

## NINE ELMS VAUXHALL STRATEGY BOARD

**Minutes of the meeting held on Friday 7th April 2017 at 9am at City Hall (Committee Room 3), The Queen's Walk, London SE1 2AA**

### PRESENT

**Members of the Strategy Board:** Councillor Lib Peck (Co-Chair – in the Chair, Lambeth Council); Councillor Ravi Govindia (Co-Chair); Councillor David Amos (Lambeth Council); Jules Pipe and Fiona Fletcher-Smith (Greater London Authority); Danny Calver (Transport for London); Richard Lewis (Tideway); Tristan Stout (Ballymore Group); Tim Seddon (St Modwen); Gordon Adams (BPSDC); Simon Wigzell (CLS Holdings); Pam Alexander (Covent Garden Market Authority).

### Officers and observers:

Anna Chapman (Earth London); Samantha Wells and Colin Wilson (Greater London Authority); Sandra Roebuck (Lambeth Council); Samantha Campbell, Steve Diamond, Anne Mullins, and Katharine Yexley (Nine Elms Delivery Team); Richard Hill (Thames Water); Malcolm Orford (Tideway); Nicola Brady, Jonathan Green, Ines Lopez, and Andrew Meeson (Transport for London); Sam Emmett and Fiona Rae (Wandsworth Council);.

**Apologies:** Peter Halpenny and Rob Tincknell (Ballymore Group); Nick Trollope (Berkeley Group); Daniel Tomkinson (Covent Garden Market Authority); Trisha Boland, Sue Foster, Sean Harriss, Conor McDonagh, and Jo Sloman (Lambeth Council); Shaun Mobsby (Network Rail); Prof. Juan Cruz (Royal College of Art); Andy Forestiero (Thames Water); Janet Greenwood (Tideway); David Hughes (Transport for London); Aseem Sheikh (Vauxhall One); Paul Martin, Mandy Skinner, Councillor Steffi Sutters, and Lucy Thatcher (Wandsworth Council).

### • Introductions and Declarations of Interest

The Chair welcomed all attendees to the meeting.

There were no declarations of interest.

### • Minutes of the Last Meeting

Cllr Govindia drew attention to page 2 of the minutes and noted that works for the District Heating Network had now commenced and that Wandsworth Council had agreed to provide an underwrite for the construction of this section. This meant that there was no need for the Co-Chairs to write to Ballymore.

Attention was drawn to page 4 of the minutes and it was noted that the letter to from Co-Chairs regarding the endorsement of the CCGs' Outline Business Case for Health Facilities had been produced and would be signed and sent imminently.

It was also noted that, in relation to the Nine Elms Pimlico Bridge on page 7 of the minutes, Cllr Govindia would be meeting with the new Cycling Commissioner and would update the Strategy Board on any progress at the Strategy Board meeting in September 2017.

The minutes of the meeting of the Strategy Board held on 16th December 2016 were confirmed and signed as a correct record.

- **Agreement of New Partnership Terms of Reference and Strategy Board Arrangements**

Steve Diamond introduced the item and explained that some modifications to the terms of reference had been agreed at the Strategy Board on 16th December 2016, with final agreement scheduled for the first Strategy Board meeting in 2017.

It was explained the details in relation to the secretariat had been discussed by the local authorities and it was recommended that the secretariat function be provided by Wandsworth Council. A shared responsibility between Lambeth and Wandsworth Councils had been discussed but it was considered that this could result in confusion and could generate additional work overall. It was explained that the terms of reference had been amended to reflect these secretariat arrangements.

Steve Diamond explained that the other issue yet to be confirmed was the cycle of Executive Committee meetings. It had been proposed that the two Executive Committee meetings would take place in June and December each year to be equidistant from the Strategy Board meetings. However, it was noted that the Executive Committee ordinarily served as a pre-meeting to the Strategy Board and it was enquired whether this would be the preferred approach to organising meetings.

Steve Diamond noted that this issue had been considered by the Executive Committee at the meeting on 7th April 2017. The Executive Committee was in favour of continuing the existing arrangements and had noted that there was a senior officer meeting in addition to the Executive Committee which would be a useful forum to escalate any contentious issues.

