

NINE ELMS VAUXHALL PARTNERSHIP

GOVERNANCE ARRANGEMENTS AND TERMS OF REFERENCE

For approval by the Strategy Board on 29 March 2019

NINE ELMS VAUXHALL PARTNERSHIP

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INTRODUCTION

1. The Nine Elms Vauxhall Partnership is the collective title for all participating bodies and organisations in the regeneration of the Vauxhall, Nine Elms, Battersea (VNEB) area in line with the Greater London Authority's (GLA) Opportunity Area Planning Framework (OAPF). Its Vision, aims and objectives, as described in Annex 1, are progressed through the Strategy Board, supported by the Executive Committee, and the Steering Groups established by the Strategy Board. Partners will agree the specific resources required to deliver against the Vision and Objectives.

GOVERNANCE

- a) The governance arrangements described in this document set out the ground rules for furthering the aims and objectives of Nine Elms Vauxhall regeneration and development. In particular they are designed to support Strategy Board members in understanding their role and responsibilities and in ensuring that the business of the Strategy Board is carried out in an effective, professional and transparent way.

VISION STATEMENT

3. The Vision for the Nine Elms and Vauxhall area is reproduced in Annex 1 and reflects the vision and objectives of the Mayor's VNEB OAPF.

STRATEGY BOARD

Role and Purpose of the Strategy Board

4. The role of the Strategy Board shall be -
 - a) to provide strategic leadership for the implementation of the regeneration of Vauxhall, Nine Elms, Battersea (VNEB) area within the Mayor of London's overall VNEB Opportunity Area Planning Framework and the London Plan and the Local Development Frameworks (LDFs) adopted by Lambeth and Wandsworth London Borough Councils;
 - b) to set the agenda for 'strategic' place-making for Nine Elms and Vauxhall, with relevant partners leading on location specific projects
 - c) to support marketing and building the reputation of the area as a whole
 - d) To monitor progress towards the achievement of the Vision and Objectives against a high level set of milestones and key indicators, working as a Partnership to support their delivery
 - e) to develop details of governance and management arrangements for the regeneration of the VNEB area;
 - f) To support the Local Authorities in their work on community engagement and to provide a range of communications for local stakeholders

- g) To work in partnership with the Local Authorities to deliver a comprehensive approach to maximising local employment and skills and to supporting the existing employment base
 - h) to support and inform the overall funding strategy mechanisms and to secure funding - alongside statutory based and controlled funding through Section 106 and the Community Infrastructure Levy (CIL);
 - i) to ensure co-ordination and timely delivery of -
 - o Infrastructure including utility upgrades for the area;
 - o Programme;
 - o Construction logistics strategy; and
 - o Interim and legacy management of 'common' infrastructure; and
 - o to lobby and influence and manage external relationships.
5. The Strategy Board shall operate as an informal partnership. The core components shall be –
- secretariat functions to be provided by Wandsworth BC
 - an Executive Committee to drive forward performance and assist in the resolution of any barriers to delivery
 - specialist Steering Groups to consider specific planning, technical, arts, culture and community issues; and
 - other project specific delivery structures as shall be determined by Strategy Board for matters such as Northern Line Extension (NLE)

MEMBERSHIP

6. The Strategy Board shall normally comprise of 17 representatives appointed by public agencies and local landowners (the “constituent organisations”) within the area. The constituent organisations (with their number of representatives in brackets) shall be as follows:-

Public agencies (7)

- (2) Greater London Authority (*including the Office of the Mayor*)
- (2) Lambeth Borough Council
- (1) Transport for London (TfL)
- (2) Wandsworth Borough Council

Landowners (5)

The Landowners Group will select its representatives to the Strategy Board (at least one of whom should be the Chair of the Landowners Group) at a meeting of the Landowners Group whenever a vacancy arises and notify this to the Strategy Board in line with the provisions for changes set out in paragraphs 7 -1X below.

Infrastructure Projects (2):

Thames Tideway Tunnel (1)
Northern line extension (TfL) (1)

Local Agencies (3)

Local Agencies are key partners within or just outside the borders of the Opportunity Area who have interest in the achievement of the Partnership's objectives, knowledge and experience of overcoming the challenges of large scale regeneration and bring in the perspective of local residents or businesses.

