERICA LONDON UK



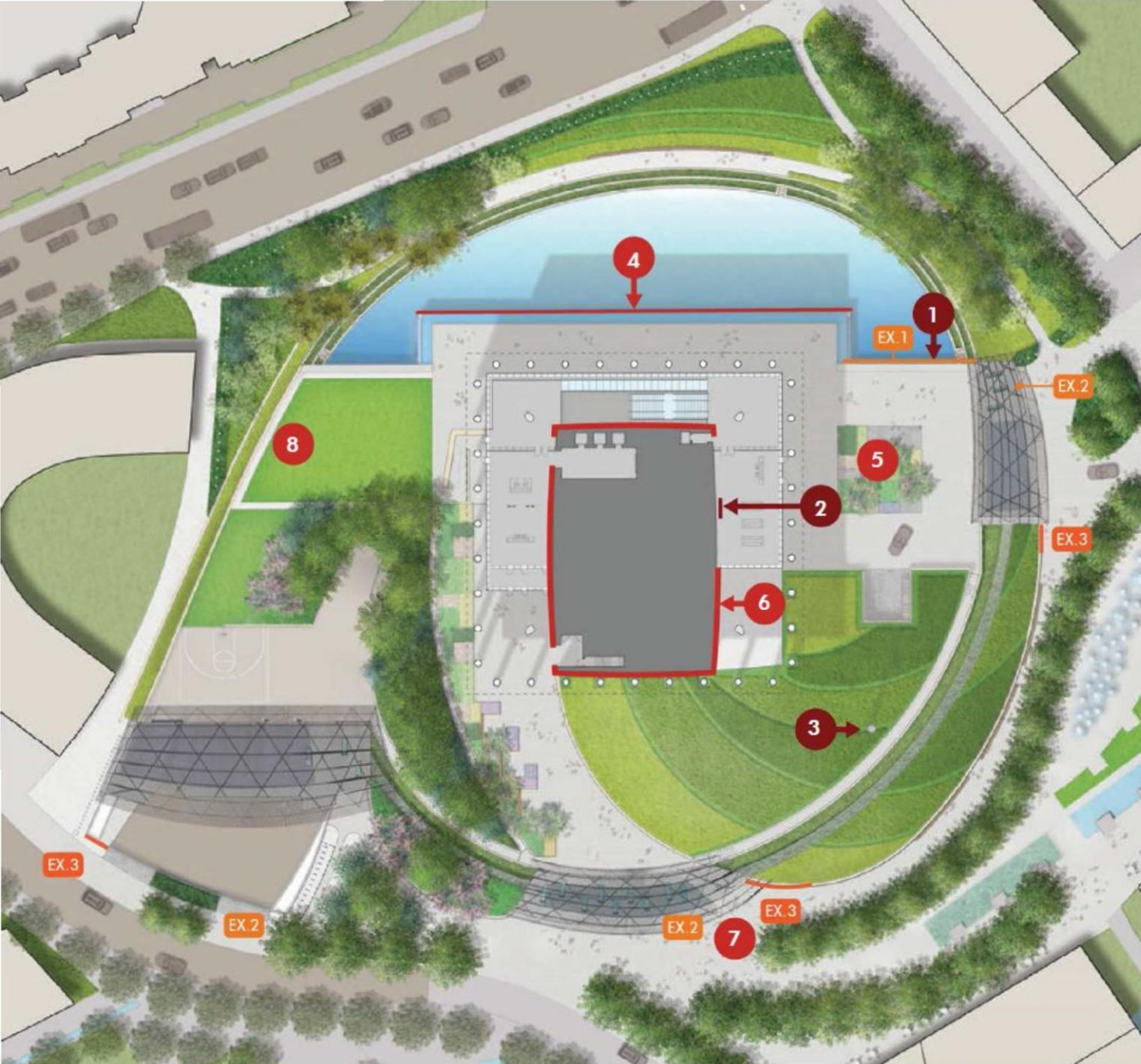
UPPER GALLERY
EMBASSY OF THE UNITED STATES OF AMERICA LONDON UK



CONSULAR PAVILION

EMBASSY OF THE UNITED STATES OF AMERICA LONDON UK





REQUIRED ELEMENTS

1. EMBASSY NAME
2. STATE DEPARTMENT SEAL
3. AMERICAN FLAG POLE

COMMISSIONED ART

4. ART WALL AT POND
5. ENTRY GARDEN SCULPTURE
6. ART WALL AT CHANCERY
7. ART AT CONSULAR PAVILION
8. EVENT LAWN SCULPTURE

1/11 BUILDING IDENTIFICATION

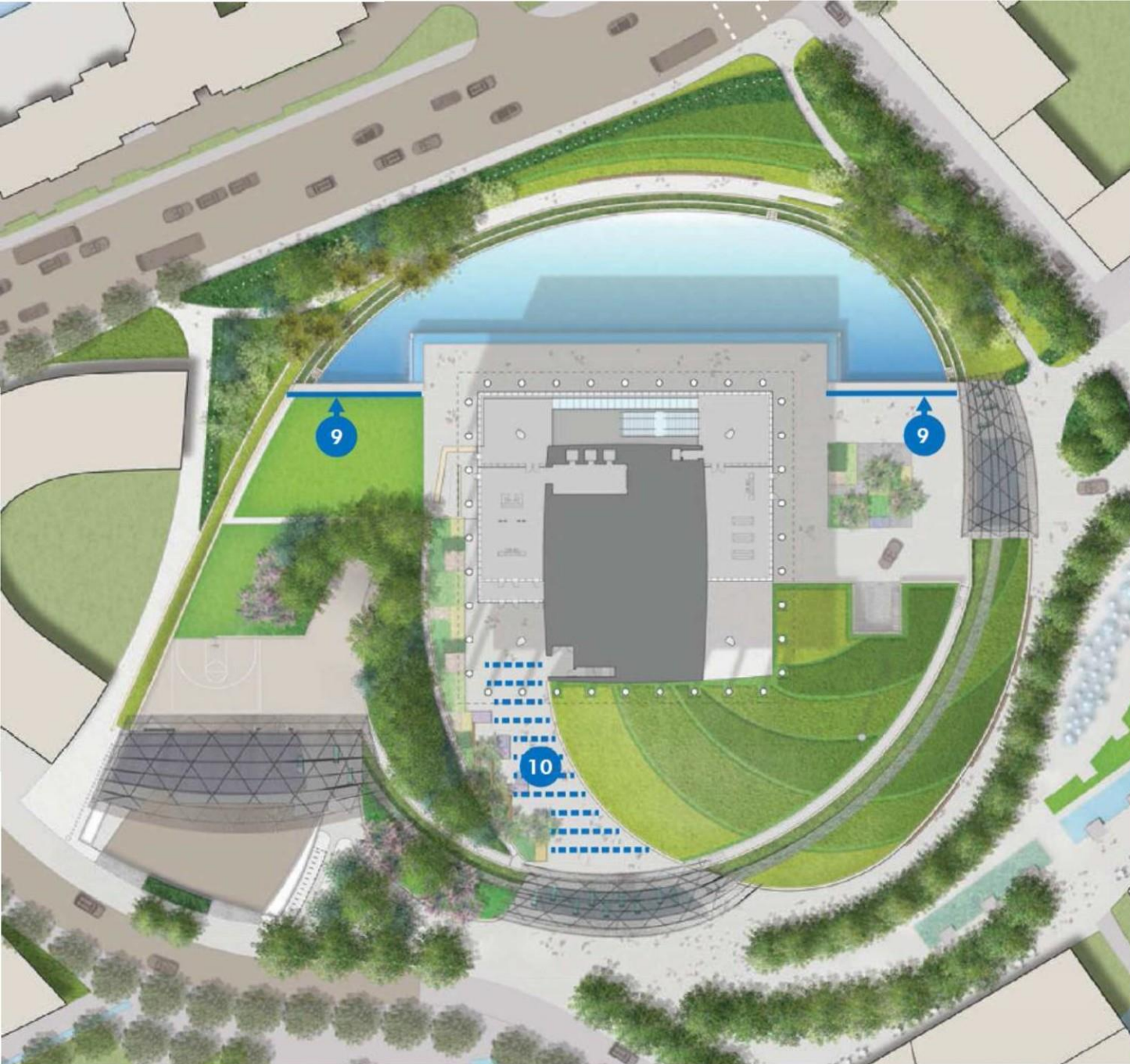
ENTRANCE IDENTIFICATION

1/11 SITE DIRECTIONAL SIGNS

SITE ICONOGRAPHY

EMBASSY OF THE UNITED STATES OF AMERICA LONDON UK

Q4 APRIL 2014 | f.i. KIERANTIMBERLAKE



— REQUIRED ELEMENTS

- 1 EMBASSY NAME
- 2 STATE DEPARTMENT SEAL
- 3 AMERICAN FLAG POLE

— COMMISSIONED ART

- 4 ART WALL AT POND
- 5 ENTRY GARDEN SCULPTURE
- 6 ART WALL AT CHANCERY
- 7 ART AT CONSULAR PAVILION
- 8 EVENT LAWN SCULPTURE

— IMAGES & INSCRIPTIONS

9. POND WALL INSCRIPTION
10. CONSULAR INSCRIPTION

IDI BUILDING IDENTIFICATION
 IDJ ENTRANCE IDENTIFICATION
 IEIJ SITE DIRECTIONAL SIGNS

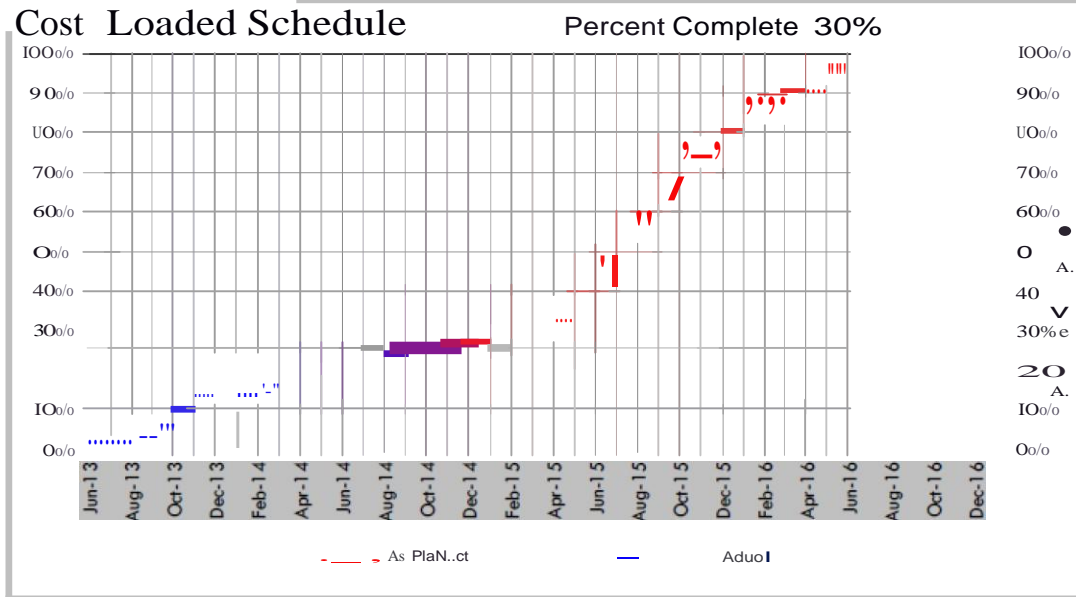
SITE ICONOGRAPHY

EMBASSY OF THE UNITED STATES OF MHICA LONDON UK

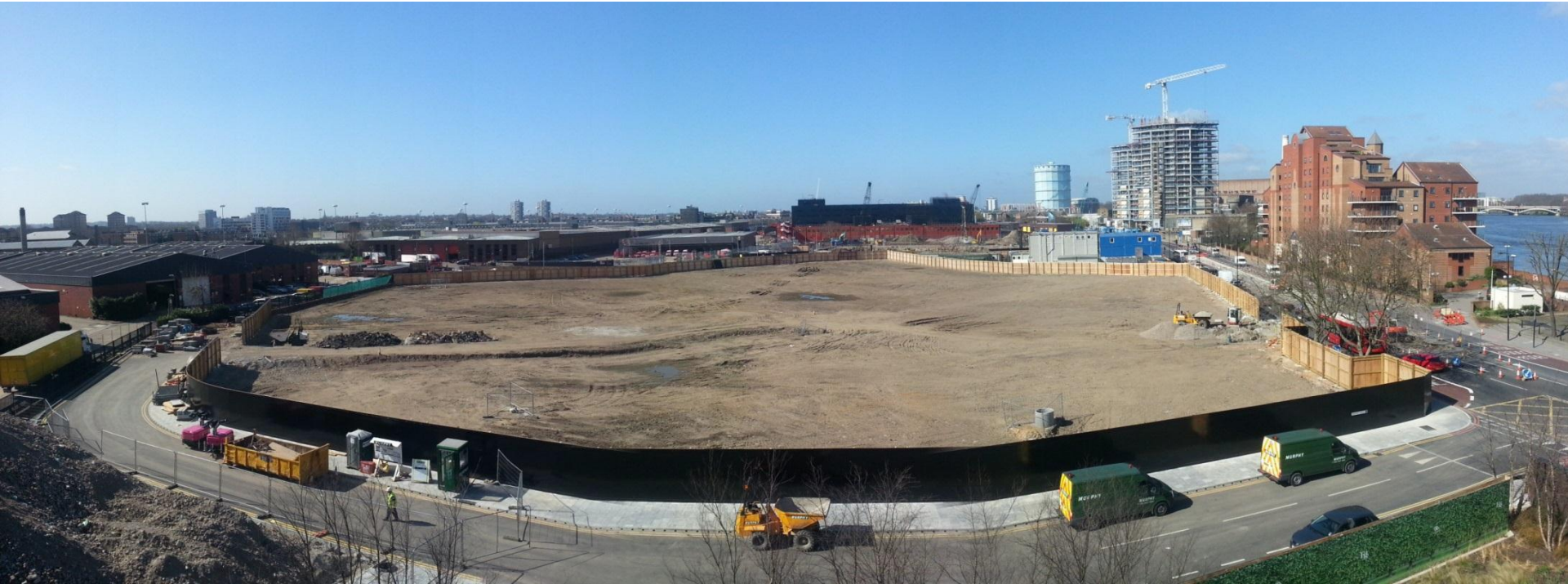
1M APRIL 2014 | C KIERANTIMBERLAKE

CONSTRUCTION UPDATE

Percent Complete as of January 31, 2015: 30% on schedule
Construction Substantial Completion Date: December 18, 2016
Building Occupation Date: January 31, 2017
Original Construction Contract Amount: \$539,737,939.00
Current Construction Contract Amount: \$567,026,597.00



CONSTRUCTION UPDATE



The beginning – April 25th 2013

CONSTRUCTION UPDATE



February 6, 2015

NINE ELMS VAUXHALL PARTNERSHIP

PAPER NO: **SB15-05** STRATEGY BOARD – 6 MAR 2015

PERFORMANCE MANAGEMENT REPORT

Sponsor	Helen Fisher, Nine Elms Programme Director
Report Author	Keith Trotter, Nine Elms Programme Coordinator
Recommendations	<ol style="list-style-type: none">1) The Strategy Board is asked to note for information the final Performance Management Framework (PMF) of the Nine Elms Vauxhall Partnership Business Plan 2014/15. This report relates to Q4 2014/15.2) The Board is asked to note the revised actions and reset the actions accordingly.3) The Board is also asked to note the Outputs previously agreed to be monitored by the Partnership.
Executive Summary	<p>This PMF covers the period up to the end of March 2015 (Q4). It has been compiled using information supplied from the Chairs of each Working Group.</p> <p>Progress has been positive in this quarter overall. This report focusses on the priority projects for the partnership and highlights those actions that are flagged as red / in danger of slippage in future.</p>
Introduction	<p>Each quarter the Board is asked to note progress against the key projects identified in the Business Plan, note those actions rated 'red' in terms of RAG (red, amber, green) status and the mitigating action proposed. The Delivery Team hold details of progress on every action in the Business Plan should members wish to see it.</p> <p>The report is divided into the following sections:</p> <ol style="list-style-type: none">1) Snapshot - Summary of Q4 progress, outlining the number of actions and their RAG (Red, Amber, Green) status as determined by the Chairs of the Working Groups and the Delivery Team2) Priorities – summaries of the actions under each priority project as identified in the Partnership's Business Plan including red rated projects and their proposed mitigating measures / proposed revisions. It

	also highlights any other red-rated actions of non-priority projects
3)	Partnership Outputs – an overview of ongoing progress relating to planning, housing and employment outputs.

Definition

The definition used for the RAG status is as follows:

- 1) Red - more than two months overdue OR impacting on successful delivery of more than one other priority action OR budget not identified in required time
- 2) Amber - more than one month overdue OR impacting on successful delivery of one other priority action OR budget at risk of not being identified in required time
- 3) Green - on time, to budget

Actions are monitored against the original entries in the Business Plan so if an action was to be completed by August in the Business Plan but will not be completed now until November due to changing circumstances it will be classed as red. The Chair of the Working Group is then asked to put forward a revised timescale for the Board to agree. Following agreement by the Board the action is then reset to the new timescale and measured against this in future quarters. The spreadsheet still retains its original target date for reference.

1) Snapshot

This quarter Working Group Chairs were asked to review their actions relating to the fourth quarter of the 2014/15 financial year (January to March). Chairs provided a commentary and RAG rating on a total of 72 actions, 40 of which are scheduled for completion by the end of this quarter across 14 projects (the remaining 32 actions due to complete in 2015/16 or later).

Out of this quarter's 40 actions 6 (15%) are rated as red which is much less than the previous quarter and there are, once again, more rated green than last quarter. This can be as a result of amending the target dates throughout the financial year however.

♦ Red	6	(15%)
♦ Amber	10	(25%)
♦ Green	24	(60%)

The actions highlighted in grey in the Appendix indicate where an action has been completed previously but is retained in the PMF for information purposes.

2) Priority Projects with Red Rated Actions

Some projects previously rated as red last quarter are no longer rated as such. For instance, Construction Logistics, District Heating and Sustainable Waste Management, Public Realm Design Guide and Vauxhall Cross are all performing against the timeframes agreed last quarter some of which were revised against those originally agreed at the start of the year.

The red-rated for priority project actions this quarter are as follows:

- ♦ **(PR02) Linear Park** – the targets relating to a design principles document, ecology, water management, safety and security strategies and Green Flag business planning are once again rated red. Following discussion at the previous Strategy Board and in negotiation with planning officers, Wandsworth's Leader will be writing to landowners/developers setting out a proposed approach for completion no later than September 2015.
- ♦ **(PR03) Strategic Links** – A feasibility study and outline design was due to be undertaken for Fentiman Road / Miles Street by September 2014. This action is dependent upon a decision by Lambeth Council regarding potential funding of this project.
- ♦ **(PR04) Nine Elms Lane** – a detailed phasing plan was due to be completed in May 2014 by TfL. This has been delayed due to dependencies upon highway network modelling. Despite being reported last quarter that this was expected imminently following the completion of highway modelling on the gyratory the plan is yet to be produced. The plan still remains dependent upon the timely provision of information on S278 works and of agreement within TfL on the preferred option for cycle provision.
- ♦ **(TM01) Northern Line Extension** – A Cultural Strategy for the NLE was to be produced by January 2015. However, this would not have been produced prior to the appointment and start on site of the contractor. Now that has occurred TfL has advised that this will be carried out by July 2015.
- ♦ **(UCL02) Utility Upgrade** – While progress has been made on the development of electrical infrastructure, the slippage from the original business plan dates reflects the change in programme on the timing of temporary supplies and of the legacy primary substation. The approach to temporary supply and permanent primary substation is still to be agreed though this is being taken forward by the relevant landowners, supported by Arup.

3) Partnership Outputs

The Delivery Team monitor progress against the following ten Partnership outputs on a quarterly basis. This represents total activity to date. As with last quarter, the 'under construction' figures now relate to individual phases of schemes where relevant (i.e. BPS and Embassy Gardens) and not to entire schemes, as was previously the case.

The outputs listed below are those previously agreed by the Board. More details relating to employment are provided in the Chairs' Update (SB15-12). This includes the benchmarks agreed for 2014/15.

The number of schemes with planning permission has increased, which has resulted in an increase in the number of homes and commercial space. Two other sites have completed this quarter, which has also meant that the number of new homes delivered in the area has gone up, along with commercial space.

The figures in Table 1 below relate purely to the development sites and phases (now numbering 33) with planning permission which the Partnership measures planning progress against, as previously agreed with both borough's Housing and Planning Departments.

Table 1 – Partnership Outputs Q4 2014/15 measuring development sites only

Item	Output	Target	Number (Q3 2014)	Number (Q4 2014)
1(1a)	Number of schemes with planning permission (of which under construction of which completed)	-	32 (11 3)	33 (10 5)
2(2a)	Number of homes with planning permission* (of which under construction**)	18,000	16,390 (4,403)	16,578 (4,212)
3(3a)	Number of affordable homes with planning permission (of which under construction)	>3,000	2,831 (596)	2,828 (492)
4(4a)	Number of homes completed* (of which affordable)	18,000	200 (78)	333 (138)
5(5a)	Amount of commercial space with planning permission (of which constructed***)	-	6.1m ft ² (13,605 ft ²)	6.2m ft ² (32,657 ft ²)
6(6a)	Amount of retail space with planning permission [†] (of which constructed***)	-	2.1m ft ² (8,557 ft ²)	2.2m ft ² (18,083 ft ²)
7(7a)	Number of apprenticeships started (and pledged)	200 + 1400 training opportunities	38 (203)	39 (203)
8(8a)	Number of end-use jobs (of whom local residents)	25,000	70 (31)	70 (31)
9	Number of school/college students engaged	401	1653	1934
10	Amount of new/improved publicly accessible open space (m ²)		2,250 m ²	2,250 m ²

* Excluding student accommodation

** BPS Phase One and Two, Embassy Gardens Phase One, Riverlight, Nine Elms Point, Merano Res., The Corniche, Sky Gardens, Vista, 10 Albert Embankment,

*** South Lambeth Place (Travelodge and Waitrose), Vauxhall Spring Mews, 81 Black Prince Road

† includes 588,452 ft² sui generis related to market space, as part of NCGM scheme.

NINE ELMS VAUXHALL PARTNERSHIP

PAPER NO: SB15-06 STRATEGY BOARD – 6 MARCH 2015

SUPPLY NINE ELMS UPDATE

Report Sponsor	Jan Lloyd, CGMA
Report Author	Steve Diamond WBC / Gail Rowe LBL
Recommendation	The Strategy Board is asked to note the contents of this report.
Executive Summary	<p>The Supply Nine Elms programme has for the last year been delivered by GLE. This has enabled the development of a more focused service, matching local businesses to supply opportunities, assisting developers and contractors to access new suppliers and meet S106 obligations.</p> <p>Over £1.25M of contracts were secured through the programme, 85 local businesses invited to interview at Meet the Buyer events and 38 submitting tenders. The learning from the first Supply Nine Elms programme is being used to develop a successor service to run from April 2015.</p>

Introduction

Enabling local businesses (i.e. those based – or with significant operations – in the boroughs of Lambeth and Wandsworth) to access commercial opportunities resulting from the investment in the area is an important element of the wider regeneration strategy. It helps to retain investment in the local area, contributes to local job creation (which tends to benefit local residents) and supports business development and competitiveness. For this reason, local authorities require that landowners make reasonable endeavours to maximise local supply opportunities and this is also reflected in the Strategy Board's Employment, Training and Business Charter.

Background

The Supply Nine Elms programme commenced in 2013 with a business engagement event linked to the Partnership's Open Days that took place that summer. It was agreed to develop Supply Nine Elms into a more focused programme that sought to match local businesses to supply opportunities that were starting to emerge as regeneration of the area got underway. This was also important in order to facilitate the delivery of S106 obligations regarding local procurement in the context of the Employment, Training and Business Charter.