In addition to the above issues, Steve Diamond noted that the Strategy Board may wish to consider the current wording of the quorum as detailed on page 12 of the terms of reference. At present, the quorum stated that:

*No business shall be transacted at a meeting of the Strategy Board unless at least four members of the Strategy Board or one quarter of the whole number of members of the Strategy Board (whichever number is the smaller) is present, at least one of whom shall be a representative of either Wandsworth Council, Lambeth Council or the GLA and that at least half the representatives present are from these bodies.*

It was suggested that this quorum was unclear regarding whether there must be at least one representative from Wandsworth Council, Lambeth Council, or the GLA or

whether at least half of the representatives present must be from the bodies listed. It was suggested that the quorum be amended as follows:

*No business shall be transacted at a meeting of the Strategy Board unless at least four members of the Strategy Board or one quarter of the whole number of members of the Strategy Board (whichever number is the smaller) is present, at least ~~two~~ ~~one~~ of whom shall be ~~a~~ **representatives** of either Wandsworth Council, Lambeth Council or the GLA ~~and that at least half the representatives present are from these bodies.~~*

The Strategy Board members agreed that the proposed amendments would bring clarity to the quorum.

Steve Diamond informed the Strategy Board that there were three 'Local Agency' members on the Board: Pam Alexander (Covent Garden Market Authority), Aseem Sheikh (Vauxhall One), and Professor Juan Cruz (Royal College of Art). It was noted that these members had been appointed in for a period of one year and it was enquired whether Strategy Board members would like to re-appoint the same members for 2017-2018. The Strategy Board agreed to appoint the same members for 2017-2018.

**RESOLVED** – To agree:

- The Partnership's new terms of reference, subject to the amendment of the quorum as detailed above;
- That Executive Committee meetings would continue to be held preceding Strategy Board meetings;
- That Wandsworth Council would provide the secretariat function for Partnership meetings;
- The allocation of activities between borough-based Programme Boards/ Working Groups; and
- To appoint Pam Alexander (Covent Garden Market Authority), Aseem Sheikh (Vauxhall One), and Professor Juan Cruz (Royal College of Art) as Local Agency members for 2017-2018.
  
- **Business Plan Update**

Steve Diamond introduced the report and explained that it presented the progress made against the 2016-2017 business plan, although it was noted that the business plan would be replaced by the new reporting framework from April 2017.

It was explained that the majority of actions in the business plan had been completed. It was noted that some projects had been delayed but were aimed to be

completed over the next few months. Attention was drawn to page 5 of the report which outlined key issues and some updates in relation to these issues.

Cllr Govindia noted the importance of ensuring that the figures for Lambeth and Wandsworth Councils were presented in the same way to allow accurate comparisons.

Pam Alexander drew attention to page 5 of the report and noted that the Public Design Guidance was now classified as a residual amber/ red risk. Steve Diamond explained that this classification had been assigned as there was no agreed framework regarding how the Guidance would be applied and it was not clear whether it would be formally adopted. Danny Calver noted the importance of confirming whether the Guidance would be mandatory or a best practice guide. Cllr Peck requested that the position was clarified and that a report be presented to the next Executive Committee and Strategy Board meetings including the status of the Guidance and an indication of how it would be implemented.

Cllr Govindia noted that the Public Design Guidance would eventually have to be fed into planning policy. Colin Wilson suggested that the Guidance could be adopted by the Greater London Authority. It was noted that, provided that the Guidance was endorsed by Lambeth and Wandsworth Councils and TfL, it could be a supplementary document with some status. Cllr Peck agreed and noted that this meeting should be arranged within the next few weeks.

**RESOLVED** – To note the progress made against the 2016-2017 business plan and to note that the full out-turn of the Business Plan will be reported to the next meeting. It was also agreed that a meeting would be arranged between the Partnership, TfL, and the Greater London Authority to discuss the Public Design Guidance.

- **Proposed New Reporting Framework**

Steve Diamond explained that the new reporting framework would replace the business plan. It was noted that Lambeth and Wandsworth Councils had discussed and agreed the proposed reporting framework, although it was a working draft and comments were welcomed. It was also explained that data would be collected in a consistent way for both boroughs.

It was explained that the new reporting framework focussed on milestones and achievements and it was better suited to track the implementation of the Partnership's vision. It was also noted that the information within the reporting framework could easily be turned into public document, although this would need to be more concise.