The Head of Programme will present recommendations for Local Agencies to a meeting of the Strategy Board and, if accepted, they will be invited to join the Strategy Board.

7. Each constituency will also be asked to provide the names of an agreed substitute should the permanent member not be able to attend the meeting.
8. Each appointment of permanent members and substitutes made by the constituent organisations shall be notified in writing to the Secretary to the Board.

Change in constituent organisations

9. The Strategy Board may appoint persons or bodies as 'constituent organisations' and may remove any of its constituent organisations as it shall see fit provided that any such organisation being removed shall be informed of the Strategy Board's reasons for so doing.
10. Any constituent organisation may resign from the Strategy Board by giving written notice to the Secretary. The resignation shall take effect immediately upon receipt and the Secretary shall report the resultant vacancy to the next available meeting of the Strategy Board.
11. Any representative who ceases to be an employee or Director or Member of, or hold office within the management of, the organisation whom he represents shall cease to be a member of the Strategy Board forthwith and the Secretary shall

report the name of such person(s) as shall be appointed by the constituent organisation concerned to the next available meeting of the Strategy Board.

12. Failure of a constituent organisation to be represented at three successive meetings shall normally lead to the termination of that organisation's position on the Strategy Board, but the Strategy Board may agree to a waiver of such termination on receipt of a case for extended leave of absence of the relevant representative or other reasons for the non-attendance.
13. In the event of a vacancy arising under paragraphs 9 or 11 above, the Strategy Board shall consider whether the organisation from whom the vacancy has arisen shall be invited to appoint a replacement or whether to invite a fresh organisation to appoint a representative; the Strategy Board shall have due regard to the proportion of public sector bodies and landowners already represented before deciding upon an organisation to whom an invitation should be made.
14. In the event of the Strategy Board concluding that any member has acted or done a thing prejudicial to the interests of Strategy Board's vision and Business Plan in an unreasonable and not well founded way, the Strategy Board may suspend or terminate that member from membership of the Strategy Board and/or any of its working groups.
15. A register of the names and addresses of the Strategy Board members shall be maintained by the Secretary and shall also be made available to the public upon request.

Role of all members

16. Members of the Strategy Board shall be expected to participate fully in the business of Strategy Board to achieve the Strategy Board's Vision and the aims set out in paragraph 4 above and Annex 1. As such the constituent members' appointed representatives should:-
 - (a) be of sufficient seniority and authority within their organisation to enable them to contribute to the Strategy Board in a significant way;
 - (b) represent the policies or view of their organisation where relevant, rather than any personal view;
 - (c) provide information, data and consultation material to the Strategy Board as appropriate to inform discussions and decisions;
 - (d) ensure they read all agenda papers prior to the meeting so they can make an informed contribution to discussions and decisions;
 - (e) ensure that the policies and decisions of the Strategy Board are widely disseminated within their organisation and cascaded to staff/members as appropriate; and

- (f) sign up to the highest standards of conduct in their Nine Elms Vauxhall activity to maintain the credibility and integrity of the Strategy Board. Members shall commit to uphold the Principles for Public Life set out in Annex 2.

17. In particular, it is the Strategy Board's expectation that all Board members will -

- (a) promote the Nine Elms Vauxhall vision;
- (b) help identify resources to implement and realise Nine Elms Vauxhall Vision and Business Plan (see Annex 1);
- (c) add value to, contribute to and advise the Strategy Board;
- (d) act in a business-like manner;
- (e) recognise and respect the intellectual property rights of individual constituent organisations and those organisations represented on the Strategy Board's Working Groups

Substitution

18. It is the Strategy Board's expectation that constituent organisations shall make every effort to be represented at all meetings of the Strategy Board. However, it is acknowledged that in some circumstances members may not be able to attend. In these circumstances, they should submit an apology for absence to the Secretary in advance of the meeting and endeavour to ensure that the nominated substitute will attend and notify the Secretary of the Strategy Board. Substitute members (who shall have all voting rights and obligations as if they are the permanent member) should be of a sufficiently senior level in the constituent organisation to have the same authority to act on the organisation's behalf and make decisions that may affect that organisation, and should be duly appointed according to the practices or rules of the constituent organisation in order to validate their attendance at Strategy Board Meetings.