Consequently, the two local authorities agreed to procure specialist procurement development services that would:

- ◆ Seek to identify relevant local businesses and collate their details in a database
- ◆ Engage with buyers to identify relevant contract opportunities
- ◆ Match buyers with potential local suppliers in order to promote real tender opportunities and contract wins

Following a competitive exercise, GLE were selected to deliver the service during 2014.

Supply Nine Elms Phase 1 delivery model

The service was structured around a defined delivery model that would align it to a similar service being delivered across Central London boroughs (the Supply Cross River project). A series of workshops were run with the purpose of engaging local businesses, making them aware of the opportunities in NEV and identifying which ones could proceed to 'Meet the Buyer' events. These are day-long structured events where potential suppliers meet with buyers on an appointment basis. The intention is to enable local suppliers to be invited onto tender lists and compete for live or forthcoming contract opportunities.

Phase 1 was run in two parts, each comprising four local workshops (two in each borough) followed by a Meet the Buyer event. The first of the latter was held at the Hotel Verta, Battersea in June and was attended by 52 local businesses and 14 buyers. A similar second phase of delivery took place during the late summer/autumn with another Meet the Buyer taking place at the Oval on November. This was attended by 61 local businesses and 12 buyers.

Project Impacts

Quantitative Outcomes

The current out turn position of the project is as follows.

	Total		LB Lambeth		LB Wandsworth	
	Target	Achieved	Target	Achieved	Target	Achieved
Businesses registered	300	226	150	129	150	97
Businesses at workshop	150	155	75	71	75	84
Businesses at Meet the Buyer	100	85	50	41	50	44
Buyers engaged	20	36	N/A			
SMEs put forward	163	176	75	82	88	94
SMEs submitting tenders	36	38	18	18	18	20
Number of new sales	6	21	3	11	3	10
Value of new sales	£2,500,000	£1,264.866	£1,250,000	£1,008,538	£1,250,000	£256,328

GLE have undertaken an internal evaluation to explore how this outturn compares against the original project goals. The key conclusions regarding project outcomes are as follows:

- ◆ The number of businesses engaged to the programme is slightly lower than envisaged. This reflects the predominance of construction oriented contracts and the relatively low proportion of businesses in each borough that operate in this sector.
- ◆ The number of businesses attending Meet the Buyer events and being invited to tender is higher than envisaged. This suggests that, despite lower numbers of businesses engaged than was planned, a high proportion of those that have been supported have been able to bid for work
- ◆ The value of contracts won is lower than envisaged. Part of this is linked to the lag in reporting contract wins following Meet the Buyer event (due to procurement schedules and timetables). However, many contract wins have been of significantly lower value than forecast, reflecting both the small size of businesses supported and risk averseness amongst buyers (who may be testing some local firms before offering larger value contracts). As an indication of this effect, nearly £1million of contract wins have been secured by one company. Nonetheless, the project has resulted in over £1.25 million of local business secured (virtually all of which would have been unlikely to have otherwise occurred) for a local authority investment of under £50,000.

Qualitative outcomes

Whilst the quantitative outturn is mixed, it is felt that the Supply Nine Elms service delivered during 2014 has substantively moved the local procurement agenda forwards:

- ◆ At the start of the programme, neither local authority (or any of the Landowners) had an effective database of suitable local firms with which they could engage. The project has delivered a database of 235 firms in each borough with key information regarding sector, size and track record
- ◆ There had been little prior support available to local businesses regarding procurement development and around three quarters of those engaged felt the Supply Nine Elms service had played some role in helping them to become more capable in bidding for work
- ◆ The service was favourably viewed by buyers who recognised its usefulness in linking them to new suppliers and the local business community. The project offered a specific buyer engagement service (provided by MTW consultants) fulfilling Landowners' request to have a single point of contact.

Conclusions / Lessons learnt

GLE's internal evaluation identified the following learning:

- ◆ Project rationale – this remains valid. Local business opportunities have been identified and local SMEs have required some kind of support to identify and prepare to bid for these. However, the number of opportunities during the construction phase is not as great as originally thought. Post construction opportunities have offered greater potential and these will start to become more numerous from 2015 onwards.
- ◆ Project Delivery Structure – this worked well with a good working relationship between the contractor GLE and its partner MTW which undertook the buyer engagement work. Some buyers did not fully understand the delivery structure at first and this could be better presented to them from the outset.
- ◆ Engaging suppliers – levels of engagement with relevant local suppliers were initially low and so this took some time. However, GLE feel that a good number of relevant businesses have now been identified. Businesses appreciated both workshops and Meet the Buyer events; they felt that the marketing and engagement work was appropriate and accessible.
- ◆ Engaging buyers – this was universally felt to have been successfully achieved. Buyers appreciated the ability to narrow down their supplier search to pre-screened local businesses. There was a strong desire to have access to the supplier database for future opportunities.
- ◆ Supplier expectations – the availability and size of contract opportunities needs to be pitched accordingly; suppliers need to be aware of a certain risk averseness amongst buyers and therefore the need to develop a relationship with buyers. More appropriate opportunities are likely to be found further down the supply chain.

Next Steps

The 2014-15 Business Plan identifies the need to agree a forward plan for the Supply Nine Elms project. Both local authorities are actively considering proceeding with a second phase of Supply Nine Elms but this is subject to securing funding for an extension of the project over a two year period from April 2015. Should the necessary funding authority be secured, the intention is to jointly procure a new delivery contractor during the Spring with the new service running through to the end of 2016.

A new specification is being developed reflecting the evolution of the service and the lessons learnt from the evaluation. Both local authorities have also undertaken pre-tender briefings with potential providers. From this, the new specification will have the following characteristics:

- ◆ There will be less prescription of the delivery model and a greater focus on achieving outcomes (based on our increased knowledge of the supplier base and buyer needs)
- ◆ The service will adopt a more segmented approach, tailoring different levels of support for different types of business depending upon their capabilities
- ◆ Continue to work with local business partners such as Wandsworth Chamber and Vauxhall One to raise awareness and use local insight e.g. from business surveys
- ◆ The project should work with buyers to identify realistic contract opportunities in a more strategic way; this is likely to mean working further down the supply chain in some cases. Buyers will have access to the database of businesses from the start.
- ◆ There will be a focus on innovation so the service identifies new ways to raise awareness and increase impact (for example through the use of online portals)
- ◆ The delivery period will be longer than one year, in order to embed longer term relationships between local firms and buyers
- ◆ The service will need to establish closer functional links with local labour initiatives so the employment impact as well as business impact is maximised

Organisations bidding for this work will be asked to present a method statement on how they would deliver the service, bearing in mind the experience to date and the evolution of the Supply Nine Elms service. This will form the basis for refreshed targets and an action plan. Enhanced awareness raising amongst local businesses but also stakeholders will feature more prominently now that there is a track record of delivery and case studies.

Interim period

GLE have now finished delivery of the first phase; the final outturn position will be confirmed at the end of March (this is because the project has been aligned with the EU funded Supply Cross River service which formally finishes at this time). In order to maintain awareness of the Supply Nine Elms brand whilst a new contractor is procured, two events will be held in March and April.

The first will be a fairly informal networking event where participants on the programme – suppliers and buyers – will be able to meet in a less structured environment than the Meet the Buyer events. This was something that was raised in the evaluation. The second event is intended to be more of an introduction to the second phase, including to the new contractor. It will be targeted at businesses that have registered with the programme. There will also be an opportunity to meet with some of the new contractors who have recently started in the area, including the Northern Line Extension contractors.

As well as these events, the local authorities will manage the database of local businesses which has been handed over by GLE. This will be used to create a simple directory (to be circulated to landowners) with the ability to request further information should that be required.

Conclusion

The Supply Nine Elms programme has developed significantly over the last 18 months. Local businesses have secured 21 contracts worth some £1.25 million. 38 firms have submitted tenders following the Meet the Buyer events; it is hoped that the relationships already developed will yield further contract wins. Through local business engagement, a database of 235 local firms has now been created offering a platform for further opportunities.

Both local authorities are proposing to proceed with a second phase of Supply Nine Elms to run for a maximum of two years, subject to securing the necessary funding. This will follow a different delivery model taking into account what has been achieved so far. There will in particular be a more focused approach based on supplier capabilities and identifying opportunities that align more closely with the business base in both boroughs. The longer time frame of the project will allow more opportunity to develop buyer / supplier relationships. Progress will be regularly reported to Board through the Chair's Update.

NINE ELMS VAUXHALL PARTNERSHIP

PAPER NO: **SB15-07** STRATEGY BOARD – 6 MAR 15

CONSTRUCTION LOGISTICS UPDATE

Report Author	Jamie Eagles, Nine Elms Strategic Projects Manager
Recommendation	<p>In addition to noting the content of this report the Strategy Board are specifically asked:</p> <ul style="list-style-type: none">♦ For TfL to fast track the required Highways modelling to understand the impact on the road network.♦ For the Board to note the refresh of Construction Charter to strengthen and update key areas, including a proposed requirement for Construction Logistics and Cyclist Safety registration♦ For TfL, and Lambeth and Wandsworth Councils to enhance coordination of Construction Management Plans, embedding the endorsed Construction Charter measures and associated financial contributions through the planning process.♦ To note proposals for area-wide cycle safety campaign is being developed by the Nine Elms Team alongside potential funding options.
Executive Summary	<p>The report provides an update on progress being made on the Construction Logistics Strategy and associated Charter, outlining proposed next steps to meet the increasing demands arising from a rapid acceleration in development activity.</p>

Context

The Nine Elms Delivery Team, working with TTT, TfL and developers, originally commissioned Peter Brett Associates to produce a Construction Logistics Framework to define the challenge arising from projected construction activity, detailing a set of measures to be implemented by highways authorities and developers to mitigate the impacts of the anticipated construction activity. This work included modelling of projected vehicle movements and the associated impact on the highway network.

Further to this, a Construction Charter was developed which detailed how development sites should work collaboratively to minimise the cumulative impact of development. The Charter and Strategy were endorsed by the Strategy Board in December 2013.

The Strategy detailed a list of measures to be commissioned and voluntary developer contributions to fund improvements.

Subsequently the Nine Elms Delivery Team, supported by representatives from the

Utilities and Construction Logistics Working Group, including BPSDC, TfL, TTT and NLE representatives appointed Arup to provide strategic level construction logistics and utilities support to the Nine Elms on the South Bank area.

The key objectives of the strategic level input are to:

- ◆ Ensure that the negative impacts of construction are mitigated, ensuring that a safe, pleasant and high quality environment is achieved;
- ◆ Ensure that opportunities to work collaboratively are maximised;
- ◆ Achieve the most efficient logistics operations for construction traffic which can service the development programme whilst minimising impact on background traffic;
- ◆ Ensure 'business as usual' for local businesses, residents, local authority and emergency services is maintained; and
- ◆ Achieve injury and incident free construction.

Progress during 2014/15

Since the Strategy Board endorsement, a site numbering system, with associated highway signage and site signage was developed and implemented. The signage is now in place at all St. James sites, the US Embassy, Embassy Gardens, and Sky Gardens and at the Vauxhall Station upgrade works site. Road signage is in the process of being deployed by TfL.

Trixi mirrors have been deployed on all but one junction, which is in the process of being addressed through TfL. All key junctions also have extended stop lines for improved cycle safety.

An implementation group, chaired by TfL, covering three key zones in the area now meets monthly. This group brings together key officers from the three Highways Authorities to advise developers on local issues, discussing and agreeing solutions and coordinating permissions which have an impact on the highway network.

However, despite these successes, the collaborative and voluntary approach has had mixed success. In particular there is an identified need to now oblige all new developments to adhere to the measures within the Construction Charter, as several key sites have not engaged. Equally the approach of voluntary contributions has led to delays in implementation of measures; with significant resource time spent attempting to obtain relatively modest sums before interventions can progress and some developers refusing to contribute.

There has been limited success in embedding agreed measures through the planning framework.

Current Structuring of coordination:

TfL's coordination of highway management pertaining to Nine Elms on the South Bank is within the Southern Construction Logistics Implementation Plan (CLIP). This includes around 60 development sites, although over programmed numbers means there are 72 listed, to enable later sub-division of larger sites.

Within this, Nine Elms represents a sub-area, which due to its size is sub-divided into three key zones:

- 1) Albert Embankment

2) Vauxhall Gyratory and Wandsworth Road

3) Nine Elms Lane / Battersea Park Road

These coordination meetings, considering road closures and highways interventions, meet monthly. Known planned activity is mapped on an interactive PDF and any intervention requiring a permit has a three month lead in and attendance by developers / contractors to outline and discuss proposals is mandatory, ensuring consideration of collaboration to minimise disruption.

Nine Elms Zones and Hot Spots

Within these smaller zonal areas, there sits the three identified hot spot areas, where there is a significant concentration of utility upgrade work and construction activity coalescing around a constrained highway network: Cringle / Kirtling Street, Ponton Road and Wyvil Road, Miles Street, Bondway.

Construction Logistics Data Refresh

An update of the construction vehicle forecast and phasing information has been undertaken (See Appendix A)

The primary approach to data collection was through the use of a self-completion pro-forma which was sent out to all primary contacts for each site. The response rate, following refinement of the pro-forma and collaboration with Transport for London has significantly improved responses.

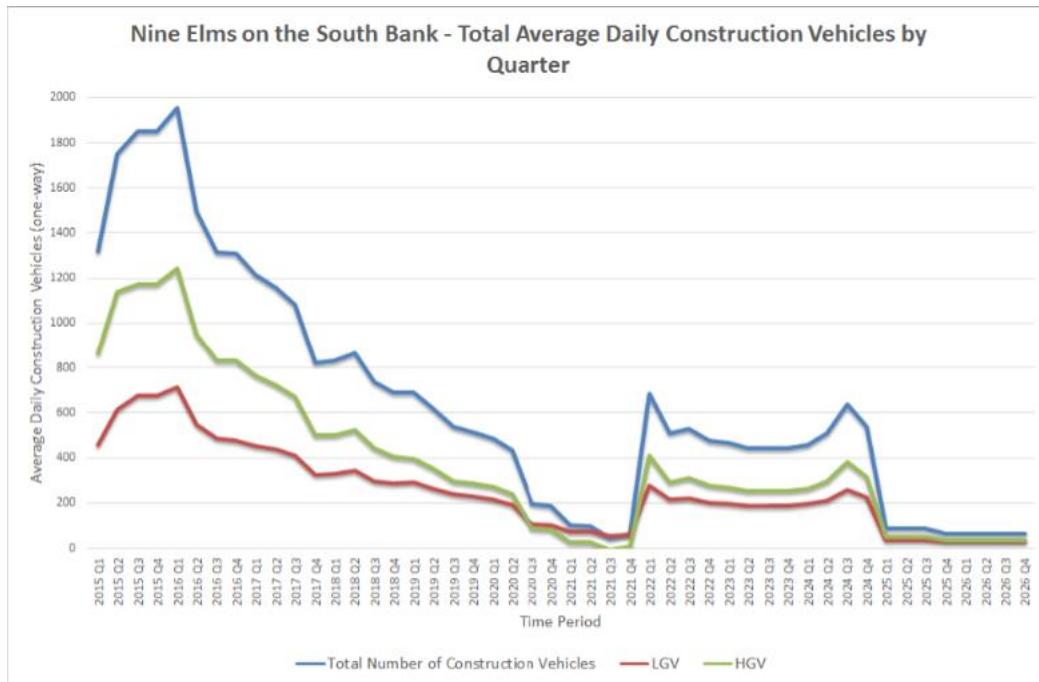
The baseline construction vehicle information was prepared using estimates of construction phasing, overlaid with construction vehicle movements to generate a construction vehicle movement profile for the area.

This new Data set includes some origin and destination (O&D) data to inform routing. Some information on O&D is outstanding and it is proposed more detailed information is obliged through future construction management plans. The next data refresh will also factor in traffic arising from the occupation of development, both commercial and residential.

Key Findings

The volume of additional vehicles associated with construction sites in the Nine Elms on the South Bank area is over 1,000 additional vehicles per day (one-way) between Quarter 1 2015 and Quarter 4 2017. This exceeds the low threshold (1,000 vehicles) which highlights the need for detailed assessment / mitigation.

The highest number of construction vehicles are generated in Quarter 1 2016, with an average of approximately 2,000 vehicles per day (one-way) accessing sites in the area. This is a 60% uplift from the number of vehicles predicted in the Peter Brett Associates (PBA) report.



There is however variation on construction sites, which can result in an uplift in the number of construction vehicles due to there being a 'peak' in the level of activity on site. A peak day rather than an average day could result in a 30% uplift on average across the area for a peak day (this will vary on a site by site basis). A 30% uplift across all sites would equate to an additional 600 vehicles (one-way).

Enhanced use and collaborative use of the River Thames, where possible and the use of Construction Consolidation centres would reduce the number of construction vehicles utilising the road network. It is noted that sites such as Thames Tideway Tunnel and Battersea Power Station are looking into opportunities to further utilise the river.

The majority of construction vehicles are generated by the property development sites, which generate approximately 93% of the construction vehicle movements to and from the area in the next two years and approximately 88% over the next five and ten year periods. The Battersea Power Station site generates approximately 20% of these construction vehicles.

The PBA report found that there is limited available capacity in the AM peak hour, the PM peak hour has more available capacity than the AM peak hour and there is available capacity in the off-peak period (1000-1600) to cater for additional demand from construction vehicles.

The estimated uplift in base numbers on Nine Elms Lane / Battersea Park Road is 13% and 14% in the AM and PM peak hours. This is over the 5% increase in the AM peak hour and 10% increase in the PM peak hour considered as significant in the PBA report. Taking this as a proxy, it is reasonable to assume that there is not sufficient capacity to accommodate this further increase in construction vehicle activity in the AM and PM peak hours. The impact of utilities works, proposed highway and public realm works as well as Section 278 works would further reduce the capacity of the road network (and exacerbate the problem) for the duration of works.

Hot Spot Areas

Three hot spot areas have been identified as they have very high levels of construction activity in constrained locations, these locations are also anticipated to be key locations for significant utility upgrade activity. In addition, these areas also have current occupation by businesses and residents, which are set to increase during the construction period which could further exacerbate existing challenges unless meticulously planned and coordinated.

Ensuring the safe movement of people, cyclists, vehicles and construction vehicles to and from these locations is imperative and requires a focused joint scheme led response. This will also be essential in enabling development to proceed as scheduled. The Hot Spot areas identified are:

- A) Cringle/Kirtling Street (Peak between Qtr 1 2015 and Qtr 1, 2016 (1,080 two way movements per day)
- B) Ponton Road: (Peak between Qtr 4 2015 of 820 two way movements per day)
- C) Wyvil Road, Miles Street and Bonday: (Peak Qtr 2 2015, 320 two way movements)

Through joint meetings with the Major Projects Group (NLE, TTT, BPSDC and St James) proposals are being developed to look at localised approaches to managing the local construction logistics issues between sites. BPSDC will be distributing a proposal for comment, which they intend to apply locally, and which could have the potential to be scalable to other hotspots areas.

The work being undertaken for Cringle and Kirtling Street through the Major Projects Group are indicative of what is required in these additional locations; with measures to improve pedestrian and cycle safety, measures to manage vehicle circulation and accommodate residents and business access (existing and future).

Recommendations :

Highway Modelling: It is recommended that modelling of the highway network is fast tracked by TfL to understand the operating capacity of the road network and the impact of this level of construction activity, as well as to assess the impact of the utilities programme, proposed highway works such as Vauxhall Gyratory improvements and any Section 278 works being undertaken.

Construction Management Plans: It is recommended that the process for developing and approving Construction Management Plans (CMP's) is strengthened with all construction sites in the area providing more comprehensive Construction Management Plan which details common information in sufficient detail on programme, phasing, construction vehicles numbers and routing and traffic management arrangements.

These should be applied to all new sites coming forward, with a potential retrospective provision of additional information required.

ARUP are currently producing comprehensive guidance on content and level of detail provided to developers for future sites, for discussion with TfL and Lambeth and Wandsworth Councils. It is intended this will also emphasise the need to address specific areas of collaborative

Enforcement Mechanisms: Area wide mitigation measures are set out in the endorsed PBA Area Wide Construction Logistics Plan. However there is a need to

ensure that the sites implement the original measures within the Plan. Further discussion of potential enforcement mechanisms is required including the governance and funding arrangements of which requires discussion with TfL and Lambeth and Wandsworth Councils.

Hot Spots:

It is recommended that Arup assist in facilitating similar collaborative arrangements with key developers in the two additional hot spots, with input from Arup's Utilities team, to progress collaborative work in hot spot areas which do not currently have more detailed coordination activity in progress.

Construction Logistics and Cycle Safety (CLOCS): Efforts to coordinate site approaches to improving cycle safety have been generally piecemeal, achieving little more than preventing similar site specific safety events from occurring at the same time. There is a clear need to actively encourage CLOCS registration of developers, contractors and their supply chain, with support from the Met Police, TfL, and Considerate Constructors.

Options to complement this with a coordinated and collaborative campaign that is commensurate with the sheer scale of construction activity over the next 24 months are currently being investigated, alongside potential mechanisms for funding.

Use of Consolidation Centres

A key recommendation of the endorsed PBA construction logistics framework is the utilisation of consolidation centres, particularly in reducing LGV vehicle movements during the fit out stage. A TfL report on use of consolidation centres has been commissioned. Upon release, it is recommended Arup undertake a localised study to determine the potential reduction in vehicle movements to inform obligations to utilise consolidation centres to reduce impact.

Enhanced / Coordination Resource through TfL

Current coordination activity is focused on permitting, led by TfL through the joint implementation group. This requires additional resources to enable an extension of its scope to include the coordination of borough planning to ensure the development and enforcement of enhanced Construction Management Plans. The key stakeholders are discussing the scale of the resource required and potential funding options, for both now and going forward.

Construction Charter Refresh

Informed by the data refresh, pending highway modelling and current discussions on future direction, it is recommended that the Construction Charter is refreshed for endorsement by the June Strategy Board.

Nine Elms on the South Bank

Construction Logistics

Construction Data Refresh 1

Issue 2 | 6 February 2015

This report takes into account the particular instructions and requirements of our client.

It is not intended for and should not be relied upon by any third party and no responsibility is undertaken to any third party.

Job number

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ARUP

Document Verification

ARUP

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Figure 1 Nine Elms of the South Bank Construction Sites

Figure 2 Construction Programme

Figure 3 Construction Programme with Construction Period Detail

Figure 4 Nine Elms on the South Bank: Predicted Average Daily Construction Vehicles (One-Way) by Quarter

Figure 5 Nine Elms on the South Bank: Predicted Average Hourly Construction Vehicles (One-Way) by Quarter

Figure 6 Nine Elms on the South Bank: Predicted Average Daily Construction Vehicles (One-Way) by Quarter Impact

Figure 7 Construction Vehicle Generation by Project Type

Figure 8 Nine Elms Lane / Battersea Park Road: Predicted Average Daily Construction Vehicles (One-Way) by Quarter

Figure 9 Cringle Street & Kirtling Street: Predicted Construction Vehicles (One-Way) by Quarter (2015 to 2020)

Figure 10 Wyvil Road, Miles Street and Bondway: Predicted Construction Vehicles (One-Way) by Quarter (2015 to 2022)

Figure 11 Ponton Road: Predicted Construction Vehicles (One-Way) by Quarter

Appendices

Appendix A

Pro Forma

1 Executive Summary

1.1 Overview

Arup have been commissioned by Nine Elms on the South Bank to provide strategic level construction logistics and utilities support to the Nine Elms and on the South Bank area.

A total of 73 development / infrastructure sites have been identified to date within the area, which include two large infrastructure projects: the Northern Line Extension and Thames Tideway Tunnel.

1.2 Data Refresh

An update of the construction vehicle forecast and phasing information has been undertaken.

The primary approach to data collection was through the use of a self-completion pro forma which was sent out to all primary contacts for each site. The response rate, following refinement of the pro forma and collaboration with Transport for London has resulted in a significantly enhanced response rate from sites.

The baseline construction vehicle information was prepared using estimates of construction phasing, overlaid with construction vehicle movements to generate a construction vehicle movement profile for the Nine Elms on the South Bank area.