Simon Wigzell noted that technological connectivity would be a key element to delivering the Partnership's vision and enquired which theme would cover connectivity. Steve Diamond explained that the relevant theme would likely be 'New and enhanced local facilities' but this item could be brought out as a distinct reporting theme.

**RESOLVED** – To approve the revised performance reporting arrangements and to agree to receive the first completed report Matrix with highlight cover report at the Strategy Board meeting on 29th September 2017.

- **Delivery Team Update**

Steve Diamond explained that, following the relocation of the Covent Garden Flower Market, the Nine Elms Delivery Team was now based at Wandsworth Town Hall. It was noted that each local authority had its own Nine Elms capacity and would operate according to the Partnership's new terms of reference.

Anne Mullins provided an update on arts and culture and noted that discussions were ongoing with the Chelsea Fringe, London Festival of Architecture, and the London Design Festival. Anne Mullins informed the Committee that there was potential for some collaboration with the Hayward Gallery to deliver stronger links with the rest of London's cultural offer, in particular along the south bank of the river.

Steve Diamond provided an update on construction logistics, utilities, and infrastructure and explained that Sam Emmett was involved with this work. Sam Emmett reported that the biggest milestone was the District Heating Network and that work had started on 5th April 2017. It was noted that discussions were being undertaken with adjacent landowners regarding the remainder of delivery. Sam Emmett noted that additional data was being sought from developers in the Vauxhall Cluster in order to examine options for a district heating network in Vauxhall. It was explained that more responses were awaited before discussing the matter with Wandsworth developers.

Gordon Adams enquired whether there was a timeline for the new staffing proposals. Steve Diamond explained that the posts had been created and that it was hoped to start the recruitment process by the end of April 2017.

Cllr Govindia drew attention to the update on page 6 of the report and it was enquired whether there was a monetary value for contracts won through Supply Nine Elms. Steve Diamond noted that this sum was being validated and explained that the focus of the next stage was receiving tenders rather than engaging businesses. Cllr Govindia noted that it would be useful to know the monetary value as it was key to communicate and highlight the benefits of Supply Nine Elms to local people and businesses.

In relation to communications, it was noted that Earth had recently been appointed to develop the next phase of the communications programme and Anna Chapman, Earth, was in attendance to inform the Strategy Board about recent communications developments.

Anna Chapman explained that Earth was a creative strategy team and had been appointed to look at the Nine Elms narrative and how this could be updated. It was noted that the area had a variety of audiences including local people, developers, and the press. It was explained that Earth had spoken to a number of people and identified the positive impact of changes to the Nine Elms area as well as challenges

and issues. The theory of this approach was to investigate the current narrative of the Nine Elms area and then develop ideas relating to how this story could be adapted.

Anna Chapman explained that a major challenge would be to create a shared narrative as there were so many different objectives and characters in relation to Nine Elms. It was noted that the press perception was that the area offered high end, expensive flats that were often empty and that were not for local people. Anna Chapman explained that, in investigating this perception, Earth had identified that the existing material for Nine Elms focussed on the future and the vision of the area but not what was there now. It was suggested that the narrative needed an emotional connection and an honest message that the area was a building site but that there were hidden gems to be unearthed.

It was explained that there was a need to develop a groundswell of support. It was highlighted that the new Nine Elms website was a hub for local activities, almost like a Time Out guide to Nine Elms. It was explained that the new website was content-led and had a customer, or destination, focus. It was noted that five key themes had been identified and these were the focus of the website: Arts & Culture, Outdoors, Food, Business, Heritage. Anna Chapman informed the Strategy Board that there were lots of upcoming events, especially within the Arts & Culture theme, and that additional local content was always welcomed.

Simon Wigzell noted that there were some issues with the Nine Elms brand, specifically that some areas did not align themselves with the brand and that the area was often considered to be within the Vauxhall area at a Londonwide level. It was also suggested that some reference to Vauxhall was needed in the name of the area. Cllr Peck agreed and noted that a number of local people related strongly to Vauxhall and that this needed to be reflected in the name of the area.

Samantha Campbell noted that this was a valid point and explained that the content related to the Nine Elms and Vauxhall areas but that the actual branding referenced Nine Elms. It was noted that the Nine Elms brand had been created a while ago and that it might be an appropriate time to readdress this issue. Pam Alexander noted that an important element of placemaking was to create different neighbourhoods which people could identify with and grow to identify with. It was suggested that changing the Nine Elms name may weaken or devalue the brand created so far. It was noted that the name needed to persuade all parties, including architects and developers who were being lost from the conversation, and that the Partnership may need to have a conversation with key players.