19. Members of the Strategy Board give of their valuable time free of charge.

Period of office of Strategy Board members

20. In order to provide consistency and continuity, all current members of the Strategy Board are encouraged to remain members for a minimum of two years.

21. The membership of the Strategy Board should be reviewed every two years; the next such review shall take place in September 2019.

EXECUTIVE COMMITTEE

Role and Purpose of the Executive Committee

The role of the Executive Committee shall be -

- a) to provide early guidance and direction on the development and implementation of key Partnership initiatives and projects for the implementation of the regeneration of Nine Elms and Vauxhall
- b) Receive and consider performance management reports from the local authorities and Steering Groups and propose any actions in response
- c) to discuss and resolve conflicts and obstacles around the delivery of developments including construction logistics, ensuring the input of Local Authorities and other necessary agencies and seeking to minimise negative impacts on the local area
- d) give early consideration to both interim and legacy management of common infrastructure and areas
- e) consider issues raised by the Landowners Group for the Leaders
- f) consider Partnership issues that cross Borough boundaries

Membership

The Executive Committee shall normally comprise of 8 representatives drawn from the membership of the Strategy Board including:

- The Leader of Wandsworth
- The Leader of Lambeth
- GLA representative (to be nominated by the GLA)
- Chair of Landowners Group
- 3 other Landowners (nominated by the Landowners Group)

The Executive Committee will be supported and advised by senior officer representation from both Wandsworth and Lambeth Councils.

Membership shall be reviewed generally every 2 years but with the next review taking place as part of the planned review of the Strategy Board membership

Members of the Executive Committee will: -

- (a) promote the Nine Elms Vauxhall vision and objectives;
- (b) help identify resources to implement and realise the Nine Elms Vauxhall Vision and Objectives (see Annex 1);
- (c) add value to, contribute to and advise the Strategy Board;
- (d) act in a business-like manner;

22. Members of the Executive Committee give of their valuable time free of charge.

Period of office of Executive Committee members

23. In order to provide consistency and continuity, all current members of the Executive Committee are encouraged to remain members for a minimum of two years.

STEERING AND WORKING GROUPS

24. The Strategy Board may appoint such Steering Groups as it considers necessary. In general, these shall not have delegated powers and shall report back to the Board or Executive Committee on significant plans and proposals.
25. Decisions of the Strategy Board shall be implemented by consensus and shall not be binding on the policy and resources of the constituent organisations without reference to and the agreement of the organisation's own management or executive bodies excluding any statutory functions or responsibilities governed by other requirements.
26. The following Steering Groups are currently in operation.
- (a) Infrastructure and Construction Logistics Steering Group: To consider all Nine Elms Vauxhall matters relating to the design, consultation, funding and delivery of infrastructure including public realm, transport, utilities and District Heating and to provide oversight of the overarching Construction Logistics Strategy and Implementation Plan. This will include monitoring master programme of infrastructure delivery across opportunity area; receiving updates from projects at key milestones; escalation of issues arising through various subsidiary working groups; considering and responding to feedback from residents and businesses on the impact of infrastructure delivery, preparing updates and escalation of issues for resolution and direction by the Strategy Board.
 - (b) Employment, Skills and Inward Investment Steering Group: To consider all Nine Elms Vauxhall matters relating to: local employment, business support; inward investment; and skills/training, considering and responding to feedback from residents and businesses in relation to employment, skills and investment issues and delivery defining the challenges and opportunities in those areas, and to make recommendations to the Strategy Board as may be necessary on intervention, influencing or collective action that may be required;
 - (c) Cultural Steering Group; to champion the vision for the Opportunity Area as a new vibrant cultural quarter for London by: agreeing and overseeing the Nine Elms Vauxhall Arts and Culture Programme; deploying resources to deliver against the Partnership's ambition for the area; considering and responding to feedback from residents and businesses on the cultural programme(s) and activities, and to ensure co-ordination of activity being delivered by other partners. In fulfilling this role the CSG will oversee the ongoing development and successful delivery of the VNEB Partnership Cultural Strategy.
27. The Executive Committee will have oversight of the membership of the Steering and Working Groups, ensuring the groups have members with the right range of skills and competencies and that reflect the range of stakeholders in each of the work areas.
28. The Head of Programme will make a recommendation to the Strategy Board on the appointment of the Steering Group Chairs. These appointments will be reviewed

every 2 years with the next review taking place in September 2019. The Chair will be expected to be drawn from the current membership of the Strategy Board.