1.3 Existing and Future Operational Sites

The existing and future operation of businesses in the area, including Cemex, Cringle Dock, Royal Mail Nine Elms and New Covent Garden Market have been considered. The existing operation of these sites are already included in the baseline traffic models and changes to future operations have been incorporated into this refresh, where information is available.

1.4 Key Findings

The volume of additional vehicles associated with construction sites in the Nine Elms on the South Bank area is over 1,000 additional vehicles per day (one-way) between Quarter 1 2015 and Quarter 4 2017. This exceeds the low threshold (1,000 vehicles) which highlights the need for detailed assessment / mitigation.

The highest number of construction vehicles are generated in Quarter 1 2016, with an average of approximately 2,000 vehicles per day (one-way) accessing sites in the area. This is a 60% uplift from the number of vehicles predicted in the Peter Brett Associates (PBA) report.

There is however variation on construction sites, which can result in an uplift in the number of construction vehicles due to there being a 'peak' in the level of activity on site. A peak day rather than an average day could result in a 30% uplift on average across the area for a peak day (this will vary on a site by site basis). A 30% uplift across all sites would equate to an additional 600 vehicles (one-way).

Enhanced use and collaborative use of the River Thames, where possible and the use of Construction Consolidation centres would reduce the number of construction vehicles utilising the road network. It is noted that sites such as Thames Tideway Tunnel and Battersea Power Station are looking into opportunities to further utilise the river.

The majority of construction vehicles are generated by the property development sites, which generate approximately 93% of the construction vehicle movements to and from the area in the next two years and approximately 88% over the next five and ten year periods. The Battersea Power Station site generates approximately 20% of these construction vehicles.

Three hot spot areas have been identified as they demonstrate a significant level of construction vehicle activity in these locations. Combined with existing businesses, future residents and businesses, the impact at these locations is significant. Ensuring the safe movement of people, cyclists, vehicles and construction vehicles to and from these locations is imperative.

The PBA report found that there is limited available capacity in the AM peak hour, the PM peak hour has more available capacity than the AM peak hour and there is available capacity in the off-peak period (1000-1600) to cater for additional demand from construction vehicles. The estimated uplift in base numbers on Nine Elms Lane / Battersea Park Road 13% and 14%, in the AM and PM peak hours. This is over the 5% increase in the AM peak hour and 10% increase in the PM peak hour considered as significant in the PBA report. Taking this as a proxy, it is reasonable to assume that there is isn't sufficient capacity to accommodate this further increase in construction vehicle activity in the AM and PM peak hours. The impact of utilities works, proposed highway and public realm works as well as Section 278 works would further reduce the capacity of the road network (and exacerbate the problem) for the duration of works.

1.5 Recommendations

It is therefore recommended that modelling of the highway network is undertaken to understand the operating capacity of the road network and the impact of this level of construction activity, as well as to assess the impact of the utilities programme, proposed highway works such as Vauxhall Gyratory improvements and any Section 278 works being undertaken.

It is recommended that all construction sites in the area should be required to provide a comprehensive Construction Management Plan which provides common information and sufficient detail on programme, phasing, construction vehicles and traffic management. A pragmatic approach to ensuring that these are in place for existing sites and provided by future sites this should be embedded in the planning process.

Area wide mitigation measures are set out in the separate Area Wide Construction Logistics Plan. However there is a need to ensure that the sites implement the measures within the Plan. As the collaborative engagement process has not worked, it is recommended that the plan is required to be implemented and an enforcement mechanism is identified – the governance of which requires discussion with relevant stakeholders.

There is a significant concentration of activity in the hot spots. Cringle and Kirtling Street was identified previously, Ponton Road and Wyvil Road / Miles Street / Bondway have been identified as two additional locations.

Interventions are required and the work being undertaken for Cringle and Kirtling Street is indicative of what is required in these locations; measures to improve pedestrian and cycle safety, measures to manage vehicle circulation and accommodate residents and business access (existing and future).

2 Introduction

2.1 Overview

Arup have been commissioned by Nine Elms on the South Bank to provide strategic level construction logistics and utilities support to the Nine Elms on the South Bank area.

The key objectives of the strategic level input are to:

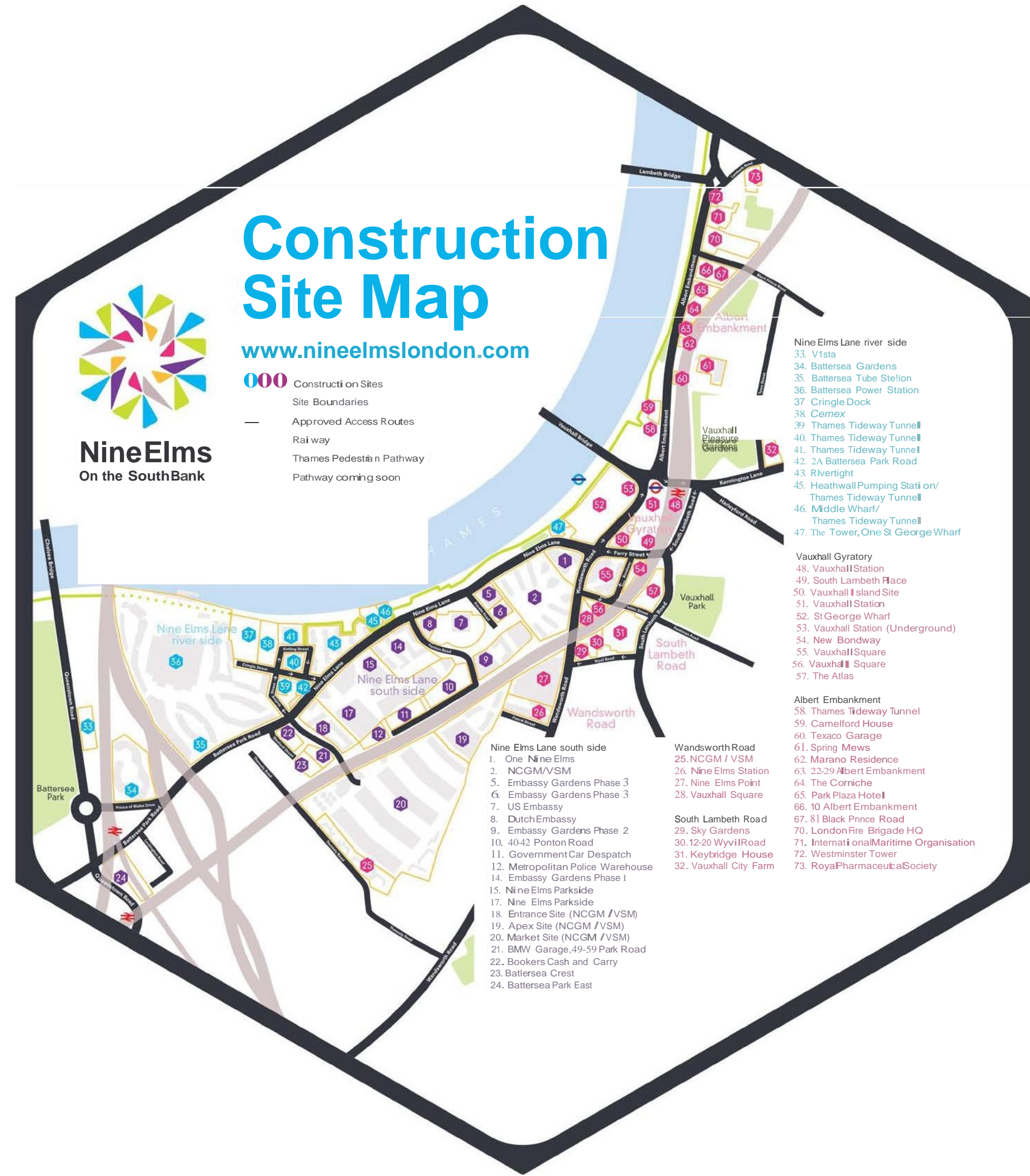
- Ensure that the negative impacts of construction are mitigated, ensuring that a safe, pleasant and high quality environment is achieved;
- Ensure that opportunities to work collaboratively are maximised;
- Achieve the most efficient logistics operations for construction traffic which can service the development programme whilst minimising impact on background traffic;
- Ensure ‘business as usual’ for local businesses, residents, local authority and emergency services is maintained; and
- Achieve injury and incident free construction.

2.2 Nine Elms on the South Bank

The study area and development / construction sites are illustrated in Figure 1. A total of 73 development / infrastructure sites have been identified to date, which include two large infrastructure projects: the Northern Line Extension (NLE) and Thames Tideway Tunnel (TTT). Note that two of the development / construction sites have been allocated two site numbers; Embassy Gardens Phase 3 (sites 5 and 6) and Nine Elms Parkside (sites 15 and 17).

The area covers key parts of the Transport for London (TfL) Road Network (TLRN) including Vauxhall Gyratory, Wandsworth Road (A3038), Battersea Park Road / Nine Elms Lane (A3205) and Albert Embankment (A3038).

Figure 1 Nine Elms on the South Bank Construction Sites



2.3 Construction Data Refresh

Updating the construction vehicle forecast and phasing information, previously undertaken by Peter Brett Associates (PBA), is an important element of this strategic level support to the Nine Elms on the South Bank stakeholders. The findings of this analysis will support the Area Wide Framework Construction Logistics Plan as well as assisting in the planning and operation of measures to address issues identified at hot spots in the area e.g. road network alterations to Cringle Street and Kirtling Street which are being looked at to address safety concerns in this area.

This information will also be used by TfL to inform their modelling of the highway network to determine any capacity constraints and inform mitigation measures.

This report sets out the approach to data collection, methodology behind the data tool and an analysis of the baseline conditions.

The data will be refreshed quarterly and this report will be updated accordingly.

2.4 Report Structure

This report comprises the following chapters:

- Chapter 2 describes the data sources and approach to data collection as well as providing a summary of the key lessons learned;
- Chapter 3 discusses existing and future operations for businesses and developments within the study area;
- Chapter 4 highlights the anticipated construction phasing for the area and also presents the results of the baseline construction vehicle generation for the area;
- Chapter 5 sets out key recommendations and next steps.

3 Data Collection

This chapter sets out the data sources and approach to collection of the construction data, as well as a review of the response rate and a summary of key lessons learned.

3.1 Data Sources

The baseline construction vehicle information was prepared using estimates of construction phasing, overlaid with construction vehicle movements to generate a construction vehicle movement profile for the Nine Elms on the South Bank area. This information was input directly into the spreadsheet model. This information has been sourced as follows:

Construction Phasing:

- Completed pro forma from the developer / principal contractor for each site; or
- Existing information from the utilities load refresh or PBA tool, if no information was available / forthcoming from the developer / principal contractor for a site; or
- Assumptions based on project status on start / end date if no other information is available.

Construction vehicles:

- Completed pro forma from the developer / principal contractor for each site; or
- Existing information from the PBA tool, if no further information is available / forthcoming from developer / principal contractor for a site i.e. derived from the development quantum as set out in the PBA Construction Vehicle Forecasts report; or
- Development quantum (from the developer, utilities load refresh or Transport Assessment), with a trip rate and profile applied as per the methodology set out in the PBA Construction Vehicle Forecasts report.

3.2 Approach

3.2.1 Pro Forma

The primary approach to data collection was through the use of a self-completion pro forma which was sent out to all primary contacts for each site. The pro forma replicated the information request, previously compiled by Peter Brett Associates. This was first undertaken in June 2014, but with limited response from the development / construction sites. The pro forma issued in June 2014 is provided in Appendix A1.

The response rate from the June 2014 request was discussed and reviewed with TfL. Consequently a revised approach to data collection was agreed for November

2014, which altered the pro forma so that it better integrated with the data requirements for TfL's interactive pdf. The following amendments were made:

- The request for HGV and LGV vehicle numbers split by quarter was replaced with a request for total construction vehicle numbers by each construction period (daily average);
- Origin-destination / routing information was also requested, although not included in the pro forma; sites were asked to provide this in writing or graphically; and
- The request for data was also issued with a letter from TfL reinforcing the importance of the request.

Appendix A2 illustrates the revised pro forma and corresponding letter.

This revised approach resulted in a significantly higher response rate to the request for vehicle information and phasing, however, information relating to origin-destinations / routing was very limited. A further review in December 2014 determined that the request for origin – destination / routing information should also be included in the pro forma. In addition, it was agreed that vehicle numbers should be split by HGV and LGV and that this should be provided by construction period, thus providing more detailed information for TfL's traffic modelling of the road network. The pro forma has been updated to include this and an example is provided in Appendix A3.

The next construction data refresh (end Quarter 1 2015) will also include a request for information about occupation / operation following completion of construction or alterations to existing operations as a result of construction activity.

3.2.2 Existing Data Sources

The information collated in the Arup utilities load refresh and the PBA tool has been used in the absence of more up-to-date information from developers / contractors.

3.2.3 Derived Data

In the absence of either updated information from the developers / contractors or existing information sources (PBA tool / Arup utilities load refresh) the following approach has been undertaken:

- Potential Future Development sites have been assumed to be phased between 2022 and 2024; and
- If required, the construction vehicle generation has been derived from the development quantum (from the developer, Arup utilities load refresh or Transport Assessment), by applying a trip rate and profile as per the methodology set out in the PBA Construction Vehicle Forecasts report.

3.3 Response Rate

Table 1 illustrates the response rate for the construction phasing information and the construction vehicle information, identifying the different data sources for each. The seven unallocated sites and the four completed developments have been

excluded from this as they have not been requested to provide construction phasing or vehicle generation information.

Table 1 Construction Data Refresh Data Sources

Data Source	Phasing Information	Construction Vehicle Information
Pro Forma	34 (55%)	34 (55%)
Arup Utilities Load Refresh	13 (21%)	0 (0%)
PBA Tool	3 (5%)	16 (26%)
Potential Future Assumption	10 (16%)	1 (2%)
Calculated	0 (0%)	4 (6%)
No Information available	2 (3%)	7 (11%)
Total	62 (100%)	62 (100%)

Table 1 shows that 55 % of the sites have provided information relating to construction phasing and construction vehicle generation, which significantly enhances the quality of the baseline data.

A further twelve sites have relied on existing information within the Arup utilities load refresh and an additional three sites have used information from the PBA tool for phasing information. In addition ten sites are classified as potential future development sites and so have an assumed phasing of 2022 to 2024 until development proposals come forward.

The data sources for the construction vehicle information included 16 sites that used information from the PBA tool and no information was available for seven sites. Of these seven sites, one is under construction and therefore more critical to the baseline construction data, two are yet to achieve planning approval and will provide information for the next refresh, four are not anticipated to be on-site within the next two years.

It is noted that some of the sites included in this are at pre-planning and future development potential stage and therefore it has been necessary to use proxy information for this construction data refresh exercise.

3.4 Lessons Learned

Key lessons learned include:

- The response rate improved from the collaborative approach to data request which included a letter from Transport for London and a simplified pro forma;
- The response rate for origin-destination / routing information was very limited, therefore the request has been integrated into the pro forma to improve the response rate;
- The next data refresh will include a request for information about residential and commercial occupation / operation following completion of construction or alterations to existing operations as a result of construction activity;

- Inconsistency of information within documents submitted for planning approval means that there is a need to undertake proxy assessments for development with planning permission where more bespoke data should have been available. It is recommended that a consistent format for construction phasing, vehicle numbers and routings is required for inclusion in planning documentation and that all sites going through the planning process must provide this without exception;
- Obtaining data could be facilitated by the inclusion of a requirement in planning conditions associated with developments, which requires sites to provide construction data phasing and vehicle information early. It is recommended that this requirement is included in all future planning conditions.

4 Operational Sites

This chapter provides an overview of the operational sites in the area and any changes that will happen over time to them. The operational sites include:

- Cringle Dock;
- Cemex;
- New Covent Garden Market; and
- Royal Mail (Nine Elms Parkside).

4.1 Cringle Dock

4.1.1 Existing Operation

The average number of vehicles depositing or removing waste at Cringle Dock is approximately 370 per day (one-way). The peak period of operation, was highlighted in the PBA report between 07:00 and 18:00, when 210 vehicles (one-way) arrive to and depart from the site.

As the site is operational, it is already accounted for in baseline traffic information held by TfL as well as the VISSIM model that covers the operation of Cringle and Kirtling Street held by Steer Davies Gleave on behalf of Battersea Power Station. It has therefore not been added to the baseline construction vehicle generation.

4.1.2 Future Operation

There are proposals to move some of the operation to Smugglers Way, indicatively it is assumed that this would be from 2018. It is anticipated that there would be a small reduction in the number of vehicles accessing the site. It has been assumed at this stage that there would be a reduction of 5%, which equates to 19 vehicles a day (one-way), however it is noted that it could be less than this.

When further details are known this information will be updated.

4.2 Cemex

4.2.1 Existing Operation

Cemex have recently confirmed that the number of vehicles accessing and egressing the site is currently 160 per day (one-way).

As the site is operational, it is already accounted for in baseline traffic information held by TfL as well as the VISSIM model that covers the operation of Cringle and Kirtling Street held by Steer Davies Gleave on behalf of Battersea Power Station. It has therefore not been added to the baseline construction vehicle generation.

4.2.2 Future Operation

The future operation of Cemex will be altering due to the planned closure of the plant as part of the TTT project. This information has been requested from TTT's

project manager who is liaising with Cemex. When this information is available it will be included in the baseline vehicle generation and presented in this report. In the meantime a 50% reduction in vehicle numbers is being assumed, as discussed with TTT. This will be from July 2015.

4.3 New Covent Garden Market

4.3.1 Existing Operation

The PBA report set out the following information about the existing operations at New Covent Garden Market:

Vehicle movements for the market are predominantly during the mid-evening through to the early morning:

- Between 20:00 and 00:00 movements in and out of the market are predominantly by HGVs delivering goods to the market.
- Between 00:00 and 06:00 movements are LGVs distributing the goods to businesses across London.
- Other trips associated with core trading hours are between 00:00 and 08:00.

Vehicular access is via the Flower Market at the east end of Nine Elms Lane and the Main Market Entrance to the Fruit and Vegetable Market from Battersea Park Road / Nine Elms Lane. The typical number of HGV and LGV visits during the night time working hours are:

- Flower Market
 - LGVs (<2.1m long) = 560
 - LGVs (2.1m to 3m long) = 1,160
 - HGVs (>3m long) = 40
- Fruit and Vegetable Market
 - LGVs (<2.1m long) = 790
 - LGVs (2.1m to 3m long) = 1,320
 - HGVs (>3m long) = 130

In total, the markets generates approximately 4,000 vehicles (8,000 in and out bound movements) per night (21.00hrs to 07.00hrs). Of this, 96 per cent are LGV's.

It is noted that this activity is subject to seasonal and special event variations, such as the run-up to Christmas and 14th February, where higher volumes of vehicles will be generated.

The vehicle generation associated with New Covent Garden Market is predominantly at night and is therefore outside of the typical hours of construction activity as well as the peak periods on the road network. It is therefore excluded from the baseline data.

Nevertheless, any strategy must take into consideration the night time operation of the market, as this could be affected by other activities or mitigation measures proposed.

4.3.2 Future Operation

The future operation of New Covent Garden Market as the construction programme for the New Covent Garden Market development sites commences has been requested from the developer's transport consultant. When this information is available it will be included in the baseline vehicle generation and in this report.

4.4 Nine Elms, Royal Mail

4.4.1 Existing Operation

The site is operated as the South London Mail centre, a Delivery Office serving SW1 and SW3 postcodes, Cashco, Vehicle Operations Centre and a Vehicle Servicing Workshop. The Mail Centre is a self-contained facility that is surrounded by other buildings on three sides and Nine Elms Lane to the north. A one-way clockwise vehicle gyratory runs around the perimeter of the main cluster of buildings. The roadway gives access to car parks, lorry holding areas and loading facilities.

The peak hour volumes in full operation range from 142 to 271 vehicles (two-way) in the peak hours, of which 73 to 203 are operational vehicles. It is a 24-hour facility that generates about 1,500 operational vehicle movements (two-way) per day, including a significant proportion of heavy goods vehicles.

4.4.2 Future Operation

The future operation of the Royal Mail Nine Elms site as the construction programme for the site commences has been requested from the developer's project manager. When this information is available it will be included in the baseline vehicle generation and in this report.

4.5 Future Residents and Businesses

New residents and businesses will be recorded in the next construction data refresh.

5 Construction Phasing and Vehicle Generation and Impact

This chapter presents the output from the baseline data tool, which includes the phasing, cumulative profile of construction vehicles generated by the development / construction sites over time. These outputs identify cumulative peak periods within the predicted construction activity and will inform the Framework Area Wide Construction Logistics Plan.

These are baseline construction vehicle numbers and as such do not take account of any mitigation measures.

Information on the changes to operational sites and developments will be incorporated when information is available.

5.1 High Level Programme

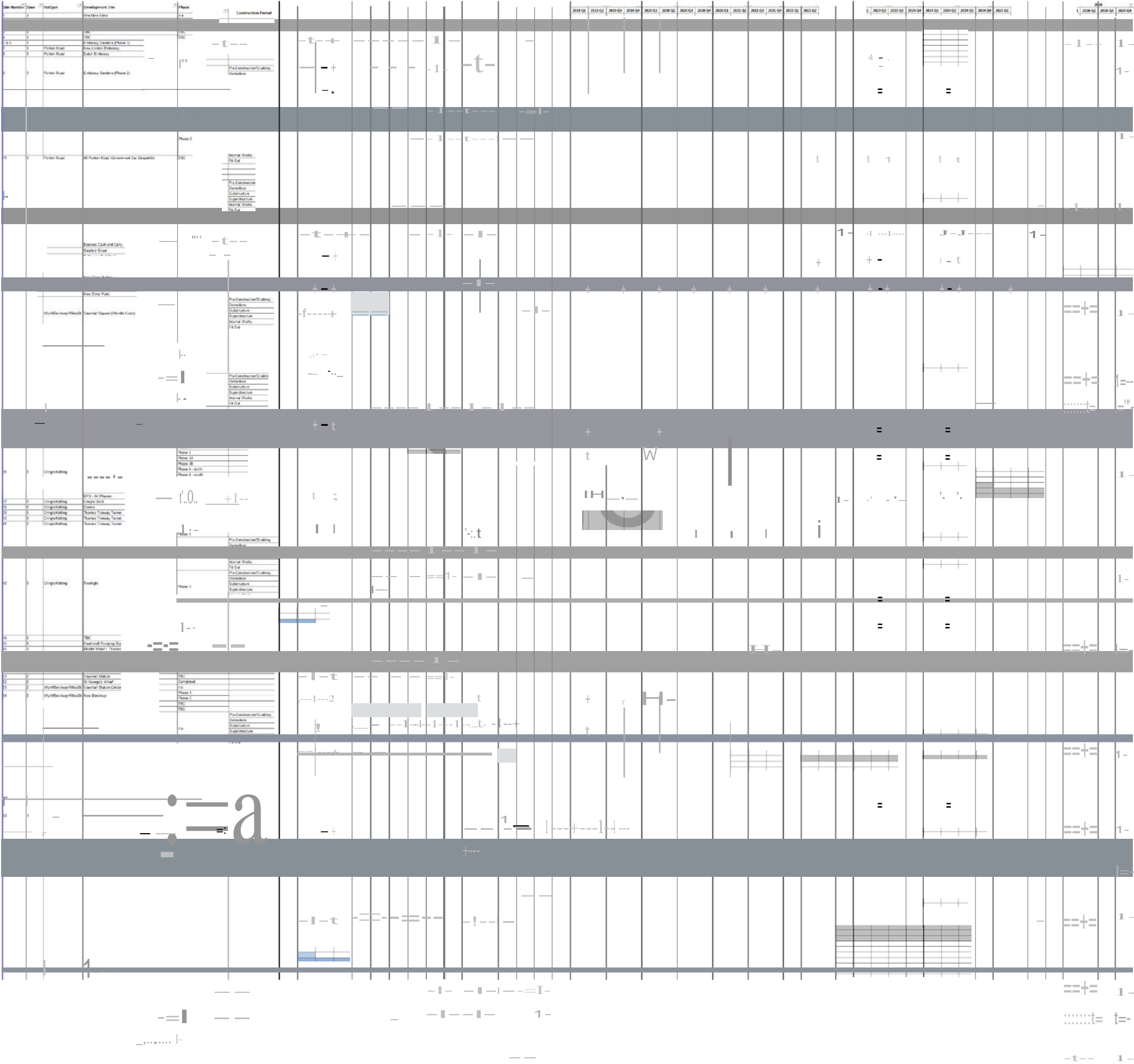
Figure 2 demonstrates the high level construction programme for all the sites in the area.