Anna Chapman noted that, although the new website had a destination focus, all of the content from the old website had been maintained. Cllr Peck noted that she welcomed the conversation approach undertaken by Earth and the local focus of the new website but highlighted that businesses, developers, and architects still needed to be persuaded that the area was a fantastic place. Eyvind Ryans noted that Earth's role was currently destination based and explained that there was a larger communications strategy. Anna Chapman added that, once the website had gained some traction, it would be possible to tell the stories of local people and businesses.

Cllr Amos explained that the brand needed to reflect Vauxhall as the Nine Elms brand excluded a whole group who did not identify with Nine Elms. It was noted that some people disliked references to Nine Elms as they considered this area to be associated with new development. As such, concern was raised that the Nine Elms brand could isolate this group of people.

Cllr Govindia noted that the Nine Elms area existed before the development started and that it was wrong to suggest that the Nine Elms brand did not exist. It was explained that the addition of any references to Vauxhall should not weaken the Nine Elms brand. It was suggested that Nine Elms would always be viewed negatively by some but that this view should not necessarily dictate the branding.

Gordon Adams highlighted that the area was undergoing an evolution and it was suggested that the opening of Nine Elms station would change the way people perceive the area. Cllr Peck suggested that the Co-Chairs could facilitate a discussion on this topic and would report back to the Strategy Board. It was also noted that local councillors were a good source of information for local events. Anna Chapman thanked Cllr Peck for this suggestion and noted that anyone was welcome to provide content for the website.

Colin Wilson noted that a large number of people still referred to 'Nine Elms Vauxhall'. Cllr Amos added that there was a group of people who want to explore Nine Elms and dispel the myths and noted that the website would be a useful tool for these people. It was enquired whether there was any tracking of the development story within Nine Elms which would allow local people to investigate and understand the area. Anna Chapman noted that there was a section of the website called 'Our Story So Far' which detailed the development story; it was explained that this information had been transferred from the old website.

**RESOLVED** – To note the Delivery Team update. It was also agreed that the Co-Chairs would facilitate a discussion on the Nine Elms brand and report back to the Strategy Board.

- **Phasing Study**

Dr Anthony Lee, BNP Paribas, introduced the item and explained that the Phasing Study mapped the timing of delivery for new homes and commercial space across the Opportunity Area and the timing of section 106 and CIL payments. It was explained that this would identify any potential funding gaps compared to planned infrastructure spend.

It was noted that the first Phasing Study was carried out in 2011-2012 but that, consequently, there had been substantial changes in the area. For example, in 2011-2012 it was predicted that there would be 16,000 new homes but it was now predicted that there would be 21,000 new homes in the area. It was also noted that the commercial floor space to be provided had doubled with the largest increase in A1 retail.

It was explained that the Phasing Study had planned out three scenarios: scenario 1 used the raw data from developers, scenario 2 used data that had been 'smoothed' to reflect a more realistic development profile, and scenario 3 had been further 'smoothed' to assume that there were additional delays to delivery.

It was noted that the income analysis was based on scenario 3 as this was the most cautious view of development delivery. It was highlighted that there was a pinch point forecast in 2023 where it was anticipated that infrastructure expenditure would outweigh income. However, the forecast also indicated that this would be offset by surpluses achieved in previous years.

Sandra Roebuck noted that it was difficult to analyse the Lambeth elements of the study because the infrastructure schedule was out of date. It was noted that there was now a 50% shortfall across Lambeth and it was highlighted that the data used would need to be updated. It was stated that the study did not provide an accurate and live income and spend profile for Lambeth and, therefore, the Council would not rely on the conclusions of the study. It was noted that CIL was not ringfenced to the Nine Elms area and that, as DIFS fell and CIL came into play, any decisions would require Council approval. It was suggested that the next round of the Phasing Study may be more effectively produced at borough level which would allow the use of more recent and accurate data held by officers who were delivering the infrastructure. It was noted that the Phasing Study was important to see an overall picture, especially given the development of Nine Elms station, but it was suggested that development was now being brought forward at a more local level.