29. Chairs and Members of the Steering Groups give of their valuable time free of charge.
30. Terms of reference for each of the Steering Groups will be prepared by the Delivery Team in consultation with the Chairs and will be reviewed every two years, with the next review to take place in March 2021. Key decisions shall normally require ratification by the Strategy Board.
31. Each Steering or Working Group is expected to meet at least twice per year, at least a month before the Executive Committee meeting. Additional meetings can be held at the discretion of the Steering or Working Group Chair in agreement with the members of the Group.
32. Task and Finish Project Teams will be established as necessary with the agreement of the Head of Programme and the Steering Group Chair.
33. The Strategy Board and Steering Groups will be supported by, and feed into, the officer level Communications Working Group, chaired by the Nine Elms Communications Manager of Wandsworth Borough Council: To ensure upcoming communications plans of all partners are shared; ensure key messages about the Opportunity Area are consistently delivered by all Partners at appropriate opportunities and via their own channels; ensure that all Partners are aware of and responding to feedback (including from residents, local businesses and other stakeholders) regarding the impact of and benefits relating to the scale of change in the area, providing advice and escalating issues to the Strategy Board as necessary; co-ordinate occasional Partnership level communications with key senior stakeholders when deemed appropriate by Strategy Board.

STRATEGY BOARD AND EXECUTIVE COMMITTEE MEETINGS AND ADMINISTRATION

Chairing the Executive and Strategy Board

34. The Executive Committee and Strategy Board shall be co-chaired by the Leaders of Wandsworth and Lambeth Councils. The chair will rotate at the conclusion of each cycle of Executive Committee and Strategy Board meetings.
35. In the absence of the Chair at meetings, the Co-Chair shall chair the meeting. In the absence of both the Co-Chairs at the meeting, the members present shall elect one of their number to chair the meeting.
36. It is the role of the Chair of a meeting of the Executive Committee or Strategy Board to ensure that:-
 - (a) the core business of the meeting is dealt with efficiently and thoroughly;
 - (b) all members observe high standards of conduct including respect and tolerance of the views of others;

- (c) open and constructive discussion is facilitated;
 - (d) all members of the Executive Committee or Board are encouraged to contribute; and
 - (e) decisions are reached by consensus wherever possible.
37. In addition, the Chair is responsible for ensuring that:-
- (a) the agenda for the meeting reflects the core business of the Executive Committee or Strategy Board;
 - (b) agenda papers are despatched in a timely manner at least 5 working days in advance of the scheduled timing of the meeting and as specified in paragraph 37;
 - (c) Strategy Board members are properly informed in order for them to address the business of the meeting either through written reports, presentations or by the attendance of the relevant professionals to advise the meeting; and
 - (d) actions and outcomes are properly recorded and circulated.
38. The Chair's ruling with respect to the conduct of discussion and business at meetings of the Executive Committee or Strategy Board shall be final.

Secretarial, co-ordination, policy and administrative support

39. The secretariat function – provided by Wandsworth Borough Council – will provide the lead role in facilitating the functioning of the Executive Committee and Strategy Board, consulting and receiving information, advice and assistance from other constituent organisations wherever practicable.
40. Officers from Wandsworth and Lambeth Councils, the GLA and TfL will regularly be in attendance at meetings of the Executive Committee and Strategy Board to give advice and information as necessary. Other persons shall attend for this purpose at the discretion of the Chair and the Head of Programme, as described in paragraph 28(c) above.

Conduct at Meetings

41. Executive Committee and Strategy Board Members are expected to carry out the role described in paragraph 16 above, have regard to the standards set out in paragraph 15 (f) and declare any interest as set out in paragraph 33 below.