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5.2 Detailed Programme

Figure 3 shows the construction programme for each site detailed by construction period.

Figure 3 Construction Programme with Construction Period Detail



5.3 Cumulative Vehicle Generation and Impact

Figure 4 illustrates the profile of the cumulative average daily construction vehicles for the area.

Figure 4 Nine Elms on the South Bank: Predicted Average Daily Construction Vehicles (One-Way) by Quarter

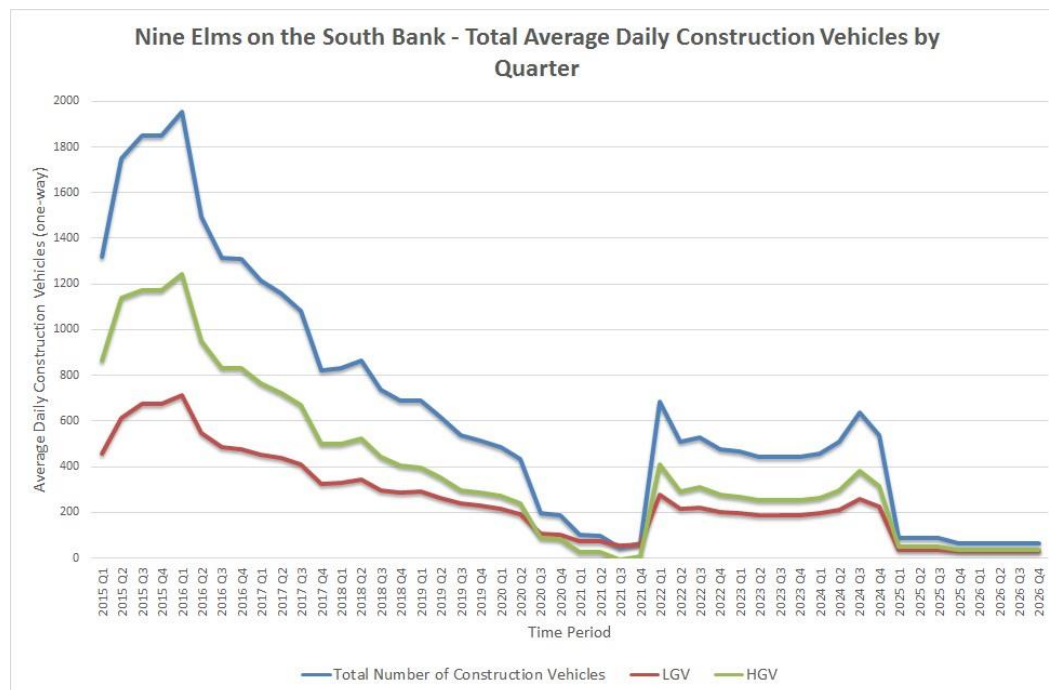


Figure 4 shows that the highest level of construction vehicle activity is between Quarter 1 2015 and Quarter 4 2017. The key peaks within this are anticipated between 2015 and 2016, with the highest number of construction vehicles generated in Quarter 1 2016 with approximately 2,000 vehicles (4,000 two way movements) per day. It is noted that Quarters 3 and 4 in 2015 generate approximately 1,900 vehicles (one-way).

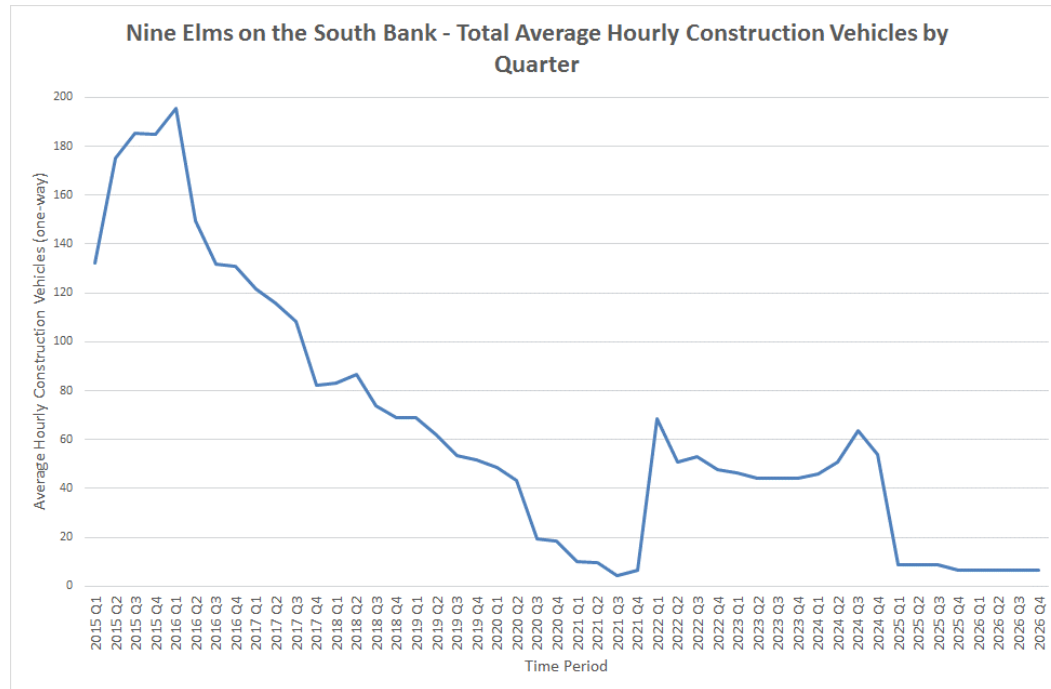
The PBA report presented two-way vehicle movements and highlighted a peak of approximately 2,500 two-way vehicle movements in Quarter 4 2015 for the whole Nine Elms on the South Bank area for an average day. Compared to the 4,000 two way vehicle movements identified in Figure 4, there is an additional 1,500 two-way vehicle movements or 750 vehicles per day predicted. This is a 60% uplift from the PBA report.

It is worth noting that the PBA spreadsheet identified 57 sites, of which 14 sites did not have any vehicle numbers (calculated or provided) so therefore presents vehicle numbers based on a total of 43 sites. In addition it only presented information for Phase 1 of Battersea Power Station and one phase for Embassy Gardens.

In comparison there are a total of 73 sites, which when the 7 unallocated sites, the 4 completed developments and the 7 sites for which we have no information are removed from the total for comparison, results in a total of 55 sites.

The additional 2,000 vehicles (one-way) per day equates to an average of 200 inbound and 200 outbound vehicles per hour as illustrated in Figure 5. Variation in profiles for construction sites due to approaches to scheduling and management of the supply chain as well as peak levels of activity on-site could result in a higher number of vehicles per hour.

Figure 5 Nine Elms on the South Bank: Predicted Average Hourly Construction Vehicles (One-Way) by Quarter



The PBA report adopted the Highways Agency assessment criteria to consider the area wide impact of the predicted level of construction vehicles. This criteria is presented in Table 2.

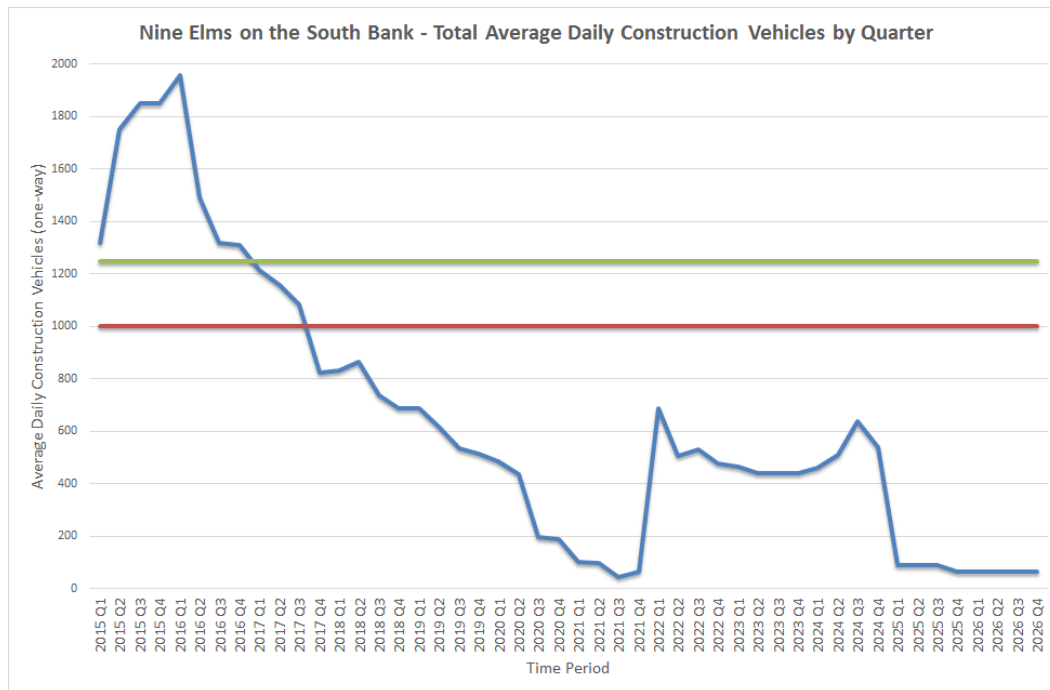
Table 2 Area Wide Impact Assessment Criteria

Classification	Criteria (Two-Way Flows)	Amended Criteria (One-Way Flows)
Low	1,500 to 2,000 average daily vehicle movements	750 to 1,000 average daily vehicle movements
Medium	2,000 to 2,500 average daily vehicle movements	1,000 to 1,250 average daily vehicle movements
High	2,500 + average daily vehicle movements	1,250 + average daily vehicle movements

If the average daily vehicle movements exceed the low threshold, further assessment or mitigation measures are required.

Figure 6 compares the criteria set out in Table 2 with the predicted level of construction vehicles (the red line illustrates the low category maximum and the green line indicates the medium category maximum). It shows that the volume of construction vehicles generated by the sites exceed the low classification between Quarter 1 2015 and Quarter 4 2017. Therefore further assessment of the operation of the road network and / or mitigation measures are required.

Figure 6 Nine Elms on the South Bank: Predicted Average Daily Construction Vehicles (One-Way) by Quarter Impact

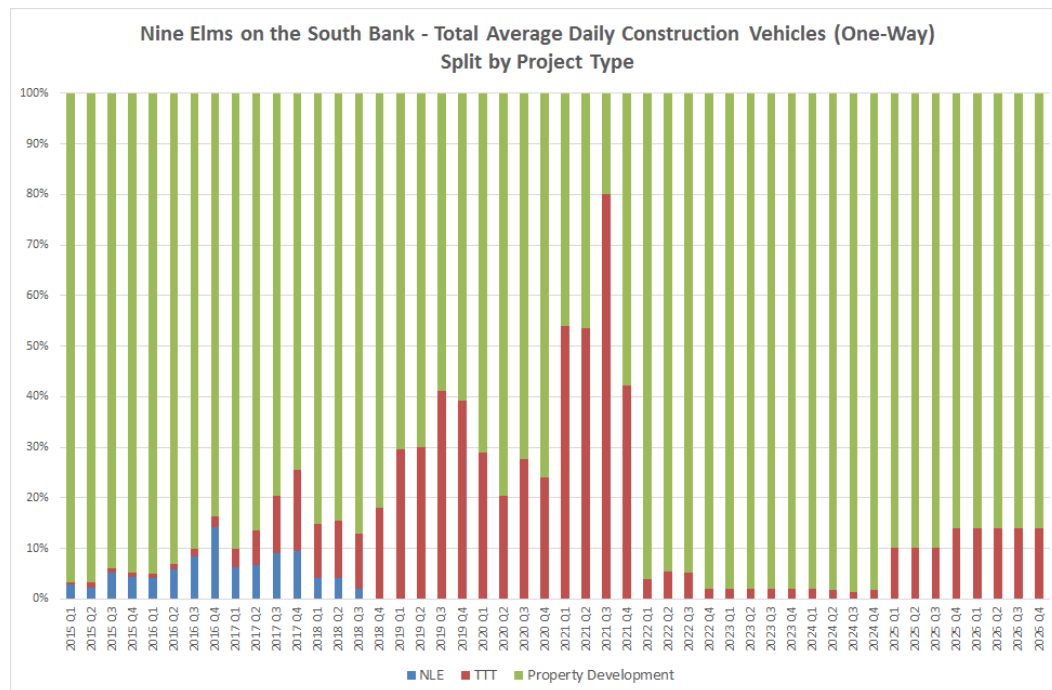


The information presented above relates to the average daily number of construction vehicles. There is however variation on construction sites, which can result in an uplift in the number of construction vehicles due to there being a 'peak' in the level of activity on site. Information provided from a small number of property development sites in the Nine Elms on the South Bank area indicate that this can increase by an average of approximately 30% across the area for a peak day (this will vary on a site by site basis). A 30% uplift would equate to an additional 600 (one-way) to and from the area.

Enhanced use and collaborative use of the River Thames, where possible and the use of Construction Consolidation centres would reduce the number of construction vehicles utilising the road network. It is noted that sites such as Thames Tideway Tunnel and Battersea Power Station are looking into opportunities to increase use of the river.

5.4 Comparison of Infrastructure and Property Development Construction Vehicle Generation

Figure 7 shows the distribution of vehicle generation between the two major infrastructure projects and the property development sites.

Figure 7 Construction Vehicle Generation by Project Type

The assessment, as illustrated in Figure 7, demonstrates that overall the higher level of construction vehicle generation is from the property development sites.

The split of the vehicle generation has been considered for the Thames Tideway Tunnel, Northern Line Extension and property development for the next two years, next five years and next ten years. The Battersea Power Station site has also been identified as a single project as it is a large development scheme, which generates a significant amount of construction activity in the area.

Next 2 Years:

- Thames Tideway Tunnel – 1.0%
- Northern Line Extension – 5.6%
- Property Development (excluding Battersea Power Station) – 72.6%
- Battersea Power Station – 20.8%

Next 5 Years

- Thames Tideway Tunnel – 7.5%
- Northern Line Extension – 5.0%
- Property Development (excluding Battersea Power Station) – 65.7%
- Battersea Power Station – 21.8%

Next 10 Years

- Thames Tideway Tunnel – 7.7%
- Northern Line Extension – 3.7%
- Property Development (excluding Battersea Power Station) – 66.9%
- Battersea Power Station – 21.7%

The property development sites equate to approximately 93% of the construction vehicle movements to and from the area in the next two years, of which the Battersea Power Station site will comprise approximately 20% of the activity. The two infrastructure project account for the remaining 7% (Northern Line Extension is approximately 6% and Thames Tideway Tunnel accounts for 1%).

The proportion of construction vehicles generated by the two infrastructure projects increases to 7-13% when considered over the next five and ten year periods. The split between the Northern Line Extension and Thames Tideway Tunnel alters, with a greater proportion attributable to the Thames Tideway Tunnel.

The distribution demonstrates that the peak vehicle movements for the Northern Line Extension will end prior to the peak demand for Thames Tideway Tunnel. It is noted that delays to programme would alter this profile.

The property development sites generate a lower proportion of construction vehicles over the next five and ten year periods; reducing from approximately 73% to 66%. The Battersea Power Station site continues to generate approximately 20% of the construction vehicles in the area.

5.5 Nine Elms Lane / Battersea Park Road Potential Impact

A significant number of the development and infrastructure projects will utilise Nine Elms Lane / Battersea Park Road for direct access to their sites. Figure 8 demonstrates the profile of the cumulative average daily construction vehicles anticipated to utilise Nine Elms Lane / Battersea Park Road.

Figure 8 Nine Elms Lane / Battersea Park Road: Predicted Average Daily Construction Vehicles (One-Way) by Quarter

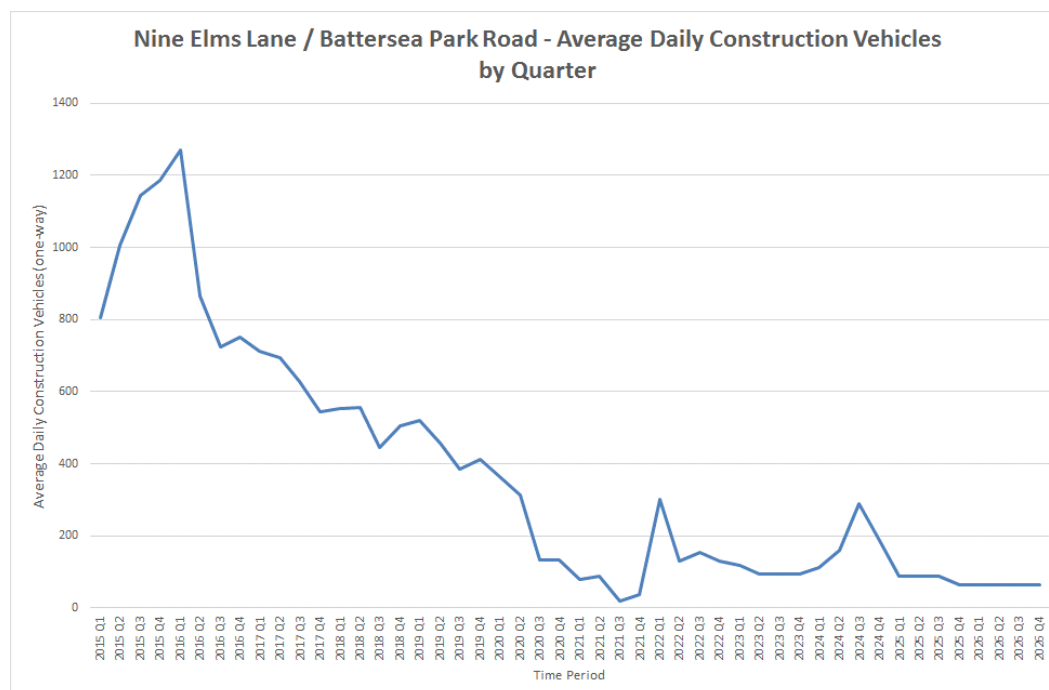


Figure 8 shows that the highest level of construction vehicle activity is between Quarter 1 2015 and Quarter 4 2017. The key peaks within this are anticipated between 2015 and 2016, with the highest number of construction vehicles generated in Quarter 1 2016 with approximately 1,300 vehicle (2,600 two way movements). It is noted that Quarters 3 and 4 in 2015 generate approximately 1,200 vehicles (one-way) on average per day.

The peak daily number of vehicles equates to approximately 130 vehicles (260 two-way movements) in an hour. The AM and PM peak hour flow information for Nine Elms Lane / Battersea Park Road provided in the PBA report shows that there is approximately 2,000 two way flows in the AM peak hour and 1,900 two way flows on Nine Elms Lane / Battersea Park Road. Therefore an additional 260 two-way flows results in an uplift of 13% in the AM peak hour and 14% in the PM peak hour.

The PBA report utilised the following classification for significant impact in the AM and PM peak hours on local links (sections of road or junctions):

- AM peak hour: more than 5% increase over baseline traffic; and
- PM peak hour: more than 10% increase over baseline traffic.

Applying this criteria to the uplift in base numbers on Nine Elms Lane / Battersea Park Road, set out above, shows that the impact is significant in both time periods.

The impact of utilities works, proposed highway and public realm works as well as Section 278 works would further reduce the capacity of the road network (and exacerbate the problem) for the duration of works.

5.6 Hot Spots

Three hot spots of activity have been identified in the study area, namely:

- Cringle Street & Kirtling Street;
- Ponton Road; and
- Wyvil Road, Miles Street and Bondway.

The following sections set out the results of the baseline analysis for these areas.

5.6.1 Cringle Street and Kirtling Street Hot Spot

Figure 9 shows the profile of the cumulative average daily construction vehicles anticipated to access the Cringle Street and Kirtling Street hot spot between 2015 and 2020.

Figure 9 Cringle Street & Kirtling Street: Predicted Construction Vehicles (One-Way) by Quarter (2015 to 2020)

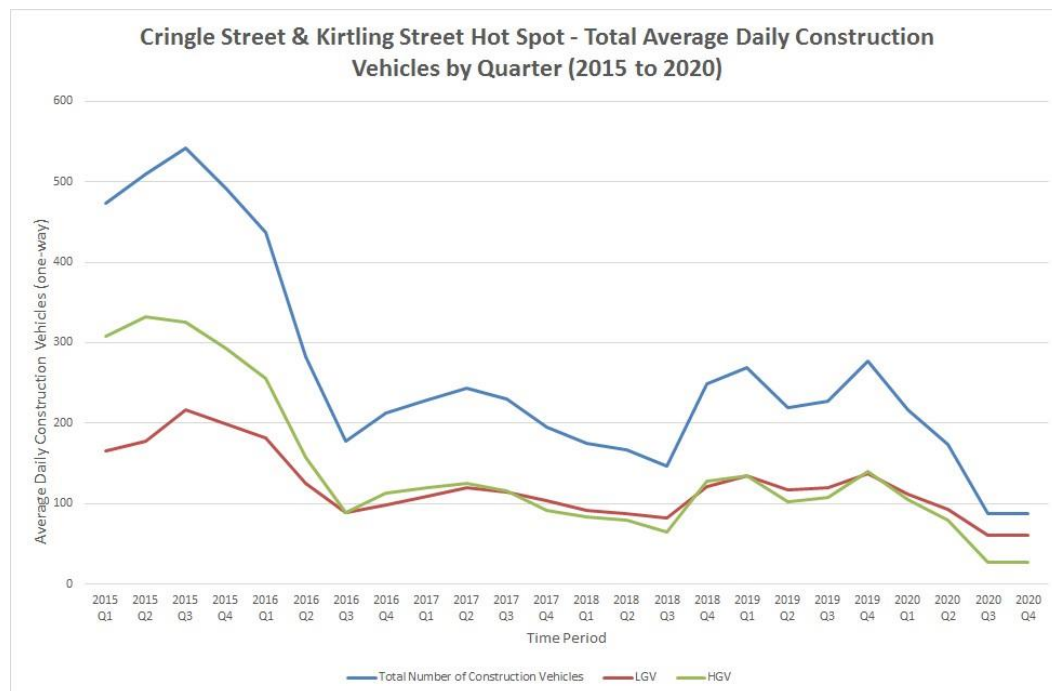


Figure 9 shows that the highest level of construction vehicle activity is between Quarter 1 2015 and Quarter 1 2016. The highest number of construction vehicles is generated in Quarter 3 2015 with approximately 540 vehicles (1,080 two way movements).

5.6.2 Wyvil Road, Miles Street and Bondway Hot Spot

Figure 10 illustrates the profile of the cumulative average daily construction vehicles anticipated to access the Wyvil Road, Miles Street and Bondway hot spot.