Cllr Govindia agreed that it was important to have a holistic picture of the area in order to plan effectively. It was suggested that the Phasing Study should be updated to demonstrate the combined position of Lambeth and Wandsworth Councils. After this work was completed, it was noted that it may be appropriate to separate the modelling. Cllr Amos noted that he understood the logic for the borough level studies but highlighted that the interim work in updating the Phasing Study would be valuable for those living on the borders of the boroughs.

Cllr Peck thanked BNP Paribas for their presentation.

**RESOLVED** – To note the data on development phasing and conclusions drawn by the consultants. It was agreed that both Lambeth Council and Wandsworth Council would conduct their own forecasts for DIFS funding and infrastructure projects going forward.

- **Vauxhall Cross Update**

Ines Lopez introduced the item and explained that the Vauxhall Cross project was a joint venture between TfL and Lambeth Council. The aim of the project was to remove the Vauxhall Gyratory and deliver improved pedestrian crossings, enhanced cycling crossings, new public spaces, an improved bus station, and more efficient bus routes.



It was explained that the second public consultation had been completed and that 70% of responses were positive. It was noted that there was one more consultation event on 8th April 2017 at Vauxhall City Farm. It was anticipated that the planning application would be submitted to Lambeth Council in May 2017 and there would be formal consultation at this stage. It was anticipated that the application would be considered by the Planning Applications Committee in September-October 2017.

Ines Lopez added that local residents and businesses had been informed of the consultation through letters, flyers, posters in bus stations, and online through the TfL website, the Nine Elms website, and Twitter. It was also noted that TfL had contacted local Oyster users and 2,000 - 3,000 previous consultees through email. Ines Lopez explained that CGIs and models of the proposals had been presented at the consultation events and had been very popular with those attending. Ines Lopez noted that the designs for the new Station Square included a large clock tower. It was also explained that the square was an adaptable space and could be lit for different occasions, such as Remembrance Day.

Cllr Govindia noted that 70% of the responses had been positive but enquired how many responses had been submitted in total. Ines Lopez clarified that 1,200 responses were received for the second round of consultation. Cllr Govindia noted that this was a small number. It was also enquired whether the clock tower building would have any uses and Ines Lopez explained that this would be a service building. It was noted that the top level of the building would be empty but that the other levels would have operational uses for the station. Ines Lopez added that the ground floor would house an information office and a small kiosk for a shop.

Cllr Govindia asked where the operational elements of the station were based at present. It was explained that staff were situated on the square in another structure that resembled a caravan. It was explained that the facilities were currently sub-standard and were not accessible as there was no elevator. It was noted that this structure would be removed when new building was finalised.

Pam Alexander enquired whether any security features were planned in the public realm. It was explained that bollards often had to be added which could detract from the design of the public space. Ines Lopez noted that work was being undertaken with TfL's Enforcement and On-Street Operations Directorate (EOS) to ensure that the area was sufficiently secure. It was noted that benches could double as security features and this was being investigated as a potential solution in the area. Pam Alexander also noted that bollards could be used for wifi connectivity which might be useful.

Sandra Roebuck explained that this project was a large scale collaboration between TfL, the Mayor's Design and Advisory Panel, and Strategic Planning. It was noted that the focus of the architect had initially been the heritage of the area but that this had been changed. The new focus was innovation and included exciting ideas such as using the underground system to power lighting in the area.

**RESOLVED** – To note the Vauxhall Cross update.

- **Nine Elms Lane/ Battersea Park Road**

Andrew Meeson and Nicola Brady introduced the report and explained that it outlined the DIFS proposal that would be submitted to Wandsworth Council.

It was explained that 'Nine Elms Highways' was a programme of works including Battersea Park Road and Nine Elms Lane, including a signage scheme that was delivered in 2016, an interim scheme which looked at providing safety improvements in 2017, and a final scheme which would likely be delivered in 2019-2020. It was noted that TfL was currently on track to deliver the interim scheme by summer 2017 with £300,000 savings. It was explained that the final scheme would be delivered in 2021 and the consultation for this scheme was scheduled to take place in the summer of 2017. It was noted that the aim was to create more appealing urban realm environments with a safe service for all modes, including additional cycle and bus lanes, early starts for cyclists, and bus stop bypasses.