Declaration of interest

42. Executive Committee and Strategy Board meeting agendas shall include provision for the meeting to deal with the matter of declaring members' interests before proceeding to the main business on their agenda. All Members must declare any interest in

relation to any item on a meeting agenda and not vote, nor speak, other than to provide factual information if:-

- (a) they, their spouse, partner, business interests, or family and friends would gain or lose financially by the decision; and
- (b) their personal interest in the matter creates a real danger of bias by putting their own feelings above partnership interests.

Further, by their nature, decisions of a constituent organisation may have the effect of benefiting or disbenefiting the organisation that employs or nominates its members, e.g. when decisions are made on bids, projects, funding allocations, etc. that may become available to constituent organisations. It is not practicable to declare such interests (which will be obvious) or prohibit participation in votes or decisions in such cases (formal votes are in any event rarely taken at partnership-type bodies such as this Strategy Board). However, all members will be expected to adhere to the Principles of Public Office (see Annex 2), and in contributing to Strategy Board decisions, pledge themselves to take a decision reflecting their best assessment of the option(s) which maximise overall benefits to the Nine Elms Vauxhall area in achieving its Vision and objectives, rather than merely seeking to assess benefits or disbenefits to their own particular employing/nominating organisation alone.

Frequency of Strategy Board meetings

- 43. Meetings of the Executive Committee and Strategy Board shall normally be held at least two times a year, although more frequent meetings may be held if necessary (e.g. if requested by the Chair in consultation with the Co-Chair or called for by five or more Strategy Board members in writing, submitted to the Secretary.)
- 44. The Executive Committee will normally meet a month before the Strategy Board.
- 45. A forward programme of dates for at least one year ahead shall normally be agreed by the Strategy Board, preferably by September each year.

Time and Venue of Strategy Board meetings

- 46. Executive Committee and Strategy Board meetings shall preferably be held, if available, at suitable premises within the Nine Elms and Vauxhall area itself, or otherwise City Hall or other appropriate location as may be agreed by Strategy Board members and shall be held at times convenient to the majority of members.

Agenda Preparation and Despatch

- 47. Items for the agenda are to be agreed by the Co-Chairs of the Strategy Board. Any member wishing to submit an item for the agenda must do so in writing, if possible, to the secretariat not less than three weeks before the meeting date. Acceptance of any items requested after this date will be subject to the agreement of the Co Chairs.
- 48. Agendas and associated documentation shall normally be despatched to Executive Committee and Strategy Board members at least five working days prior to the

meeting date to allow sufficient time for Strategy Board members to read and absorb material before the meeting. These will be sent out electronically wherever possible in order to save paper, printing and postage costs.

Making the Board accessible

49. The business of the Strategy Board should be accessible to all members of the community and partners with special needs. Accessibility can be achieved in the following ways:
- (a) ensuring adequate physical access to Strategy Board meetings (for meetings or parts of meetings open to the public – see 46 below);
 - (b) providing signers, palantypists, interpreters or other specialist support on request to the Secretary;
 - (c) ensuring that all agenda papers are available two working days before the meeting to allow for translation, brailing, etc., if necessary; and
 - (d) observing Royal National Institute of Blind People and other guidance on the preparation and presentation of slide shows.

Quorum

50. 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 of whom shall be representatives of either Wandsworth Council, Lambeth Council or the GLA.
51. No business shall be transacted at a meeting of the Executive Committee unless at least half of the whole number of members of the committee is present, at least two of these whom shall be representatives of either Wandsworth Council, Lambeth Council or the GLA and one of whom shall be a Landowner.

Decision-making

52. All matters arising for formal decision shall be decided by a majority of votes unless there is unanimous agreement on a matter and a formal vote is not required. Each member shall have one vote. In the event of an equality of votes, the Chair of the meeting shall be entitled to a second and casting vote.
53. Any member dissenting from a resolution passed by the Strategy Board shall be entitled on request to have his/her name recorded in the minutes as having so dissented.

Administrative support

54. Administrative support to the Executive Committee and Strategy Board shall be provided by the secretariat. Minutes taking will be undertaken and agenda

despatch will be undertaken by the Secretary to the Strategy Board. In addition the secretariat, supported by partners, will co-ordinate data collection and policy analysis to complement Partnership related activities.