Figure 10 Wyvil Road, Miles Street and Bondway: Predicted Construction Vehicles (One-Way) by Quarter (2015 to 2022)

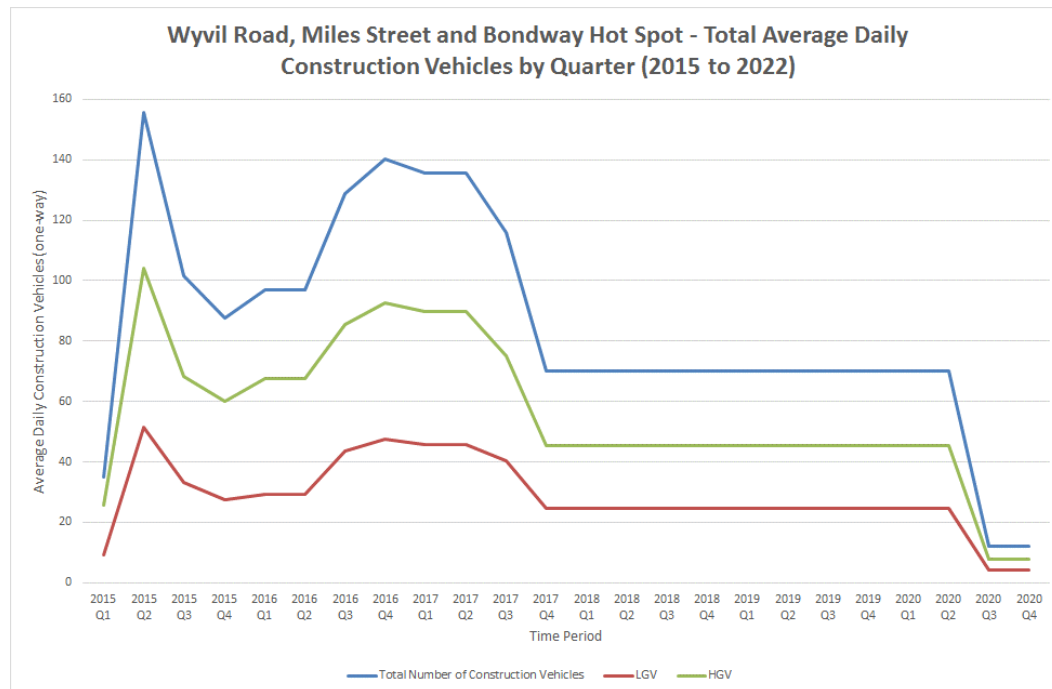


Figure 10 demonstrates that the highest level of construction vehicle activity is between Quarter 2 2015 and Quarter 2 2017 with peaks in activity between Quarter 2 2015 and Quarter 3 2015 as well as Quarter 3 2016 and Quarter 2 2017. The highest number of construction vehicles generated in Quarter 2 2015 with approximately 160 vehicles (320 two way movements).

5.6.3 Ponton Road Hot Spot

Figure 11 illustrates the profile of the cumulative average daily construction vehicles anticipated to access the Ponton Road hot spot.

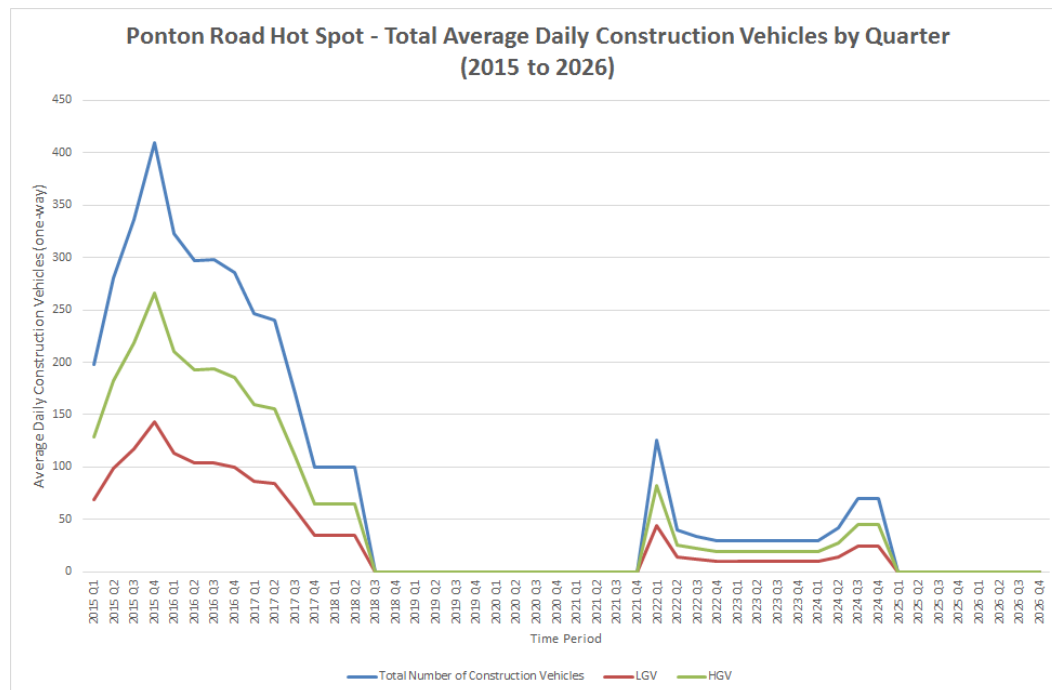
Figure 11 Ponton Road: Predicted Construction Vehicles (One-Way) by Quarter

Figure 11 illustrates that the highest level of construction vehicle activity is between Quarter 2 2015 and Quarter 2 2017. The peak within this is anticipated between Quarter 3 2015 and Quarter 1 2016, with the highest number of construction vehicles generated in Quarter 4 2015 with approximately 410 vehicles (820 two way movements).

6 Key Issues, Recommendations and Next Steps

6.1 Key Issues

The number of construction vehicles has increased significantly from the previous PBA assessment. An increase of 60% is predicted in the peak quarter with an average of approximately 2,000 vehicles per day (one-way) accessing sites in the area compared to 1,250 vehicles (one-way) previously.

The highest level of construction vehicle activity occurs between Quarter 1 2015 and Quarter 4 2017. This exceeds the low threshold (1,000 vehicles) which highlights the need for detailed assessment / mitigation.

The majority of construction vehicles are generated by the property development sites, which generate approximately 93% of the construction vehicle movements to and from the area in the next two years and approximately 88% over the next five and ten year periods. The Battersea Power Station site generates approximately 20% of these construction vehicles in the area.

The PBA report presented the results of modelling undertaken to understand the baseline capacity of the highway network. The key findings were that:

- There is limited available capacity in the AM peak hour (0800 to 0900) to cater for an uplift in construction vehicle numbers – this is because the modelling identified delays on Wandsworth Road and Nine Elms Lane and identified that Vauxhall Gyratory is near capacity.
- The PM peak hour (1700 to 1800) has more available capacity than the AM peak hour – this is because the modelling demonstrated that delays are lower overall and the PM peak hour has greater reserve capacity at Vauxhall Gyratory compared to the AM peak hour.
- There is available capacity in the off-peak period (1000-1600) – the modelling showed minimal delay overall with some junctions.

The uplift in base numbers on Nine Elms Lane / Battersea Park Road, set out in Chapter 5, shows that the impact is significant in both time periods increasing to 13% and 14%. Taking this as a proxy, it is reasonable to assume that there isn't sufficient capacity to accommodate this further increase in construction vehicle activity in the AM and PM peak hours.

From the information available there is an average uplift of 30% area-wide from the daily average to peak day. This would result in an additional 600 vehicles (one-way) and would exacerbate any capacity issues. It is noted that the daily average to peak day varies between sites.

Clearly road closures to accommodate highway and public realm works, utilities and S278 works would reduce capacity for the duration of the works on local roads and the network and result in a further reduction in available capacity at these times.

Three hot spot areas have been identified as they demonstrate a significant level of construction vehicle activity in these locations. Combined with existing businesses, future residents and businesses, the impact at these locations is

significant. Ensuring the safe movement of people, cyclists, vehicles and construction vehicles to and from these locations is imperative.

Collaborative engagement with the sites has been undertaken over the course of the past year; through the Construction Logistics quarterly meeting which was superseded by the Working Groups as well as individual meetings with sites. Opportunities to implement best practice construction measures such as consolidation and use of the river to reduce the number of vehicles, re-time deliveries to avoid the road network peak hours have been discussed. These measures, however, have not been taken up by sites, and as the increase in number of construction vehicles demonstrates the impact has worsened since the PBA report.

Furthermore funding to look at area wide measures such as identifying vehicle holding points or identifying consolidation centres for the area has not been forthcoming from the sites.

This may be due to the sites not understanding the problem, sites not being engaged with effectively or sites not being interested in the problem. Nevertheless there is still a need for action to be taken by sites given the significantly higher number of construction vehicles being generated by the sites in the area.

6.2 Recommendations

6.2.1 Highway Modelling

Given the uplift in construction vehicles to the area and the likely impact on the operation of the highway network at an area wide level and at individual junctions / links, it is therefore necessary for the TfL modelling of the highway network to be undertaken. This will determine the operating capacity of the road network as well as assessing the impact of the utilities programme, proposed highway works such as the Vauxhall Gyratory improvements and any Section 278 works being undertaken on capacity. It will also enable scenarios to be tested such as retiming construction vehicle access to sites outside of the AM and PM peak hours. This should consider the impact on local links as well as the area wide impact.

6.2.2 Construction Management Plans

It is recommended that all construction sites in the area should be required to provide a comprehensive Construction Management Plan which provides common information and sufficient detail on programme, phasing, construction vehicles and traffic management. A pragmatic approach to ensuring that these are in place for existing sites and provided by future sites this should be embedded in the planning process.

A pack of the information required and format that it should be provided in, should be given to the boroughs for ease of request / enforcement.

6.2.3 Area Wide Measures

Area wide mitigation measures are set out in the separate Area Wide Construction Logistics Plan. However there is a need to ensure that the sites implement the measures within the Plan. As the collaborative engagement process has not

worked, it is recommended that the plan is required to be implemented and an enforcement mechanism is identified – the governance of which requires discussion with relevant stakeholders.

6.2.4 Hot Spot Measures

There is a significant concentration of activity in the hot spots. Cringle and Kirtling Street was identified previously, Ponton Road and Wyvil Road / Miles Street / Bondway have been identified as two additional locations.

Interventions are required and the work being undertaken for Cringle and Kirtling Street is indicative of what is required in these locations; measures to improve pedestrian and cycle safety, measures to manage vehicle circulation and accommodate residents and business access (existing and future). As well as the modelling and surveys to quantify baseline volume, behaviour and impact as well as to inform traffic management measures to achieve local authority / highway authority approval. A traffic management plan for these locations should be produced, these should integrate with the area wide plan.

6.3 Next Steps

The key next steps are:

- Strong planning requirements to ensure sites demonstrate that impacts are mitigated and that comprehensive information about construction impacts are provided;
- Promote the Area Wide Framework Construction Logistics Plan, which identifies area wide mitigation measures;
- Determine the governance of how the measures will be required to implemented and the mechanism for enforcement, given the lack of update from the collaborative engagement approach;
- Undertake modelling of the highway network (TfL) in conjunction with the programme of utilities works, proposed highway works and Section 278 works associated with development sites;
- Produce traffic management plans and identify implementable measures to ensure the safety of pedestrians and cyclists for the Ponton Road and Wyvil Road / Miles Street / Bondway hot spots. Continued development of the traffic modelling and mitigation measures for the Cringle Street and Kirtling Street hot spot; and
- Undertake the next construction data refresh (end of Quarter 1 2015) ensuring it includes occupation information for sites.

Appendix A

Pro Forma

A1 June 2014 Pro Forma Example

A2 November/December 2014 Pro Forma Example

A3 November/December 2014 Updated Pro Forma Example

NINE ELMS VAUXHALL PARTNERSHIP

PAPER NO: SB15-08 STRATEGY BOARD - 6 MAR 2015

AFFORDABLE HOUSING UPDATE

Working Group	Housing and Social Infrastructure Working Group
Sponsor	Chris Jones, Chair of Working Group
Report Author	Chris Jones, Chair of Working Group
Recommendations	This report is for information only.
Executive Summary	<p>This update gives an overview of development in the area and reviews the actions the boroughs, developers and the GLA have taken to continue to maximise the delivery of affordable housing following on from the BNP Paribas Study into affordable housing delivery in the area that was reported to the Strategy Board last year.</p> <p>The report notes the acceleration of delivery that has taken place in the area over the past year with 33 schemes, equating to just over 16,500 homes now gaining planning permission and eleven schemes on site.</p> <p>This update sets out how the Boroughs have utilised the reports findings and recommendations and provides a useful update in relation to site and scheme specific developments which shows the creativity being shown by all parties to promote affordable and resident housing offers in the area.</p> <p>The report identifies the increased quantum of affordable housing that has been secured in more recent planning applications and that both Councils are developing off site opportunities to deliver a higher quantum and/or more appropriate form of affordable housing. In addition, the Councils have taken the opportunity to also secure other</p>

	<p>tenures of housing in the area, most notably the 114 private rented units on the former Christie's Warehouse site to increase the range of housing offer.</p> <p>The focus for the two Boroughs and GLA continues to be to deliver affordable housing on the sites coming forward for development in the area with the Affordable Housing report validating the financial appraisal approach that has been taken. In addition the report confirms that both boroughs are committed to exploring the opportunity that the value locked in development in the area provides in increasing the range of housing offers available to existing and future residents and the potential that value has to assist in wider area regeneration and improvement.</p>
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INTRODUCTION

The Nine Elms Vauxhall is particularly unique in that the key regeneration sites are effectively in private ownership and in turn both the delivery of affordable housing and infrastructure has been dependent on cross subsidy from planning gain rather than public land or grant being available to provide additional impetus to secure affordable housing delivery. A key factor then for both boroughs has been to enable and sustain development in order to secure and deliver improvement, regeneration, key infrastructure and affordable housing.

Early financial feasibility studies were undertaken in 2010 to identify the levels of funding required to deliver infrastructure and to broadly estimate the maximum/minimum levels of affordable housing that could be achieved. Whilst the studies identified a potential shortfall in funding, the conclusion was that development could fund infrastructural changes, but that this would have an impact on other developer contributions such as the delivery of affordable housing. The significant investment that is required for infrastructure delivery is emphasized by Nine Elms having the highest CIL rate in the country. In respect to affordable housing the study identified that the area would struggle to achieve affordable housing levels of a minimum of 15% for the Wandsworth portion of the area and a maximum of 40% for the Lambeth portion, relative to the other calls on planning gain including making provision to fund the Northern line extension. These however were set by both councils as target levels of affordable housing to be negotiated.

Within the constraints mentioned above, both Councils and private developers have nonetheless achieved the maximum reasonable level of affordable housing on development sites in the area according to the BNP Paribas study. Indeed it is notable that early financial appraisals on individual schemes identified that substantially lower levels of affordable housing could be achieved than those identified in the original infrastructure feasibility study undertaken. Despite this however, both Councils and developers committed to meet as near to the target levels set as possible. This was to some extent a leap of faith that the area, and in turn market prices, would improve to assist with cross subsidy to support affordable housing delivery.

The particular characteristics of the area provide opportunities and challenges that were reflected in the findings and recommendations set out in the BNP Paribas report. A key factor in maintaining and delivering affordable housing as identified above is cross subsidising its development from the delivery of market housing. As market values have increased the opportunity to seek a higher percentage than minimum levels has improved albeit that this needs to be balanced in respect to ensuring that development is encouraged, enabled and sustained. Also the significant development values provide opportunities to improve and deliver affordable housing opportunities in, for instance, the Battersea area through supporting and promoting estate and neighbourhood regeneration through cross subsidy. However, such wider gains must be balanced by ensuring, for instance, that a range of housing products are available on new development sites to encourage mixed and balanced community objectives.

Additionally, as the area effectively comes to life as households move in to the new housing, place making objectives will come increasingly to the fore including supporting the provision of social infrastructure including health, education, community facilities and public realm as these are developed in 2015. These elements will have costs attached to them which will increasingly need to be factored into delivery and planning gain discussions.

DELIVERY AND PIPELINE

During the period 2008/09 to 2012/13 643 affordable homes have been completed, giving an overall percentage of 46% affordable of the total housing completions. The bulk of development during this period relates to Chelsea Bridge Wharf and Viridian Apartments in Wandsworth and St George Wharf in Lambeth.

Just over 16,570 homes over 33 different sites now have planning permission with 2,828 of these homes being affordable (table 1), with a forecast of around 3,000 homes being completed within the next two years. Current estimates are that a total of 3,500 – 4,000 affordable units could be provided throughout the area although this does not factor in potential development that may arise elsewhere through utilisation of available public and council land and any regeneration or improvement plans that the two councils might consider in the future.

Table 1 – Partnership Outputs Q3 2014/15 measuring development sites only

Item	Output	Target	Number as of December '14
1(1a)	Number of schemes with planning permission (of which under construction / of which completed)	-	33 (11 / 5)
2(2a)	Number of homes with planning permission* (of which under construction / completed)	20,000	16,578 (4,212 / 333)
3(3a)	Number of affordable homes with planning permission (of which under construction / completed)	3,500 – 4,000	2,828 (492 / 138)

* Excluding student accommodation

RECENT DEVELOPMENTS

In 2014, the two Councils and the GLA commissioned an affordable housing study to identify a. whether the maximum reasonable level of affordable housing was being delivered and b. what more could be done to increase affordable housing delivery. This independent study and assessment was undertaken by BNP Paribas. There were five key conclusions:

- ◆ That the maximum reasonable level of affordable housing was being secured by both boroughs through the approaches being taken in terms of financial appraisals and through robust and productive negotiations with landowners and developers seeking planning permission
- ◆ That improvements in property prices meant that there was the potential on some sites to negotiate higher levels of affordable housing.
- ◆ Given land values and also the form of high density development taking place, GLA housing grant would need to be very significant in order to increase the level of affordable housing being delivered and that the grant rates were unlikely to represent value for money relative to the additional units that might be developed elsewhere.
- ◆ The financial modelling and assessment approach being used by both boroughs was sound albeit that the approach needed to continue to consider abnormal costs and any premium that needed to be agreed and factored to secure development.
- ◆ Off-site affordable housing delivery arrangements had the potential to significantly increase affordable housing supply and should be explored as one option to increase delivery and provide a greater range of accommodation to meet local resident needs, albeit it was recognised that this would be at the expense in terms of the positive benefits of onsite delivery.

Since the BNP Paribas report was completed Wandsworth Council has negotiated two significant planning applications where the percentage of affordable housing agreed to be delivered onsite has increased to 20%, securing over 250 additional affordable homes compared with what would have been provided if only 15% had been achieved.

What was also identified through the study was that in order to achieve a mix of housing that provides for families, those on low incomes and those looking to buy intermediate housing, all parties would need to fully utilise the value potential locked in the major development taking place in the area. Since the Study both Councils have committed to consider how their landholdings in the area could be more fully utilised to meet a broad range of housing needs and demands including delivering low cost family housing and forms of housing that meet particular needs. It is also recognised that such development might provide the opportunity to bring the benefits of regeneration (improved housing and environment) to areas surrounding the major regeneration taking place that would benefit existing local communities.

In this respect Lambeth and Wandsworth Councils have committed to undertake further asset reviews of their property holdings on the basis of opportunities being brought forward to deliver affordable housing in the area that is specifically targeted at meeting local resident needs. On this basis it is notable that Wandsworth Council

in the last three months has brought forward three council sites for development of 57 council rent homes in the next three years specifically targeted at meeting local housing demand including providing family housing and housing for those social tenants looking to downsize. Further sites are in the process of being identified.

Lambeth has also converted 14 shared ownership flats in one scheme into nine family sized rented units at St Oswald's Farm and is working with developers in regards to a number of other significant projects.

Of course, it is not just about the numbers of affordable housing units being delivered, but also achieving a range of housing offers to meet local housing demands working within the various constraints and opportunities provided by individual sites. Examples behind the housing numbers on individual sites include:

- ◆ Wandsworth Council's planning approval for 76 affordable and 114 private rent units as part of development of the Christie's site and discussion being taken forward to deliver intermediate rent units on another development site to meet the demand for affordable low cost housing for Wandsworth's younger working population.
- ◆ Vauxhall City Farm being secured as off-site affordable housing for the Merano Residences development on Albert Embankment. An off-site solution allowed for a better deal in securing 8 family sized units at social rent levels.
- ◆ The Bondway site delivering 450 homes with 90 being affordable. Also significantly 21 of the 90 affordable housing dwellings approved will be secured at social rent levels and are all family sized units.

The Boroughs have by necessity had to balance priorities in order to secure the social infrastructure required to make this a vibrant and successful new quarter of London. In this respect not only is the Keybridge House development delivering 19 family size social rent homes but the development will cross subsidise the delivery of a brand new two form entry extension to the existing Wyvil Road primary school. This will benefit existing and future residents.

Whilst the clear focus continues to be to sustain development in the area both the GLA and the Councils need to be assured that local residents and workers are gaining from the benefits arising from development and improvement. The report provides reassurance in terms of the approaches being taken to secure the maximum reasonable level of affordable housing and also tools and mechanisms that are and could be used to continue to secure affordable housing delivery. Where it is not clear that this objective has been achieved or, where it is uncertain as to the level of affordable housing that might be achieved, the report does identify options for parties to review levels of affordable housing contribution and also identifies challenges to doing this.

Much of the progress in relation to the delivery of affordable housing in recent years has been achieved without any grant input and it continues to be the case that grant is not generally available to support affordable housing delivery where such housing can be funded through Section 106 contributions. In this respect, both Councils work within the rules and requirements of a grant funding regime that has been in place for many years. It is also perhaps a notable finding of the BNP Paribas report that current grant levels would not have a significant impact on the levels of affordable housing being achieved at the current time.

Both Councils and the GLA are aware of the potential implications of the Vacant

Buildings Credit (VBC) introduced in November 2014. The credit may reduce the requirement for affordable housing contributions based on the amount of vacant floorspace being brought back into use or where it is demolished and brought back into use. To date there has been no indication in recent planning applications or pre-application discussions that landowners are intending to use VBC in negotiations on affordable housing delivery or to seek revised planning applications for this purpose in the area, particularly noting the number of developments already under demolition or construction. The Government's intention with VBC would appear to be primarily aimed at stalled sites which would not be applicable to the area. The GLA and Councils will continue to closely monitor the situation as more guidance becomes available on when and how VBC may be applied.

CONCLUSION

The BNP Paribas report confirmed that the approach being taken by the two Councils, the GLA and private developers was maximising the delivery of affordable housing in the area in the context of what was originally a challenging development environment in which to deliver a new and successful residential and commercial quarter. The focus for the two Boroughs continues to be to deliver affordable housing on the sites coming forward for development in the area with the Affordable Housing report both validating the financial appraisal approach that has been taken and also identifying that with the increase in values there is now the opportunity to negotiate higher levels of affordable housing. This opportunity has been taken.

The report also clearly identified the opportunity that the value locked in development in the area provides in increasing the range of housing offers available to existing and future residents and the potential to assist in wider area regeneration and improvement. Both Boroughs have committed to consider this further and there are already examples of schemes coming forward which are designed to meet specific housing demands and needs.