Nicola Brady informed the Strategy Board that an early draft CGI had been produced which had been to the Design Review Group, the local communications group, and developers in advance of the consultation. It was explained that the consultation was a joint endeavour between TfL and Wandsworth Council and that the consultation materials included joint branding. Nicola Brady highlighted that the consultation would commence in June 2017 and would run for six weeks. It was also noted that the P5 bus route extension consultation, which proposed a route from Battersea Power Station through Thessaly Road rather than the Patmore Estate, would run alongside this consultation. Nicola Brady explained that the consultations would be advertised through the usual channels which would include local letter drops, online announcements, and an email to local transport users. It was also noted that appropriate locations would be identified for exhibitions.

Andrew Meeson noted that £6 million had originally been allocated to the interim scheme from Wandsworth DIFS. It was explained that additional funding of £9.7 million was now being requested to fund the final scheme. It was highlighted that TfL had included a 40% risk allocation within the estimate but that it was hoped to reduce this. It was also noted that the scheme would deliver significant benefits for buses, cyclists, pedestrians, and the Healthy Streets agenda.

Cllr Peck noted that the 40% risk allocation was quite high and enquired which risks had been identified in relation to the project. Nicola Brady explained that 40% was the standard risk allocation used by TfL for projects at an early stage of development. It was noted that this was the risk allocation used for the Nine Elms station.

Cllr Govindia enquired whether £9.7 million was the total cost of the scheme and asked for clarification regarding the amount that TfL was contributing to the scheme. Andrew Meeson explained that the total cost of the scheme was closer to £20 million including site specific contributions but that £9.7 million was the amount requested from DIFS. Nicola Brady explained that the scheme had been started in response to the developments in the area and the funds available as part of these developments. It was noted that TfL was generally under huge budget constraints and that many projects had been scaled back or removed. Cllr Govindia sympathised with this

position but suggested that TfL should make some contributions to the scheme. Andrew Meeson noted that the officers would report these comments back to TfL. It was noted that maintenance also needed to be considered as the projected cost of materials was higher but the life expectancy of these materials was longer.

Cllr Govindia welcomed the joint branding of the consultation but noted that this did not necessarily indicate endorsement. Concern was raised about running the consultation in parallel with the P5 consultation as this affected a different community. Nicola Brady suggested that it was valuable to run the two consultations together as the projects would invariably affect each other. It was agreed that the TfL officers would discuss this point with Wandsworth Council outside of the Board meeting.

Gordon Adams identified a road on Nine Elms Lane/ Battersea Park Road with limited connectivity to the side of Battersea Power Station and enquired whether this was included in TfL's modelling. Nicola Brady explained that some preliminary modelling had been undertaken and that TfL would produce a vision model, which would model the impact of the scheme on the corridor, and a One London View, which would model the impact of the scheme on the whole network. It was noted that all the modelling information would be available as part of the public consultation. Andrew Meeson explained that TfL was planning to meet with Battersea Power Station to discuss the results of the consultation and that TfL was happy to meet with any parties around the table to discuss the results.

Pam Alexander enquired whether there had been any specific consultation with the Covent Garden Market Authority, for example on the use of the area by lorries and vans. Nicola Brady noted that specific consultation had not been undertaken but suggested that it would be valuable to have a contact point. Pam Alexander agreed to liaise with Nicola Brady and requested that TfL did not go out to consultation before discussing the proposals with the Covent Garden Market Authority.

**RESOLVED** – To note the Nine Elms Lane and Battersea Park Road final scheme report.

- **Any Other Business**

Sandra Roebuck noted that the air quality around Vauxhall Station was currently well beyond the acceptable level. It was suggested that this could indicate wider issues relating to good practice and it was enquired whether the Board would like a report on the matter of air quality. The Board agreed that a report would be brought to the next meeting. Simon Wigzell also noted that officers could liaise with the Greater London Authority Air Quality Team.

Simon Wigzell enquired whether safety and security, including a possible CCTV strategy, could be investigated. It was noted that this may be especially important due to the location of the new US Embassy.

Pam Alexander noted that the Cultural Programme had been finalised and was an excellent piece of work; the Cultural Programme would be circulated to Strategy Board members by Anne Mullins.

**RESOLVED** – To request that reports on air quality and security be presented to the next Strategy Board meeting on 29th September 2017.

- **Dates of Future Meetings**

It was confirmed that the next meeting of the Strategy Board had been scheduled for 9.30am on Friday 29th September 2017.

The meeting ended at 11am.