55. Minutes of all meetings will be maintained, and signed by the Chair (or the Co-Chair in his / her absence), after approval by the Executive Committee or Strategy Board members as being a correct record of the meeting concerned.

Accountability and openness

56. An appropriate degree of accountability and openness are fundamental to the workings of the Strategy Board and the issues which are discussed. Decisions made at the meetings should also be transparent and made easily available to both the business and wider communities. For this reason, the agenda and minutes of all Strategy Board meetings shall be sent to all members of the Strategy Board, the Chairperson of each of the Working Groups and shall be made available on the Partnership's website.
57. It is considered likely that initially at least, most of the business conducted by the Strategy Board will be of a confidential nature, often as part of internal discussions between constituent organisations, etc. However, at the discretion of the Strategy Board, meetings can be open to the press and public and advertised as such in advance. However on such occasions there may be some items of business which are confidential. In such cases the Strategy Board will be asked to approve a resolution to exclude the press and public.
58. Deputations may be heard by the Strategy Board, by prior arrangement with the Chair, in consultation with the secretariat, and as may be agreed by the Strategy Board. The period for a deputation to address a meeting shall be limited to a maximum of ten minutes.
59. The dates and agenda for future meetings shall normally be available on the Partnership's web-site five clear working days prior to the meeting. Minutes of the previous meeting will be published once agreed as accurate by the Strategy Board.
60. All members shall seek to follow any agreed Communications strategy in relation to relevant business which specifies in more detail the mechanisms for publicity and information about the Strategy Board and its work.

Conflict Resolution

61. It is acknowledged that, at times, conflicting views and opinions might be expressed. In principle, the Strategy Board should aim to achieve consensus by focussing on the views of all Strategy Board members.
62. Differences of opinion leading to conflict should be resolved in their early stages to avoid a detrimental impact on the working of the Partnership and the Nine Elms Vauxhall area generally. For this reason, it is suggested that in the first instance, the issues in question should be discussed with the Chair in consultation with the Co-Chair. Should the issue not be resolved at this stage, the item should be put on the agenda for discussion within a meeting of the Strategy Board and a vote taken where appropriate.

PERFORMANCE MANAGEMENT

63. Evaluation and assessment of the Partnership is fundamental to effective working and governance. It is important that all partners on the Strategy Board are held accountable for achieving the results from the decisions made by the Strategy Board. A high level set of milestones and key indicators will be agreed against which progress towards delivery of the Visions and Objectives shall be measured. Regular progress reports shall be presented to the Strategy Board to monitor progress and alert members to any potential problems or issues. These reports shall be prepared by the relevant lead officers in Wandsworth and Lambeth Councils working either solely or in partnership with other organisations jointly responsible for achieving goals or objectives.
64. It is also important to ensure that the Nine Elms Vauxhall Partnership and its Strategy Board, as an evolving partnership, functions effectively and is fit for purpose, meaning that regular reviews will be necessary. A review shall be conducted on a regular basis with Strategy Board members, considering the way the Partnership's governance is structured, and the way in which work is conducted, for example.
65. The Partnership must be able to demonstrate that its activities add value to the Nine Elms Vauxhall area and result in an improvement in the quality of life. Robust performance management systems have been put in place and these also need to be reviewed regularly to ensure they remain fit for purpose.
66. Partnership members shall receive a variety of reports during the year to assess issues and topics and to monitor performance. For example, the Strategy Board shall receive mid-year and year-end reports on progress of the Strategy Board's Vision and objectives.
67. These high level reports shall be complemented by more detailed monitoring at the relevant Steering Groups and they will raise issues of concern as appropriate with the Executive Committee and Strategy Board. These Steering Groups will be complemented by the Council's own Overview and Scrutiny Committee arrangements which ensure that robust and transparent performance information is available in the public domain, and regularly published on the web.
68. The Partnership recognises that in exceptional circumstances there might be a need to make a fundamental reassessment of planned performance. The Strategy Board is committed to ensuring that a revised delivery plan or improvement plan is developed and implemented.