NINE ELMS VAUXHALL PARTNERSHIP

PAPER NO: **SB15-09** STRATEGY BOARD - 6 MAR 2015

HEALTH UPDATE

Working Group	Housing and Social Infrastructure
Sponsor	Chris Jones, Wandsworth Council
Report Author	Christopher Rowland, Healthcare Project Lead
Recommendations	<p>The Board is asked to:</p> <ol style="list-style-type: none">1. Note activity in progressing the development of a health plan for the Nine Elms Vauxhall development area and wider health infrastructure.2. Note the timescales in this report identifying that in September 2015 a business case for funding will be presented to the Strategy Board for approval, outlining funding requirements to develop and support health provision in the area.3. Note the Health subgroup are exploring the potential and scope of a Health Impact Assessment to update work previously conducted in 2013.
Executive Summary	<p>This update paper has been developed by the Nine Elms Vauxhall Health Project that includes the two borough CCGs and NHS England representatives. It identifies the steps taken to-date in relation to the production of an Outline Business Case (OBC) and the assessment of existing health facilities and their capacity to meet the health needs of a growing population in the short term. The report contains information on the following areas:</p> <ul style="list-style-type: none">♦ current position of the Health Project♦ the purpose and content of the Outline Business Case♦ the next stages♦ content of the OBC♦ timescales <p>The objective of the Health Project is to secure the improvement and develop the health infrastructure in and around the area within the timescales of the development</p>

	<p>(meet the needs of an incoming population and to deliver new health facilities).</p> <p>It is intended to provide a business case for funding expanded and new health facilities by September 2015. This will both identify funding requirements from available CIL funding, any bid for funding required from NHS England and also any further benefit that can be negotiated with developers in terms of the delivery of health facilities on the two designated development sites (Battersea Power Station and Covent Garden Market).</p> <p>The risks of not producing the OBC in line with the timescales noted in the report are that the Health Infrastructure required to support the growth in population will not be able to meet the needs of the residents of Nine Elms on the South Bank.</p> <p>Current forecasts suggest that over the next 1-3 years existing health infrastructure has the capacity to meet demand. However, the work being undertaken now will identify to what extent existing health facilities may need to be expanded (temporarily and permanently) to cope with more immediate demand side pressures and to put in place firmer plans for the delivery of permanent health facilities (e.g. sites identified, lease terms and timing of delivery agreed).</p>
<p>Where are we with the NEV Health Project?</p> <p>0.1 In May 2014, the NEV Health Project Board (formed of key strategic stakeholders including Lambeth and Wandsworth Clinical Commissioning Groups (CCGs) and NHS England (NHSE)) approved an initial Strategic Outline Case (SOC) for Nine Elms Vauxhall. The SOC reviewed the implications of significant housing and population growth in the area and developed a strategic case for investment in healthcare facilities and services. It identified options to provide additional capacity to meet the growth in demand for services and highlighted that primary care and urgent care service (out of hours) delivery and expansion were priorities for the project going forward.</p> <p>0.2 In June 2014, a first cut Outline Business Case 'Light' was developed utilising available forecasting information which identified that the preferred solution to increase capacity will comprise a combination of service and premises modernisation and new estate. This assessment of potential health needs was approved by Lambeth and Wandsworth CCGs and presented to Wandsworth and Lambeth Health and Wellbeing Boards, the NEV Health and Social Care Working Group and local patient representation groups.</p> <p>0.3 The OBC 'Light' in its final form will underpin a bid for Community Infrastructure Levy (CIL) funding to support investment in shell and core facilities and funding requirements from NHS England (revenue and capital). A key finding of the OBC 'Light' was that no capital funding for 2015/16 was required and as a</p>	

result no bid for capital funding was submitted for the 2015/16 to the Boroughs. Nevertheless, the OBC 'Light' identified that capital investment will be needed in subsequent years and that capital funding will be sought from 2016/17 onwards from NHS England and CIL to support the development of new and expanded services.

- 0.4 The NEV Health Project will be submitting an Outline Business Case to the Strategy Board for September 2015. This will utilise revised development and population forecasts to set out the likely form of future provision, existing service capacity and potential for expansion and future funding requirements both from NHS England and Community Infrastructure Levy (CIL) to develop health services in future years. The report will set out proposed capital funding requirements area over the next three years which will be then be submitted to Wandsworth Borough Council for consideration as part of development of that Boroughs Capital Programme.
- 0.5 Work has begun on the next stage in the development of the OBC to ensure the provision of a sustainable healthcare response to the growth in population to an estimated 35,000 new residents to the area.
- 0.6 In developing its plans, the NEV Health Project Board will maintain close links with the local community and key stakeholders including the Acute Hospital Trust so they are aware of and can inform and influence plans and proposals as they develop.

What is the purpose and content of the Outline Business Case?

- 0.7 The main purpose of the OBC is to: review original assumptions in terms of service provision; develop the preferred way forward identified in the SOC by identifying the service provision options which optimise value for money; set out what is required and assess affordability; set out the case for capital funding (NHSE/CIL) and identify revenue implications and requirements; demonstrate that the proposed scheme is deliverable; and review risks associated with the Health Project to stakeholders. The OBC will follow NHS England's business case process and demonstrate its compliance against this check list.
- 0.8 The OBC assumes that the preferred solution will be delivered in one or a number of sites within a specific geographical area and that Site Specific Outline Business Cases (SSOBCs) will be submitted as and when specific property acquisitions are planned. The main option is to utilise the Section 106 sites allocated by two of the developers (Battersea Power Station and Covent Garden Market) although a number of other options are being explored that may secure the best deal for health, the boroughs and local residents (e.g. alternative sites that may be available that are better located and provide a financially advantageous opportunity for the health sector in agreeing leasing/purchase terms; other commercial space; and/or redevelopment of existing primary care estate)
- 0.9 Production of the OBC will review the overall impact of capital and revenue costs associated with the Health Project, and seek approval to invest in capital infrastructure. The Health Project is working with NHS England to support any

initial improvement of existing facilities and highlight any remaining gap in health infrastructure. Approval from Wandsworth Borough Council will be required for any new facilities with negotiation with the borough in relation to capital funding requirements from Section 106 contributions and CIL/infrastructure levy available in the area over the period 2014-2030.

- 0.10 The capital requirement will be calculated based on improvements to utilisation of existing premises, the locations of new or extended premises, scope of developments and agreement of commercial terms.
- 0.11 Events have taken place with a number of key stakeholder groups including local Acute Hospital Trusts and patients at the Battersea Power Station Exposition held on the 26 and 27 June 2014 to assess capacity, risks and concerns. Engagement events will continue to maintain close links with key stakeholders and groups involved in the development.

What are the next stages?

- 0.12 The next step in the Health Project (see Appendix 1) will be to produce an OBC to be developed further during 2014/15 and 2015/16 incorporating:
 - a. Improved population yield projections derived from 2011 Census data to more accurately forecast the demand on healthcare services and an agreement between the various NEV Programme Sub-groups on the percentage housing vacancy rate of the development.
 - b. Further discussions with GP practices to confirm opportunities to modernise services and premises, and where possible identify further options to support an increase in existing primary care capacity. Riverside health centre has just for instance reconfigured use of their space to provide a better health care service for local residents and it is these opportunities that will be identified and taken forward as part of the OBC plan.
 - c. Further engagement with a number of key stakeholders, including acute care providers, developers and existing residents
 - d. Negotiations with developers to establish and agree arrangements to bring forward s106 facilities and develop Site Specific Outline Business Cases. Separate Site Specific OBCs (SSOBCs) will be developed as site acquisition negotiations move from outline discussions to pre-commitment level. The SSOBCs will ensure funds are programmed and available should the specific schemes reach Full Business Case (FBC) approval.
 - e. Working in partnership with the two councils and other partners, recognising the strategic placemaking role that civic health infrastructure plays in an area.

Content of the Outline Business Case (OBC)

Building on the scoping Health Impact Assessment (HIA) conducted previously on behalf of the Housing and Social Infrastructure Working Group, the starting point will be to refresh progress against agreed impacts identified in the scoping HIA produced by Wandsworth and Lambeth Public Health in 2013, which sets

out impacts relating to the construction phase of the development. This will scope the potential issues that could arise from the large scale development of the area, including the negative impacts on the existing and new local populations and will also detail the mitigating actions required to reduce risks and baseline the current levels of each issue highlighted as a possible area for concern. This work will link with the community benefits mapping works commissioned by the NEV Partnership.

- 0.13 To meet the local health needs of the incoming population of the area in the immediate future, the OBC will utilise the elements summarised in appendix 2 and detailed in sections 0.18 to 0.31 below.

1) Enhanced use of existing Primary Care and Community Health Services premises

- 0.14 The OBC will look to reconfirm that practices most affected by the increase in population in the local area would in the first instance, with support from NHSE, expand current services to support an initial increase in patients to the maximum potential list size within the existing constraints of the premises. This would be through developing models of primary care provision (e.g. increased room utilisation, number of clinical sessions per day and opening at weekends). Discussions with the following practices are already in train:

- ♦ Mawbey Brough Health Centre
- ♦ South Lambeth Road Practice
- ♦ Riverside Medical Centre
- ♦ Binfield Road Surgery
- ♦ Springfield Medical Centre
- ♦ Battersea Fields Practice(Austin Road / Thessaly Road)

2) Provision of improvements and extensions to existing health premises

- 0.15 There are a number of factors that will determine the final capital requirements for Health in the area. These include supporting the capital improvement of current practices near the boundary of the area, which may be impacted by the incoming population.
- 0.16 Battersea Fields Practice has put forward plans to move their main branch site on Austin Road to a joint location with Battersea Park Library and the Doddington Health Clinic. This proposal is being supported in principal by NHS England (NHSE), Wandsworth Clinical Commissioning Group (CCG) and Wandsworth Borough Council.

3) Acquisition of leasehold premises to provide additional capacity

- 0.17 The OBC will provide a detailed options appraisal which is being developed in conjunction with the healthcare design process currently underway. The OBC will give NHS England clarity over deliverability and will provide a timetable for investment decision making for the local healthcare infrastructure.

- 0.18 Currently the NEV Health Project has two sites identified under Section 106 agreements (S106): on the New Covent Garden Market (North site); and on the Battersea Power Station development.
- 0.19 The risks that still exist with the current S106 sites are that they will not be completed until after 2024 and therefore not be ready to support the new community in the area. To mitigate and address this matter other sites are currently being considered and are likely to be identified in the OBC as alternatives.
- 0.20 Development in the NEV is progressing faster than previously scheduled and with an increased total population expected to move in. The NEV Health Project will therefore have to continually assess the impact of changes to these timescales on the capacity of existing primary care resources (e.g. GP practices, Mental Health, Community Services and Urgent Care).
- 0.21 The population assumptions of the NEV development will need to be further tested across all areas of the project to ensure a consistent approach to capacity planning can be taken. These assumptions include but are not restricted to: vacancy rates,, GLA population, demographic and useage projections; GP practice profiles.
- 0.22 Consideration will be given to colocation with complementary services (e.g. such as social care, education, private health, including physiotherapy and pharmacy services).
- 0.23 Depending on the requirements for health facilities in and around the area, and timescales for development of any such facility there may be a requirement for a temporary health facility to support the incoming population. Requirement of any temporary facilities reviewed in the OBC which will support any short, medium (temporary sites) and long term health infrastructure solutions.

Timescales

- 0.24 The timescales for the approvals process of the OBC (listed in appendix 3) will range from 'sign off by the NEV Health Project Board' at the end of May 2015 to 'submission to the NEV Strategy Board' in September 2015 and finally submission to the Borough to inform their three year Capital Funding Programme by November 2015.

- 0.25 Phasing of the OBC:

Phase 1 – Early March to May 2015

Confirming Evidence and Policies:

- ◆ Review demographic modelling of the development area (provided by Wandsworth and Lambeth Councils);
- ◆ Confirm the Primary Care and Community Care delivery assumptions (NHS England, Wandsworth CCG and Lambeth CCG);

- ◆ Cross-boundary risks in Primary Care (NHS England).
- ◆ Review gap analysis with capacity tipping points;
 - Discussions with developers with Section 106 obligations to healthcare;

Phase 2 – June to July 2015

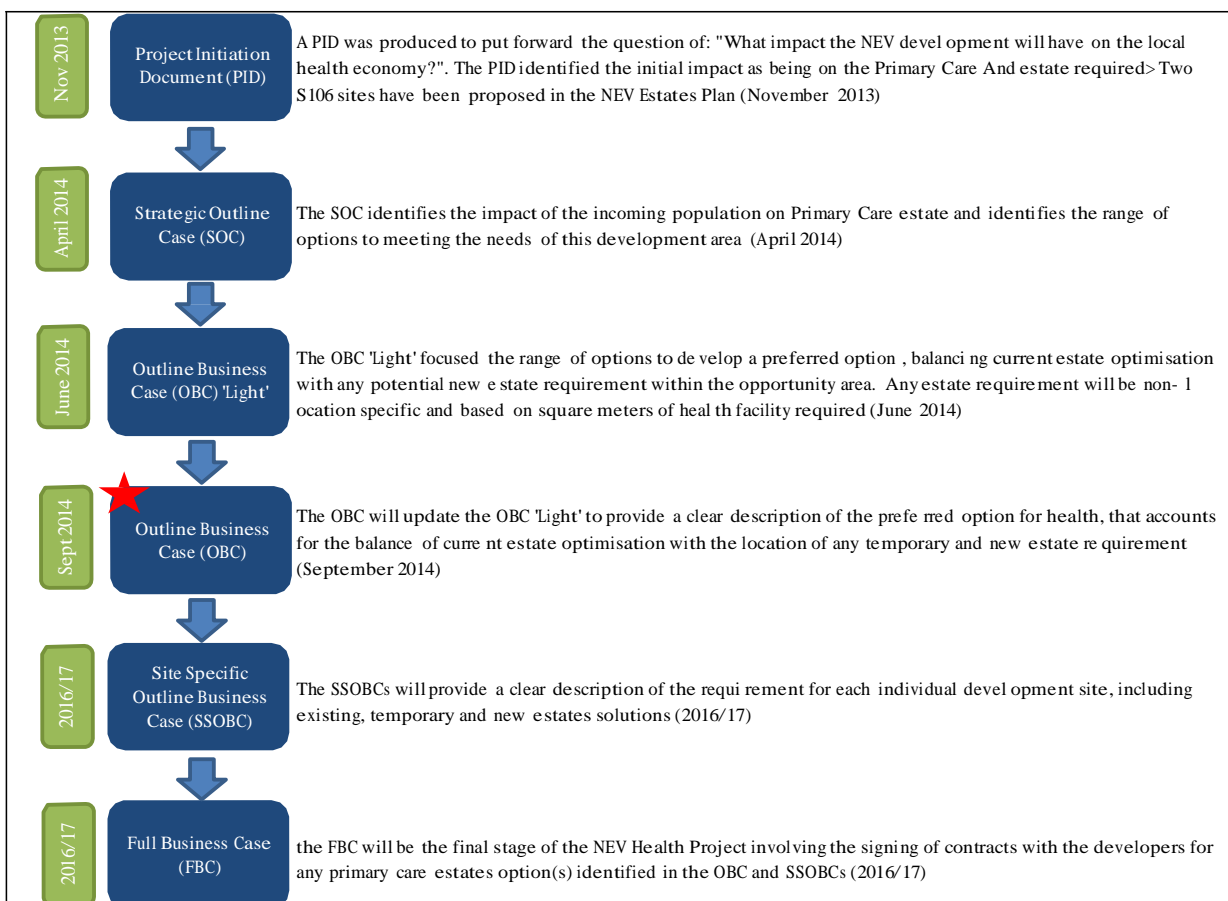
- ◆ Further review capacity analysis of existing facilities of local GPs:
 - Cost review with South London Health Partnerships/Fulcrum who are already appointed for estate cost and architectural input.
- ◆ Criteria for assessing the implementation of the clinical design programme;
- ◆ Discussions with developers with S106 sites on hold regarding requirements for health;
- ◆ Plans for any temporary health accommodation identified.

Phase 3 – August to early September 2015

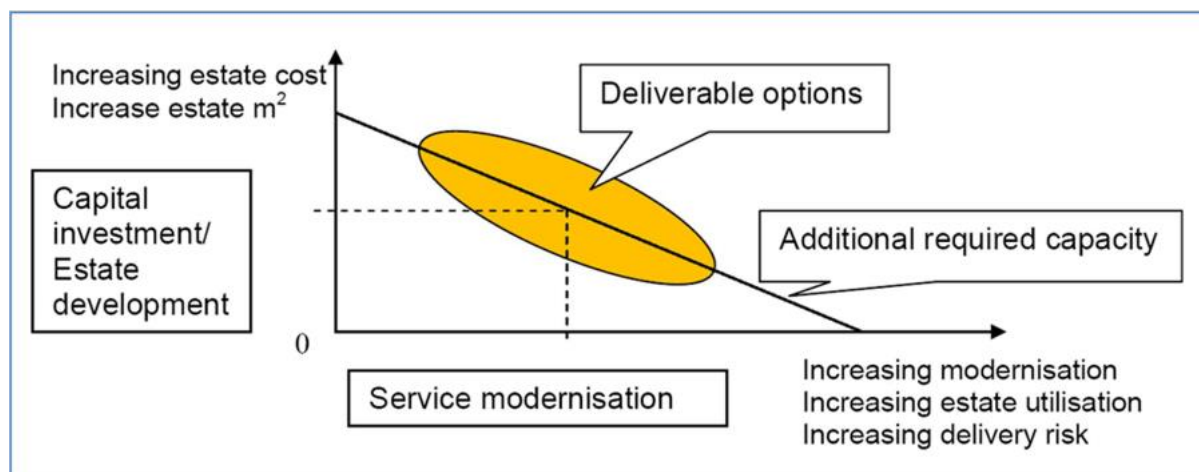
Delivery of an Outline Business Case, including:

- ◆ The agreed clinical design programme;
- ◆ Case to support any new build, extensions or refurbishments to existing facilities to ensure the necessary capital and revenue funding will be available;
- ◆ Criteria for deliverable development schemes.

Appendix 1: Progress to date and next steps for Nine Elms Vauxhall Health Project



Appendix 2: Increasing estate capacity versus improved utilisation.



Appendix 3: Approvals Timescales Process – Borough Councils *

Meeting/Group	Month
Approval by NEV Health Project Group	May-15
Approve by NEV Health Project Board	May-15
Review by NEV Partnership Health and Social Infrastructure Sub-Group	May-15
Review by LCCG Management Team	Jun-15
Review by LCCG Finance and QIPP Working Group	Jun-15
Review by WCCG Management Team	Jun-15
Support from LCCG Governing Body	Jul-15
Support from WCCG Governing Body	Jul-15
Support from H&WB Board (L)	Jul-15
Support from H&WB Board (W)	Jul-15
Submission to NHSE - Finance Investment Procurement Audit	Jul-15
Submission to NEV Partnership Housing and Social Infrastructure Working Group	Jul-15
Approval by NEV Partnership Strategy Board	Sep-15
Submission to Wandsworth Borough Council and Lambeth Borough Council Capital Planning	Jan-16

* a separate approval timeline will be developed in line with NHS England's capital and/or revenue planning.

NINE ELMS VAUXHALL PARTNERSHIP

PAPER NO: **SB15-10** STRATEGY BOARD 6 MAR 2015

EMPLOYMENT UPDATE

Working Group	Employment & Business Working Group
Sponsor	Jan Lloyd
Report Author	Phil de Montmorency, JCU Manager
Recommendations	<p>To note and comment on the activity being undertaken to support unemployed and long term unemployed residents to the opportunities presented by Nine Elms Vauxhall.</p> <p>Given the current and continuing mismatch and lack of accessibility of suitable construction skills provision the report proposes that there should be a continued commitment to further lobbying including that of central government.</p>
Executive Summary	<p>The purpose of the report being presented is to give information about what is being put in place to maximise access to employment for unemployed people and particularly those groups of residents that we would describe as the long term unemployed.</p>

1. NEV opportunity –Construction phase and beyond

1.1 The Nine Elms Vauxhall (NEV) developments, along with the complementary infrastructure upgrades and extensions, provide significant local employment opportunity for those residents in Wandsworth and Lambeth who want to work in the construction sector. Taken together, the overall planned works will be bigger than the Olympic Park and Earl's Court, creating up to 20,000 new homes and have the potential to create 25,000 new end use jobs.

1.2 The Mace Skills Forecasting Study shows:-

- ♦ 8,500+ peak workforce (equivalent to the Olympic Park workforce), peaking in mid-2016.

- ◆ Workforce of 5,000+ will be on sites each year through 2015-2021
- ◆ 25+ projects running simultaneously in peak year
- ◆ Construction activity taking place for 10 yrs+

1.3 NEV development is larger both in terms of floor space and construction value than the London Olympics 2012 and needs to be viewed as a 'major project' in the context of the wider Regional and UK construction sector. However, NEV has not as yet realised equivalent status of the other major London projects such as Crossrail and London 2012.

1.4 London will have a high need for skills across all levels and all areas of the construction industry given the increasingly positive growth forecasts. Much of this demand is likely to be met from non-London workforce unless a pro-active labour market response is enacted.

1.5 Nine Elms Vauxhall Strategy Board has set a programme level ambition of 20% total local jobs to be achieved throughout the lifetime of the developments. There is an Employment Charter which all developers (?) have signed and which sets out the commitment to meet local labour targets.

1.6 In the 15/16 Business Plan the Board has a target to 'put in place measures to maximise local employment in end use jobs' in 2016. Officers will be discussing the process and roles of how this is done and report back to Board in September. In the interim, as previously reported, the local brokerages will be well placed to respond to this demand. Engagement on early phase end use jobs is happening and there is sufficient resource and expertise in the brokerages to fulfil these early end use opportunities.

2.0 JCU role

2.1 With the scale of developments in the area and the number and complexity of relationships between landowners, developers, contractors, sub-contractors, training providers, local support agencies and stakeholders, a Joint Co-ordination Unit (JCU) was set up. This was proposed by the boroughs and subsequently set up through a framework agreement with the Nine Elms Vauxhall Partnership to provide a single point of contact / communication. This has been fully staffed and operational since September 2014.

2.2 The JCU operational focus is to work with site-ready candidates with CSCS cards. The JCU has prioritised development activity around CSCS and relevant industry competency tickets and to date in prioritising those who are more work ready.

3.0 Outline Strategy (phase 1-3)

3.1 Phase 1 – **Pre-employment** - In the absence of a focused

vocational / apprenticeship offer short focused pre-employment interventions are a priority in the short term as is having greatest ability to get local people into jobs. This will involve both working with the FE colleges to focus on improving conversion rates into the industry for those already in learning; and equipping local jobseekers with the necessary safety training & certification (CSCS / tickets).

3.2 **Phase 2 – Pre-vocational training** - we are capitalising upon the escalating project demand with targeted S106 resources being used for pilot pre-vocational training developed with industry partners where no available mainstream funded offer exists. i.e form work, drylining, cladding / fenestration. Funding will include New Homes Bonus & European Structural Investment Funds (ESIF) funding going forward.

3.3 **Phase 3 – Top 10 trades and apprenticeship routeways** – This is the most tricky area to develop due to skills mismatch with industry needs. Current local apprenticeship provision only meets 10% of the skills gap. Whilst there are traditional trade frameworks available they need to be made employer responsive and this will require significant industry engagement. The relationships developed through phase 1 & 2 will help this develop.

3.4 The JCU and borough Officers have met again with the Skills Funding Agency to see how this can happen given that we now know the extent of the skills mismatch. It should be noted that the JCU does not have the resources to sort out these problems. However, it will support a development process with milestones which seek to identify:-

- ◆ Further analysis of Top 10 trades against QTS report (commissioned by LB Lambeth, LB Southwark & LB Lewisham which looks at available supply of construction training across Lambeth College, Lewisham and Southwark College and South Thames College against the Mace Top 10 trades)
- ◆ Where existing apprenticeship frameworks can be used / tweaked
- ◆ Where there are new standards available and which can be adopted by a local provider (or sub-contracted).
- ◆ Where there are gaps and we need to bring employers together to develop new standards (target trades and development period to be identified).

4.0 Working with unemployed & long term unemployed

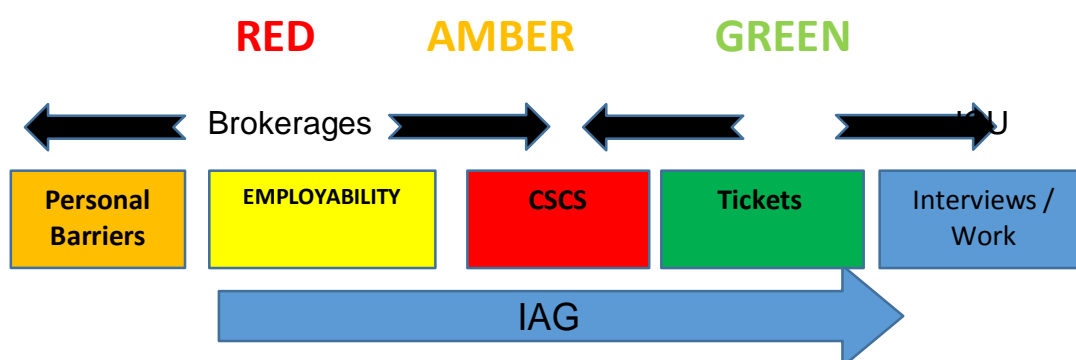
4.1 Whilst the JCU will not work directly with the long term unemployed (those with significant technical and personal barriers) until they are job ready, we will take an increasing strategic interest in how their needs can be met, particularly if they are construction returners. In this, the JCU is reflecting the wider economic and social concerns of all partners to ensure that the development brings lasting and

positive economic change to the area and the residents and businesses of that area are part of and indeed, help shape that change. The JCU and the brokerages are part of a chain of stakeholders that help bring about this positive local impact with regard to construction training and employment.

4.2 On an operational level this is the role of the brokerages. The JCU leads on the engagement with the employers, development and strategy and the brokerages on enhancing the supply of candidates that are able to access vacancies generated. The JCU has prioritised development activity around CSCS and tickets and to date in prioritising those who are more work ready. However, as we move forward we will be increasingly interested in helping those further away from the labour market so as to sustain and increase our pool of talent.

4.3 Now CSCS development work has been done by the JCU the brokerages will manage on flows. (See below) The JCU will liaise with successful candidates and identify those for whom tickets would benefit or who show aptitude and motivation informed by the job opportunities available. The JCU is also working closely with JCP officers to build capacity and enable referrals to the brokerages and with the FE colleges to embed construction related employability into their curriculum bringing together the skills and work route ways. This will include site visits; understanding employment routes, meeting the brokerages, understanding CSCS tickets, and construction career pathways etc.

Fig 1 – Customer Journey –Pathways to Construction



5.0 Brokerage offer (how are unemployed or long term unemployed people engaged & progressed?)

5.1 **Lambeth Working** is Lambeth Council's employment brokerage service. It provides a free recruitment service to employers, including those engaged through S106 and procurement negotiations working alongside a network of providers in the borough, the brokerage supports the recruitment of local residents into employment and

training opportunities.

5.2 Lambeth Working Construction works with a range of partners in order to engage unemployed residents in construction employment and training activity. The Lambeth Working Provider Network comprises over 75 organisations working to support Lambeth residents into employment; any construction vacancies or opportunities are cascaded across the network, and candidates referred in for pre-screening.

5.3 The quarterly Lambeth Working Provider Network forum has provided a platform to communicate key messages about the area's development, top ten trades, and opportunities arising to providers across the borough, ensuring they are sighted, and able to communicate the information to their client group and generate referrals for construction programmes.

5.4 Lambeth Working Construction works closely with Lambeth Living, the council's housing provider, and a number of housing providers in the borough through the network, including:- L & Q, Hyde Housing, Peabody Trust, Amicus Horizon, and Metropolitan Housing Trust. Further engagement with RSLs has been facilitated through Lambeth Housing Action Group and this is now being taken forward into the development of an estate-based community outreach programme in Summer 2015-16. This presents Lambeth Working with opportunities to engage with people who are unemployed and may face particular barriers to employment.

5.5 Recruitment for construction programmes is carried out in a number of ways, in addition to those above this includes:

- ◆ Recruitment days and jobs fairs
- ◆ Current FE college construction learners
- ◆ Previous FE college construction learners
- ◆ Schools careers fairs

5.6 The project engages with existing construction providers, both to provide progression opportunities for their candidates and to influence their delivery to ensure alignment wherever possible with skills needs for sites as identified in the MACE Skills Forecasting Study. These partners include:

- ◆ Build-It Construction Training Programme
- ◆ Bounceback
- ◆ OLMEC
- ◆ Land Securities

5.7 The brokerage works closely with JobcentrePlus in the promotion of construction pre-employment programmes, and employment opportunities to both frontline Advisors, and job-seeking claimants.

Candidates are then rigorously pre-screened and RAG rated for job-readiness (i.e. red, amber, green) before being referred either directly onto construction skills training, or for additional pre-employment support if required. Through Lambeth Working Construction candidates receive intensive one-to-one support and IAG provision; those with more complex needs may be signposted to other provision and those who are job-ready supported directly into either construction skills development or employment in the sector.

5.8 Moving forward, areas of focus for recruitment of potential construction trainees who may not be engaging with Jobcentreplus include:

- ♦ **Apprenticeships Roadshow** in schools from Apr – Jun 2015
- ♦ **Community based Summer outreach programme** – working with Housing Associations and community organisations to deliver estate based events promoting both immediate employment and training opportunities, and construction as a career path to local residents
- ♦ **Working with the CIT B LEP Green Skills Partnership** for construction returners

5.9 The brokerage currently has a caseload of 223 construction candidates, rated red, amber or green depending on their job readiness. The caseload is made up of the following 12 Red, 135 amber and 76 Green of which 33 are working.

5.10 **Work Match** is Wandsworth Council's employment brokerage service. Engaging employers to access vacancies for local people and providing free recruitment services to employer.

5.11 Work Match offers every referred or self-referred client the Career Development Service. The Career Development Service establishes a client's RAG status and refers appropriately:

- ♦ Red will be referred to specialist provision e.g. Work Match's Cognitive Behavioural Therapy and counselling service and progress tracked by service
- ♦ Amber will be offered Career coaching and IAG support by Career Development Service and referred to any appropriate training e.g. CSCS
- ♦ Green will be referred to Work Match officers for vacancies or helped to apply for other identified vacancies

5.12 Work Match have an Employment Partnership Network and Forum which has upwards of 80 organisations as members which includes a variety of partners including :- Job Centre Plus; Work programme providers; Community and Voluntary Groups in Wandsworth; Local and National Charities; Wandsworth borough colleagues in various services; Probation; HMPS Wandsworth and

Brixton; Local FE College and Training providers.

5.13 All employment and training opportunities are also distributed to the network to refer residents into. We also hold a quarterly forum for the Employment Partnership where partners are updated on the following and given chances to network. Work Match regularly hold events such as Job Fairs, Roadshows, sector specific open days for local residents to sign up to Work Match and get information about jobs and training available. Work Match also have a website with information for jobs seekers, employers, partners and schools which has information about latest vacancies, training courses and events.

5.14 Work Match runs sector specific training courses to give residents the appropriate skills needed for jobs available, and running regular events to highlight opportunities to the local residents.

5.15 Future events include a **Careers conference** to celebrate International Women's Day which will engage girls and women from 13 years upwards to highlight industries and sectors where women are under-represented e.g. construction

5.16 Work Match also host a quarterly **Partnership Employment Forum** which brings together all statutory, voluntary and community partners who provide employment support to Wandsworth residents. The purpose of the forum is to inform partners of initiatives, projects and future jobs in the borough. Also, to share best practice, introduce new partners or services in the borough and help to up-skill the partnership to support their clients into work.

5.17 In addition, Wandsworth Council set up the Quest Project, an initiative to provide intensive and holistic support to 18-24 year olds based within the Queenstown ward. The project aims to engage with young people from the area, regardless of their benefit status.

6 Performance - Delivery to date & how can we measure our progress towards lifetime targets?

6.1 The scale of NEV presents excellent potential for long term relationships to be formed with contractors and developers and opportunity for developments to be run and maintained creating jobs throughout the development phase and downstream. Maximising local employment can deliver cost effectiveness for contractors in a period of rising costs, whilst supporting regeneration goals thus meeting the needs of the industry and the local community.

6.2 Key to NEV is to unlock all resources commensurate with its significance, and to realise a skills and employment infrastructure locally, capable of fulfilling the demands for construction skills and maximising local benefit.

6.3 Setting programme level targets for construction opportunities is impossible without making assumptions. According to the Mace report NEV will generate 22,000 construction jobs across the lifetime of the construction phase. It is helpful to break this down as the time period of the study is 2013-24. this translates into the following:-

- ♦ A realistic level for locally supported entry level jobs is 10% min. = 2,200 jobs. (Site can only operate safely and effectively at this level)
- ♦ The Top 10 trades have the potential to support an average of 5% or 1,100 apprenticeships.
- ♦ Analysis of Mace data for Top 10 trades from (2015-19) identifies 'the potential' on paper to fill a min. of 650 jobs & around 300 apprenticeships (including churn).
- ♦ This equates to around 130 jobs a year and around 60 apprenticeships.

6.4 There are a number of significant barriers which we are trying to address to help local residents find construction jobs. We are prioritising pre-employment and the need to ensure our candidates are site ready. However, factors such as current labour market; availability of relevant construction training; change in technologies; image of the industry; lack of Careers Advice & Guidance are all acting as a brake on progress.

6.5 Of particular concern is the ability of national skills policy and funding to respond to the needs of industry and the specific demand arising in the Nine Elms Vauxhall area. Unless apprenticeship frameworks / standards, funding and provision are able to respond in a timely way, there is a risk that the potential outcomes identified in the NEV Skills Forecast will not be delivered. This is something that should be a priority for the Partnership and will require continued campaigning and lobbying of government and industry to ensure there is an adequate sense of purpose regarding the opportunities presented by NEV.

**Headline Employment & Skills Plan Performance to date 14/15
(Achievement up to Dec 14)**

	2014/15 Target	2014/15 Reported to date	% of current profile	Reported 2011 - to date	Cumulative Profile (All years)
Work experience placements	78	29	37%	48	296
Apprenticeship starts	53*	13	22%	39	185
Jobs advertised through local employment	100	93	93%	120	250

vehicles						
Local people placed on site into jobs	50	37	74 %	69	133	
Local residents trained		44		44		

*Apprenticeship Target - Skanska ESP programme being finalised. Apprentice numbers will be revised down as programme change at the Power Station. Likely to be reduced by 20 which was the original Mace target.

- 6.4 The JCU and the brokerages have discussed and are putting in place an action plan to improve performance on work experience and on apprenticeships in particular.

Apprenticeship Performance

1. JCU is pushing for early engagement with sub-contractors targeted with delivering apprenticeships. This is to develop the business relationship to help them break apprenticeship targets down into 'mini-steps' by explaining the Employment Training Routeway highlighting the opportunity to progress candidates through work placements, labourers rate, trade day rate, to NVQ or Apprenticeship as well as considering their broader recruitment needs such as non-construction operatives.
2. We have also agreed to show flexibility around apprenticeships where frameworks are unavailable in particular trades for example accepting that an NVQ2 or equivalent may be used.

Workplacements

1. The Borough Education Support Team (BEST) are working to help identify schools and to target the offer at Years 10/11 where the benefits can be best realised
2. The JCU is helping to share the good practice between Landowners, Developers, and participating Contractors in terms of the framework for delivering work placements and to help grow these from many single beneficiaries to groups which can improve the overall experience, and outcome.

Conclusions

1. A strong network and infrastructure which reaches out into

unemployed communities has been put in place, & agencies recognise the importance of development work with schools needed to promote apprenticeships and Construction careers

2. There are good referral routes from housing and community based provision and good links being built with Jobcentre Plus
3. The candidate profile is challenging due to current high employment rates; provision and response needs to reflect this
4. More investment needs to be made in engagement and preparation of candidates who are further from employment and who may have construction experience to enhance the supply of job-ready candidates
5. There is recognition that there are structural issues as regards availability and suitability of apprenticeships. However actions are in place to help build the employment routeways in the short term and to look at flexibilities.

NINE ELMS VAUXHALL PARTNERSHIP

PAPER NO: SB15-12 STRATEGY BOARD – 6 MAR 2015

WORKING GROUP CHAIRS' UPDATES

Executive Summary

This report is for information only and summarises activity from each of the Partnership's working groups:

- ♦ Communications and Community Engagement
- ♦ Employment and Business
- ♦ Housing and Social Infrastructure
- ♦ Public Realm
- ♦ Transport Management
- ♦ Utilities and Construction Logistics.

1) Communications and Community Engagement

a) Summary of activity since previous Strategy Board meeting:

Community Engagement

Progress has continued over the last quarter on the two main areas of the Partnership's current focus on community engagement: the outreach programme, to supplement the annual open days; and the community benefits mapping exercise. A detailed update on these projects is included in the Programme Director's report (SB15-02).

There has been extensive public consultation over the last quarter: those launched late last year by TfL and Lambeth Council around the transformation of Vauxhall Cross and by TfL on the NLE's Code of Construction Practice Part Bs are now both complete; the feedback is currently being collated and analysed. Over 2,000 responses on the Vauxhall Cross consultation have been received and the Code of Construction Practice Part Bs elicited 147 comments. TfL are currently running a public consultation on the Public Realm Design Guide until 22 March online and via pop up sessions. Public exhibitions have been held in both Wandsworth and Westminster to share the design entries for the pedestrian and cycle bridge design competition on which we have invited feedback.

In summary of the overall activity since the last Board, the collective Partnership has held at least 8 days of public exhibitions / public consultation drop-in sessions (including the Partnership's outreach event at the ROSE Centre); 7 community group meetings and at least 6 newsletters either print or online have been sent.

Engagement with schools continues, including BPSDC's continued consultation with local schools and related workshops around plans for a Frank Gehry playground. A schools engagement programme around the pedestrian and cycle

bridge design competition is in progress; 2 schools in Lambeth and 4 in Wandsworth have confirmed involvement.

More information can be found at Appendix A, in the Community Engagement Work Programme January – June 2015.

Public Relations and Communications

The programme of media briefings over the past couple of months has been accelerating, with a proactive 6-month PR campaign focusing on positive messages around the more challenging issues facing Nine Elms on the South Bank, including affordable housing. Briefings are also being arranged with key London influencers. Full details are included in the Programme Director's report. Of the **280+ pieces of UK, international, online and broadcast coverage** secured since the last board, several pieces were secured as a direct result of our briefings, including BBC World News, New London Quarterly, The Times, Construction News, Builder & Engineer, UK Construction, London Housing News, The Daily Telegraph and Time Out.

The Communication Group (TCG) continues to work with partners' PR and marketing teams to maximise coverage for the area. General coverage since the last Board is mentioned separately in the Programme Director's Report.

The website **nineelmslondon.com** experienced a dip in the number of visits since the last Board of -7.63% (28,153 vs. 30,480): web activity was modest over Christmas and New Year and again in January. The average visit duration nevertheless remained static (2:20), as did page sessions (indicating the number of pages viewed per session) (2:31). Bounce rates went up a shade (59.49% vs. 57.37%). There was a significant increase in interest over this period in the /bridge (up >500%) and /northern-line-extension (up 111%) pages, which coincides with the bridge design competition launch and approval from the Secretary of State respectively. Partners continue to make regular use of this shared communication platform by offering news items and updated content.

Partnership **e-newsletters** were sent to our external database on 5 December and 20 February. Whilst at the time of writing results were not yet available for the 20th February deployment, the 5 December issue again enjoyed strong results including an open rate of 37.58% and a 27.14% click through rate. The Malaysia Square announcement at Battersea Power Station and the Secretary of State approval on the NLE received the lion's share of interest in terms of click through.

An **internal Partnership e-newsletter**, updating all working group members on progress across the programme, was sent on 16 January, again enjoying a good open rate of 33.94% (click through rate is not applicable since links are only to project leads should further information be required).

We continue to communicate via **Twitter**, tweeting under the handle @NineElmsTeam, to 1,780 followers. We gained 227 new followers in the last quarter with 267 interactions (105 retweets, 96 @mentions, 66 favourites). Partners continue to see the benefit of working together at retweeting and highlighting relevant shared content. Twitter continues to be a top referrer to nineelmslondon.com content.

Three umbrella **Nine Elms on the South Bank computer generated images**

(CGIs) have been created in time for MIPIM 2015. These were in response to the requests of Partners to use area-wide CGIs, which exist but are licenced to individual developer partners. The new CGIs are available to all partners, subject to the inclusion of the credit 'Nine Elms Vauxhall Partnership' alongside the image. These are attached as an appendix for reference.

A second marketing and communications plan for Nine Elms on the South Bank has been circulated to the Working Group for approval. This includes new focus on promoting the area as central London's newest commercial district, in response to the GVA report findings.

We are working with the Public Realm Working Group on the Gateways project, outlined further in the Programme Director's report.

b) Summary of next quarter's activity:

We are working towards the planning and delivery of our second community engagement outreach road show at the end of March / in April (date tbc once we are confident the report from the Vauxhall Cross consultation is ready.) The event will be Lambeth focused and will take place either on the Wyvil Estate and/or near Lambeth College on Wandsworth Road.

We will continue to proactively seek out **media opportunities**, as well as continuing to focus our communications efforts over the next quarter on our proactive PR campaign.

Support for the new cultural programme, outlined by consultancy Parose, and covered in the Director's Report (SB15-02) will be given with the marketing and promotion of events, in particular around Chelsea Fringe 2015 and London Festival of Architecture 2015.

2) Employment and Business

a) Summary of activity since previous Strategy Board meeting:

Summary of activity since previous Strategy Board meeting

- ◆ Pre-employment provision to develop construction caseload in both boroughs has continued and extended; both local Colleges are mainstreaming this approach and other local providers have also been identified. 72% of participants are achieving positive outcomes (either finding work or awaiting interview).
- ◆ The JCU continues to work with industry sub-contractors to develop short, work focused pre-vocational provision. This can take time but is particularly important for placing local people into trade occupations.
- ◆ The JCU Board agreed that ongoing and continuous provision needs to be put in place for the next year given the success in developing site-ready caseload. The local authorities have identified resources for commissioning pre-employment provision during 2015 and will take this forward as a priority.
- ◆ South Thames and Lambeth, together with Lewisham & Southwark Colleges have undertaken a study into FE construction provision and its alignment with demand in south/central London including NEV. This will provide important information regarding opportunities for Colleges to pursue and gaps that need to be addressed

- ♦ The local authorities and JCU met with the Skills Funding Agency (SFA) to ask how their resources can best be aligned with NEV demand. The SFA appears to have little direct influence, although they can provide information on which apprenticeship frameworks meet NEV requirements. Where frameworks / standards do not exist, it is up to employers to approach them regarding their development.
- ♦ Since December, 13 jobs have been filled, 2 apprenticeships started and 3 work placements started

	2014 / 15 Target	2014/15 Reported to date	% of current profile	Reported 2011 - to date	Cumulative Profile (All years)
Work experience placements	78	29	37%	48	296
Apprenticeship starts	53*	13	22%	39	185
Jobs advertised though local employment vehicles	100	93	93%	120	250
Local people placed on site into jobs	50	37	74 %	69	133
Local residents trained		44		44	

- ♦ Further Employment and Skills Plans are expected to come on stream as new schemes start over the coming months. Discussions have started with TfL and the NLE contractors regarding how local labour can be maximised on these project. A revised ESP is being agreed for Battersea Power Station Phase 2 now that Skanska has taken on this project. This is likely to mean some apprenticeships profiled for 2014-15 being put back to later years
- ♦ The two NEV careers days held on 2 and 3 December at London South Bank University were attended by over 300 Wandsworth and Lambeth students. There was very positive feedback with 89% saying the day had helped them think about their future careers, 75% saying it had raised their aspirations and 67% saying they would now consider doing an apprenticeship.
- ♦ 780 Wandsworth students and 425 Lambeth students have benefitted from NEV related schools engagement activity this year. Following the event for careers advisors back in September, schools' awareness of and engagement in NEV has increased noticeably and further activities are planned for the academic year.
- ♦ The Supply Nine Elms contract delivered by GLE has completed and an evaluation undertaken; this is covered by a report elsewhere on the agenda (SB15-06). A supplier database has been provided and contact details will be circulated to Landowners. A second programme is planned.

b) Summary of next quarter's activity:

- ♦ Local authorities to commission pre-employment provision to develop JCU caseload during 2015

- ◆ Engage with landowners and NLE contractors regarding new Employment and Skills Plans – consider proposal for extra staffing capacity within JCU
- ◆ Training Partnership to meet to consider implications of college-led review of local provision
- ◆ Borough brokerages to build engagement with Waitrose, Sainsburys and other landowners with schemes completing over next 18 months to schedule in pre-employment support and brokerage activity to meet 2015 occupation timetable
- ◆ Local authorities to identify how second phase of Supply Nine Elms can be commissioned (as reported elsewhere on the agenda at SB15-06.
- ◆ Business Subgroup to identify how implications of GVA work on local businesses can be translated into specific support activity including boroughs deciding on scope of the business retention issue.
- ◆

3) Housing and Social Infrastructure

a) Summary of activity since previous Strategy Board meeting:

The **Children and Young Persons subgroup** noted that Wandsworth Council are having positive discussions with the Royal Mail Group to improve the location of the school and confirm delivery timescales. A new planning application is expected later in the year. It was also noted that the Keybridge House site in Lambeth, which has consent for a new school, has been sold to Mount Anvil. The subgroup has undertaken detailed analysis of population information from the 2011 Census combined with other information being obtained from school rolls and this will be used to update on educational infrastructure requirements, timing and funding for September Strategy Board. The subgroup has also had discussions with colleagues to identify facilities that it would be useful to incorporate into school design to maximise potential for community use. It was also noted that discussions were ongoing / being initiated in respect to expansion of existing school provision in the area such as at St Mary's and St George's primary schools.

The **Health and Social Care subgroup** also received the ONS Census information to update on health and social care infrastructure requirements, timing and funding and have identified existing facilities with the potential to meet newly arising demand and where necessary to expand. The subgroup have met to consider the need to refresh the Health Impact Assessment following on from the scoping report undertaken last year produced on the health impacts of the construction phase.

It was noted that the Phase 3 Battersea Power Station planning permission includes a private health facility and the new New Covent Garden planning permission includes provision of health facilities.

In relation to **Housing**, a number of significant new sites in both Lambeth and Wandsworth achieved planning approvals in the last quarter. Wandsworth Council obtained planning consent for another Council-owned site that it will develop to provide 20 council rent homes.

b) Summary of next quarter's activity:

The **Health and Social Care subgroup** will prepare a revised initial outline business case for health provision to the next subgroup meeting in April. This will feed into the health investment strategy and business case for consideration by the Working Group and Strategy Board in September 2015. The subgroup will also set out the scope for any health impact assessment and consider how it can engage with other working

groups such as Public Realm to assist in health and wellbeing issues/activities. An updated report on Health is presented to Strategy Board elsewhere on this agenda (SB15-09).

The **Children and Young Persons sub-group** will prepare an initial draft for education's investment strategy and business case for consideration by the Working Group and Strategy Board in September. The main focus however will continue to be detailed discussions being held by the two Councils to deliver and secure new schools and extensions to existing schools as part of development plans coming forward. In this respect, Wandsworth will continue discussions with RMG on the location and delivery of the new school at Nine Elms Parkside and Lambeth will take forward discussions with Mount Anvil on the timing and delivery on the new school at Keybridge House.

In relation to **Housing**, an affordable housing update is presented to Strategy Board elsewhere on this agenda at paper SB15-08.

Phasing Study - The Nine Elms Delivery Team is leading on a refresh of the last Phasing and Investment study and an initial project group meeting has been held, with the intention to undertake the research and report to Strategy Board later this year. Approaches are being explored that will aim to shorten the process of updating the Study.

4) Public Realm

a) Summary of activity since previous Strategy Board meeting:

Cultural Strategy

- ◆ A recruitment process did not result in appointment of a suitable full time Cultural Development Manager. Options are being considered to deliver this role. Wandsworth's Arts Partnerships Manager continues to support the Nine Elms Team and boroughs in this role.
- ◆ A review is complete of the 2013-14 cultural programming which includes those led by Vauxhall One including the ice rink.
- ◆ Two parallel studies have been commissioned to look at the area's heritage, cultural provision in the Linear Park and a meanwhile programming strategy for 2015-17.
- ◆ Schemes:
 - ◆ Bellway Homes has selected a cultural tenant. Heads of terms are being discussed and an announcement is expected in spring.
 - ◆ Ballymore has commissioned Pump House Gallery to deliver a schools engagement programme with Embassy Gardens Phase 1 sculpture commissions.
 - ◆ Battersea Power Station will finalise their Phase One Cultural Placemaking Strategy in March.
 - ◆ New schemes coming forward at Vista, Battersea Park East and Gasholders sites, all looking at their cultural strategies and potential for some over arching projects.
 - ◆ One Nine Elms and Vinci St. Modwen/CGMA need to bring forward detailed Cultural Plans.
- ◆ Cultural work is supporting the River Path programme and the extending Arches Strategy, looking to incorporate arts led improvements.
- ◆ Meetings held with NLE and TTT regarding cultural benefits.

Linear Park

The Linear Park Project Team has agreed a way forward for a unified approach to management and maintenance of the Linear Park. This is secured through the S106 Agreement of the VSM/CGMA planning permission, with Deeds of Variation to the relevant S106 agreements for Embassy Gardens (Ballymore) and Nine Elms Parkside (RMG) expected to come forward.

The S106 Agreement / Deeds of Variation will require the landowners to submit a Linear Park Delivery Plan and Linear Park Management Plan for approval. The Plans will set out in further detail how the Linear Park will be managed and maintained and the standards that will be adhered to, including the design.

As the plans will deal with future management and maintenance, the council will want to see a robust mechanism in the plan to demonstrate to the council how this will be funded. The S106 is capable of being enforced against the landowners or their successors in title.

The S106 also provides a framework for the establishment of the Linear Park Management Company. This Company will oversee the management and maintenance of the linear park.

As the linear park will be implemented in stages it will be necessary to formulate a timetable of delivery. Discussion with land owners is ongoing about setting out a roadmap for delivery.

Strategic Links:

Vauxhall Missing Link

The Missing Link Phase 1, delivered by Vauxhall One in partnership with LB Lambeth and TfL, is nearing completion. The Highways and Sustainable Urban Drainage (SUDs) works will complete imminently and the planting will be carried out in March by Streetscape, the Lambeth not-for-profit company, who train unemployed local youths with horticultural and construction apprenticeships. The planted Rain Gardens take surface water run-off from the street to irrigate plants, thus reducing the risk of urban flooding.

Phase 2 is being designed with Lambeth and TfL around the new Damien Hirst Gallery on Newport Street. Phase 3 is being planned out with Lambeth Cycling and TfL as part of the Mayor's Green Grid for Cycling, as an urban green cycleway.

Goding Street

Lambeth Council and the Friends of Vauxhall Pleasure Gardens have commissioned Vauxhall Architects DSDHA to develop public realm designs for Goding Street, which runs between Vauxhall Pleasure Gardens and the railway arches.

The scheme will include new paving, planting and lighting and will soften the boundary between the park and the highway, as well as developing the visual and material link between Nine Elms and onto the Missing Link street works. The ambition of the Council and the Friends of Vauxhall Pleasure Gardens is to reduce the width of the road, increase the size of the park and improve conditions for pedestrians and cyclists. In addition, it is proposed that vehicle access to Goding Street will be restricted during weekends to prevent antisocial behaviour and new shop fronts would create an active street to help improve safety. The scheme compliments the strategic

vision that Network Rail has adopted across the Vauxhall area and will further develop the landscape character of Vauxhall as it becomes a key destination for culture.

Public consultation will be running during the summer of 2015 with the final designs completed by August 2015.

The Thames River Path

The Strategy and Phase 1 detailed designs have been completed and proposals developed for temporary improvements to be implemented from Spring onward, including Dutch Tulips currently being over wintered at Battersea Park through Thrive, a local horticultural charity. The bespoke planters are currently being procured.

Phasing Strategy for Nine Elms Lane / Battersea Park Road Corridor

Modelling work on Nine Elms Lane has not yet been completed which has resulted in a delay to the phasing work due to be undertaken by Burns and Moseley. This is projected to report in Mid March. The project is unable to make significant progress until this point, but preparatory work to gather source files and review agreed Sec 278 improvements to adjacent public space will commence, utilising the ARUP apex system to enable details of schemes to be securely uploaded.

Public Realm Design Guide

Formal public consultation on the Public Realm Design Guide began Monday 16 February and runs for five weeks. The programme includes a mail out being sent to every household and business within the study area as well a couple of drop in events which will be joined up with other local events. Stakeholder lists have been carefully compiled in partnership with Lambeth and Wandsworth Councils as well as the Partnership and Delivery Team. The results of this consultation along with the final document will be submitted to the next Strategy Board for approval

b) Summary of next quarter's activity:

Cultural Strategy

Agreement will be reached regarding the Cultural Development Manager role. We will take forward recommendations of the current consultancy work regarding short and long term strategic cultural delivery.

Plans will be finalised for 2015 cultural programme including Chelsea Fringe. Planning will continue with NLE and TTT towards confirmed arts outcomes. Cultural focus will be on supporting key business plan actions including Public Realm and Gateways.

Linear Park

A further meeting of the Linear Park Project Team is to be arranged to set out the strategy for taking forward commitments and aspirations for the Linear Park, with a focus on progressing the outstanding detail on phasing, design and the timing of the creation of the agreed management organisation.

The Council is considering draft options put forward by the landowners and will look to work with the owners with regard to the structure and information required for the plans to achieve the high quality aspirations for the Linear Park.

The Council intends to write to developers setting out what it expects from the landowners or their successors in title; to establish a clear road map for design, implementation, management and maintenance of the Linear Park moving forward including how this will be funded.

Strategic Links

Work will initially focus on the development of a brief for the improvement of the Thessaly Road Strategic Link through Wandsworth Council, and the development of work to assess the options and constraints associated with the Miles Street and Fentimen Road connection (subject to internal resourcing by the London Borough of Lambeth). Additional complementary design work, to be funded by TfL, will examine options for improving the environmental quality, with a focus on pedestrian and cycle safety, through projects identified in TfL's cycling strategy.

Gateways

A project team made up of Public Realm and Communications Working Group members will be developing options for improving key gateways.

Thames River Path

Following the conclusion of arrangements for ongoing revenue costs, tendering will progress, with a target start date of Spring 2015, completing in the Autumn/Winter of 2015. Works include temporary planting of Dutch tulips and bespoke planters, linked to Chelsea Fringe in May / June 2015, and the later provision of a temporary viewing platform at Borne Valley Wharf.

Nine Elms Lane phasing strategy

Following completion of the highway modelling work in mid-March the Burns and Nice phasing strategy can progress. However, should this be further delayed, alternate approaches to shorter term improvements will be progressed, including the development of the phasing plan for S278 works, gap analysis and cross overs with anticipated utility upgrade works, and the development of interim improvements to key sections, such adjacent as Heathwall Pumping Station. There will be consideration of the potential extension of the work to encompass Cringle Street, Kirtling Street and Ponton Roads.

Public Realm Design Guide

Following consultation, comments will be collated, reviewed and agreed with the project team. They will then be fed back to the consultant to incorporate. The final document will be submitted to the Strategy Board for endorsement. To provide enhanced status, the Strategy will be feed into Lambeth and Wandsworth Councils planning structures for consideration. A key focus will be the progression of discussions between TfL, Lambeth and Wandsworth to address concerns about the rationale for commuted sums and associated revenue impacts of selected materials.

An additional chapter on lighting will be progressed in partnership with TfL, including options for River Path lighting.

5) Transport Management

a) Summary of activity since previous Strategy Board meeting:

A Judicial Review of the decision to award TWAO powers was lodged and an associated interim injunction received. However, this was withdrawn before a hearing was held and the project can continue as planned.

Battersea Power Station Development Company (BPSDC) and London Underground (LU) are still working closely together to develop a design for Battersea Station which meets the needs of both parties and is commensurate to the development in which it sits.

Code of Construction Practice Part B documents have been submitted to the local authorities and approvals are expected by the end of March. This will mark the commencement of construction activities.

Vauxhall Cross

The first stage public consultation closed on 2 January after an 8 week period, which included a letter drop to over 25,000 premises and three consultation events jointly staffed by TfL and LBL officers. There were over 2,100 responses, half of which were via TfL's web portal and half through targeted engagement with the local community. The majority of respondents supported the key aims of establishing a district centre, converting the gyratory to two-way working and changes to the bus station.

The Joint Project Board met on 5 February. Following a review of the potential configuration of the bus stops and urban realm, a broad preferred layout has now been agreed and will be developed further. This will include further design work to take into account consultation responses and develop the urban realm proposals in more detail. A second public consultation on more detailed plans will then take place in autumn 2015.

Pedestrian and Cycle Bridge

The international design competition for the bridge attracted 74 applicants, including entries from some of the world's most renowned architects and engineers.

The designs received were revealed at exhibitions held on both sides of the river between 23 and 28 February, offering local communities the chance to view the early bridge design ideas and to provide feedback. The designs have also been published online and Residents Review Panel and Technical Panel have met.

Buses

TfL are now actively pursuing options for increasing capacity on routes on both the Wandsworth Road and Nine Elms Lane corridors as demand continues to grow. This will be for both the short and medium terms. These schemes may be slightly different from plans previously outlined but this will reflect changes in demand elsewhere in central London, including those arising from the opening of Crossrail in 2019.

b) Summary of next quarter's activity:

Northern line extension

Concept designs will be submitted by Design and Build Contractor for Nine Elms Station and Kennington Head houses.

LU will take possession of Kennington Park site from early March following eviction notice served on Bee Urban by LB Lambeth.

The Tunnel Boring Machine contract will be placed by the Design and Build Contractor.

Vauxhall Cross

The consultation report will be completed in mid-March, and there will be a press release detailing the full results and a plan of action. Further community engagement will also take place, led by Lambeth Council with support from TfL. Scheme design work will continue, taking into account consultation feedback and developing the urban realm proposals in more detail. Further discussions will also take place between TfL and Lambeth on the funding strategy.

Pedestrian and Cycle Bridge

The design competition's Jury Panel will recommend a shortlist of up to four teams to go through to the next competitive stage. This will see their outline designs developed into more detailed proposals.

Buses

TfL will develop improvement schemes in more detail and work towards their implementation. Funding sources will also be explored.

6) Utilities and Construction Logistics**a) Summary of activity since previous Strategy Board meeting:****Construction Logistics**

Paper SB15-07 provides a detailed update on the Construction Logistics work stream.

Work has progressed on key work strands identified through the collaborative Utilities Masterplan, with a specific focus on progressing issues associated with the electrical infrastructure, drainage, telecoms and the utility routing and coordination strategy.

Utilities

Arup are continuing to update the cumulative utility load profile through engagement with the considerable number of new schemes coming forward. This work has included a profile analysis of development sites that have a shortfall in secured power for construction activity prior to the completion of the new primary substation. The analysis also provides details of the potential customers, their electrical loads and phasing for new supplies from the new primary substation. This is to assist commercial discussions with BPSDC.

It is likely that construction loads will be met through a combination of local redistribution of supplies and potential joint approaches to temporary local power generation, should this be required.

A strategy detailing delivery options to effected developments will be produced following dialogue with developers.

BPSDC have received the offers of connections from UKPN. The intention was to confirm an order for an initial 45 MVA, with UKPN providing a 6-9 month window to enable the extension of this supply order to meet the wider area's energy needs of up to 108 MVA. However UKPN have stated they are only willing to provide 45 MVA, with the remainder being retained by UKPN. BPSDC have requested supply of 85MVA and are awaiting a response from UKPN which is expected in April. For the 85 MVA order to be progressed, agreements will need to be reached with other development sites or a suitable financial mechanism be found to limit the potential liability of BPSDC ordering in excess of their electrical needs for the benefit of the wider development community.

The temporary power supply from north of the river to Battersea Power Station, initially 34 MVA, which subsequently reduced to 20 MVA, is now programmed for delivery later than projected, meaning costs of £4-6m would be incurred for a supply which would only be in place for 6-9 months, meaning this is not a viable solution. BPSDC are now investigating local gas fired power generation options for construction activity to meet the significant demand of their site prior to the anticipated

completion of the new primary substation. This work will inform potential wider area solutions.

Following on from the Telecoms Vision workshop, Arup has concluded a gap analysis to define the next steps to bridge the gap between current provision and the stated vision. The recommendations include:

- ◆ that every dwelling is provided with the facility for super-fast broadband (at least 100Mbps) from at least 1 operator.
- ◆ To allow for tenant choice it is recommended that Openreach FTTP is installed to every dwelling, with an additional option of Virgin Media services.
- ◆ To achieve the absolute fastest connection it is also recommended that developers engage with specialist service providers e.g. HyperOptic, Independent Fibre Networks (IFNL) who offer up to 1000Mbps FTTP services.
- ◆ To enable optimum options for supply it is recommended that duct banks be laid ahead of need to minimise cost and disruption. To ensure separation of cables and ensure capacity is sufficient and meet telecoms operator requirements a minimum bank of 6 telecoms ducts should be provided to cater for Virgin Media, BT Openreach, Colt and Vodafone.

The final version of the report will be distributed to developers for comment, and progressed through the monthly Utilities subgroup. The development of options for the duct bank are being factored into the development of the utility routing and delivery strategy.

The Integrated Water Management Strategy for the area will be issued shortly as a consultation draft to developers. Discussions are taking place with the GLA, and Lambeth and Wandsworth Councils, as to the best means of ensuring compliance through the planning process for new developments.

Discussions are progressing with Arup, GLA and Thames Water on the next stages of work approved at the last Strategy Board, focusing on a detailed analysis of current development designs for water management and the development of costed options, including consideration of the associated financial models for delivery of new infrastructure. Work has progressed on the development of surface water drainage solutions on Albert Embankment, investigating the potential to divert surface water to green infrastructure provided by Vauxhall One's Missing Link, with an onward outfall to the Thames.

The next stages of work will focus on the phased development of surface water infrastructure and upgrades and connections to the Ponton Road pumping station as the means of delivering a SUDS solution to divert surface water out of the combined sewer to provide the required capacity for new developments.

Arup has been progressing work on a draft strategic utility routing and delivery strategy to inform the coordination of upgrades to existing networks, and preferred strategic routing options for new utility infrastructure required over the coming years, principally telecoms ducting, surface water drainage, district heating and electrical cabling. This work will highlight locations where there are significant constraints and challenges, advising on the proposed approach to delivery. A core focus of the strategy is to ensure impact.

Energy Masterplan

The DEPDU process is proceeding with four engaged developers including the US Embassy, Ballymore, Bellway, Vinci St Modwen. There have been issues around

engagement with Wanda One, which the Delivery Team are attempting to resolve.

The participating parties are intending to provide signatures on a Memorandum of Understanding (MoU) which will enable the DEPDU market approach to progress. The MoU sets out the terms of 'In Kind Support' to be provided by DEPDU. They will approach the ESCO market and carry out a process that will confer exclusive rights to a selected ESCO to negotiate the energy supply services according to each party's requirements. The MoU is primarily between the GLA and each party (scheme developer), and sets out the principles, processes and outcomes that the parties agree to follow. The MoU is non-binding.

The ESCO market approach is set to launch imminently following the signing of the developer MoU's with the issue of an advertisement in appropriate media with a Pre-Qualification Questionnaire (PQQ). The returns from the PQQ will be shortlisted for progression and each will be asked to provide detailed proposals according to the requirements of an Enquiry Document. The returns will be evaluated by DEPDU and drafted for approval by the developers in the SPV by July 2015.

b) Summary of next quarter's activity:

Construction Logistics

Please see update provided in paper SB15-07.

Utilities Masterplan

Proposals for an area wide GIS platform to strategically map and plan utility routing will be considered by the Utilities Subgroup, with additional focused work packages around Cringle Street, Kirtling Street and Battersea Park Road being led by representatives from the Major Projects Group. Proposals include specific measures proposed for Cringle and Kirtling Streets, information sharing on delivery schedules, HGV/LGV layover areas and the use of consolidation centres.

Work will continue to focus on agreeing the strategy for temporary electrical construction loads and the delivery of a new primary substation. This will include focused work on assisting BPSDC in securing agreements to enable the larger primary substation order to be progressed.

Energy Masterplan

The returns from the PQQ will be shortlisted for progression and will be asked to provide detailed proposals according to the requirements of an Enquiry Document. The returns will be evaluated by DEPDU and drafted for approval by the developers in the SPV by July 2015.

Sustainable Waste Management

Subject to agreement on funding, feasibility work will commence on options for waste minimisation and sustainable waste management practices, also considering the implications of wider logistics issues associated with occupation of new residents and businesses, including commercial deliveries.

NINE ELMS VAUXHALL PARTNERSHIP
COMMUNITY ENGAGEMENT WORK PROGRAMME

January – June 2015

PROJECT	OBJECTIVE AND WORK AREA	LEAD	TIMESCALE	KEY MILESTONES	NOTES
Improving effectiveness of information channels					
All partners to promote Nine Elms on the South Bank e-newsletter		All	ongoing		
Update timeline capturing all partners' activity		SC	ongoing		
E-news schedule		SC	Feb, Apr, Jun		
Create engaging new e-news content	e.g. local heroes interviews	SC curate; partners to input	Ongoing & timely re e-news schedule		
Segment e-news issues by themes	e.g. dedicated e-news on cultural/construction themes	SC curate; partners to input	adhoc		
Dedicated section on website for construction related enquiries	Partners' hotlines/links/websites.	SC curate; partners to input	March		
Expand forums of engagement					
Open Days 2015		KT	June TBC	March: start planning	
Outreach workshops (new)	To supplement annual open day	KT	Jan 15 – Mar 16	1st event 31 st January	Next event March TBC Wyvil Estate

PROJECT	OBJECTIVE AND WORK AREA	LEAD	TIMESCALE	KEY MILESTONES	NOTES
Attendance at Community Forums		Delivery Team	adhoc		TBC e.g. CEAG
	Consider presence at existing community events	Delivery Team	adhoc		
Community Engagement – through the arts	Defining cultural engagement vs. information sharing / influencing	Susie Gray			To present at 27 March WG
Chocolate Films – Oral History Project	Collating oral histories around Nine Elms & Battersea Providing work experience for 15-24 year olds	Chocolate Films	2015	Feb – volunteer recruitment	
Programme					
Commission a community benefits mapping & strategy		HF/JB	March 15 (completed)		HF to update at March WG

PROJECT (5 BIG TICKET ITEMS)	OBJECTIVE AND WORK AREA	LEAD	TIMESCALE	KEY MILESTONES	NOTES
Jobs, Education and Supply Chain					
Books for schools	Years 5 + 6	LBL			Distributed. WBC – considering own distribution?
Our Hut	Education / oral history project	CGMA / LBL	From summer 2014		Garden Museum exhibition of outputs 5 March – 11 May
Supply Chain Events	SMEs	Jenni Asiama/ Gail Rowe/KT/ GLE	2015 (Phase 2) programme being considered	June start	Evaluation report & case studies due Review going to March Board EDO considering a 2 year programme FLO supported LBL/South London Procurement Network at a networking event for SMEs 19 Feb.
Nine Elms Pimlico Bridge	Engagement with local primary and secondary schools	Colander	Ongoing til May 15		6 schools confirmed participation Formal launch TBC Comms around launch
Development of two town centres					
Vauxhall Cross - District Centre	Qualitative research	LBL Trisha Boland/Iago Griffith	Summer 2014		Campaigns Company appointed – report due
Vauxhall District Centre	Urban design work	East & GVA	Continuing since Autumn 2014		To include the 'Missing Link'
Vauxhall District Centre/Gyratory	Public consultation & focus group work	TfL / LBL Trisha Boland	2015 ongoing		Report due mid March. Will inform detailed designs being worked on. Second public consultation later in the year
Battersea Power Station	Gehry Playground	Alex Baker / Caryl Davies	Continuing since Autumn		Consultation in schools Model taken to outreach event 31 st Jan

PROJECT (5 BIG TICKET ITEMS)	OBJECTIVE AND WORK AREA	LEAD	TIMESCALE	KEY MILESTONES	NOTES
			Term?		
Battersea Power Station		SB	Jan 2015		Best practice share: importance of community engagement in placemaking presented to Jan WG
Linear Park & Public Realm					
Public realm update WG 17 June	Tristan Stout to update	Ballymore			As a group agree areas for community engagement
Naming event / communication of name		Ballymore	Summer TBC		Parco to discuss and report back to CCEWG
Thames River Path		Jamie Eagles			Alongside Churchmans, agree next form of public facing activity? JE to provide update / outcomes of public consultation
Public Realm Design Guide		TfL	February/ March 15		Public consultation exhibitions + online until 22 March
Pedestrian/Cycle Bridge		WBC HF/ER	2015	16 Feb – submission of 80 boards Public exhibitions Announce shortlist to 4	Public exhibitions Wandsworth/Westminster w/c 23 Feb
Major Projects: NLE / TTT					
NLE: Stakeholder meetings		NLE Peter Headland	Ongoing - quarterly	Start of works July	Mar next round of meetings – dates TBC

PROJECT (5 BIG TICKET ITEMS)	OBJECTIVE AND WORK AREA	LEAD	TIMESCALE	KEY MILESTONES	NOTES
		FLO Mabel Garcia		2015	5/6 March supporting employability skills event for LBL 14-18 year olds 19/20/21 March: exhibition at South Lambeth Library for Nine Elms Station plans March quarterly newsletter
TTT		KT		Appoint contractors Establish community group structure / meeting calendar	Feb meeting with Nine Elms Pier residents
Impacts of Construction					
Wayfinding signage	Umbrella Nine Elms on the South Bank signage to help navigation through the area	Jamie Eagles	Ongoing	Aug 14 – first gate signage	Wanda signed up. McAlpine, Ballymore, Riverlight signage already in place. Catch up meeting with Pony March

NINE ELMS VAUXHALL PARTNERSHIP

PAPER NO: **SB15-13** STRATEGY BOARD – 6 MAR 2015

DEVELOPMENT SITES PLANNING UPDATE

Recommendations

This report provides a progress report on development sites within the programme area, complete with a spreadsheet detailing the current planning and development status of all sites in the area (updated sites highlighted in blue).

Battersea Power Station – Construction of Phase 1 is ongoing. Work on dismantling the first chimney has completed and Skanska have been appointed as main contractor for Phase 2. Tendering for Phase 3 contractor is currently underway.

US Embassy - Construction programme is progressing.

Riverlight – Residents continue to move into the first two blocks and construction is progressing on all other phases. The café and restaurant are due to open this year.

Embassy Gardens - Programme is on track and first occupations are expected March 2015. Waitrose are likely to be in occupation in October 2015. Ballymore are looking to accelerate Phase 2 potentially with a start on site in April 2015.

NCGM – following granting of planning permission at the end of last year, detailed plans for the phasing of demolition and construction have been confirmed; work on site is due to begin in May 2015.

One Nine Elms - Demolition on site continues and is nearing completion, with construction due to start on site in the spring

Spring Mews – development is now complete; students have moved in and Staybridge Hotel has its first guests.

Merano Residences, The Corniche (including Vauxhall City Farm) – Construction continues on both sites. The planning application for **22-29 Albert Embankment** has been submitted and is due to go to March planning committee.

Battersea Gas Holders – Demolition is ongoing. Once complete, remediation will take place by National Grid. A planning application has been submitted for the site by St William, a joint venture between National Grid and Berkeley Group.

Battersea Exchange – Planning application approved, which includes improvements to St Mary's School. Start on site expected in March/April 2015.

Nine Elms Point – Construction on site continues. The temporary Sainsbury's store is due to be dismantled this month, with a new location currently being sought.

Vista – Construction on site continues. Pre-application discussions have taken place in respect to additional floors for southern block.

Keybridge House – demolition is expected to begin on site in September 2015.

81 Black Prince Road – construction has now completed on this site, where a number of shared ownership apartments are now available through Notting Hill Housing.

40-42 Ponton Road (Christies) – Demolition has begun on site, with construction due to start in the Spring.

Nine Elms Parkside – RMG are working on a revised application following the purchase of a site in Lambeth for the depot, with a redesign of the school plot as a result. Marketing of the site is underway.

New Bondway – decision note to be issued imminently.

Northern line extension – following approval of the Transport and Works Act Order, construction has started on various sites along the route. A competition is due to be launched for the naming of the tunnelling machines used during construction.

Thames Tideway Tunnel – the preferred construction consortia to build three major tunnel sections for the project have been confirmed. The contractors which have been chosen as the preferred main works tenderers are:

- ♦ BMB JV (joint venture of Bam Nuttall, Morgan Sindall and Balfour Beatty Group) for the West contract,
- ♦ FLO JV (joint venture of Ferrovial Agroman UK, Laing O'Rourke Construction) for the Central contract
- ♦ CVB JV (joint venture of Costain Vinci Construction Grands Projects Bachy Soletanche) for the East contract.