RISK MANAGEMENT

69. The Strategy Board is confident that its approach is subject to good risk management procedures and therefore should successfully deliver its aims and objectives as set out in the Vision Statement. These procedures reflect best practice and include:-

- (a) a shared understanding of the priorities by constituent organisations;
- (b) clearly defined measures of effectiveness/outcome;
- (c) clear allocation of responsibility for delivery;
- (d) consideration of risk as part of any proposals for service or policy development;
- (e) an effective framework for monitoring and evaluation which includes provision for taking action to anticipate and mitigate the risks of under achievement; and
- (f) sound project management of well-developed action/service or development plans using a Specific, Measurable, Achievable, Realistic and Timed (SMART) approach to target setting.

Risk management should take place at the most appropriate level to ensure effective action can be taken. It is recognised that in most cases, this will be at the local authority level reflecting locality based implementation and funding flows. Should risks have a bearing on Partnership objectives, then the local authority – or relevant partner – will report this together with any mitigation to the Strategy Board or Executive as part of the performance monitoring set out above. Should risk management require the involvement of a number of partners, then a clear recommendation for appropriate action should be made to the meeting. In cases of urgency requiring a decision outside of a Strategy Board or Executive meeting, relevant partners will consult with the co-chairs regarding the necessary actions with agreement of recommendation by the Executive through written procedure or co-Chairs' action as appropriate.

CONSULTATION

70. The Partnership is also committed to consult as widely as possible with local residents and stakeholders on a timely basis.

ALTERATIONS TO THE GOVERNANCE DOCUMENT

71. The provisions of this Governance Document may be added to or amended by the Strategy Board, provided (a) that, unless alternative arrangements have been made by the Partnership at a previous meeting, such alterations shall not take effect until three days after all Strategy Board constituent organisations have been informed in writing of the agreed change and no objections are received from them; and (b) that no alterations shall take effect until taken through the relevant Council decision-making process has endorsed the changes.

DISSOLUTION

72. The Strategy Board – and hence its Workings Groups and the Delivery Team - can be dissolved at anytime providing that 75% of the Strategy Board Members vote in favour of the dissolution resolution and that such is subsequently supported in writing by 75% of the constituent partnership organisations within six weeks [or such other period as shall be decided by the meeting at which the resolution is passed]. A decision to dissolve the Strategy Board shall be reported by the

Secretary as soon as practicable to the appropriate overview and scrutiny committee of Wandsworth Council.

19th October 2010

Revised 26th January 2011, 23rd March 2011, 28th October 2011, 20 January 2012, June 2015, 7th April 2017 and 29 March 2019.

VISION

Vauxhall Nine Elms Battersea ... 'A new London Quarter for the benefit of the whole community.'

By 2030 the 195 hectares of the Vauxhall Nine Elms Battersea Opportunity Area will become an exemplar and distinctive quarter of central London. As an integral part of the London offer, defined by Lambeth Bridge through Vauxhall to Battersea Power Station and Chelsea Bridge, high quality buildings and public spaces will provide opportunities for jobs and the choice of a variety of homes. New cultural and leisure developments in this Thames River front location, supported by high quality services, especially public transport, will make this a successful and sustainable place where people will want to be.

Nine Elms will be a prestigious destination for international investment anchored by the rejuvenated Battersea Power Station and the new US Embassy. A major new town centre at the former Power Station will provide the focus of much of the new economic activity. New Covent Garden food and flower market will be reconfigured to provide better facilities for its businesses and a public interface that will include new restaurants. This will provide the setting for a bustling 24/7 food quarter. Vauxhall Cross, which already benefits from an existing station will be transformed into an attractive, walkable neighbourhood, with a mix of uses and public spaces with streets that are not dominated by traffic.

A bold new linear park from Battersea Power Station through to Vauxhall will be a major feature in the sustainable development of the area together with improved green open spaces. The high quality public realm to be created here will be critical to ensuring that pedestrians and cyclists feel safe and secure. Convenient and attractive routes will connect the area together with existing neighbourhoods and the elegant Albert Embankment which is a defining characteristic of the South Bank.

New sustainable development will lead the way in construction, provision of extensive green infrastructure, minimising the use of energy and encouraging carbon reduction including a district heating network serving the whole area. The Northern Line Extension from Kennington to Battersea Park and excellent public transport interchange facilities at Vauxhall will give the area essential new public transport connections.

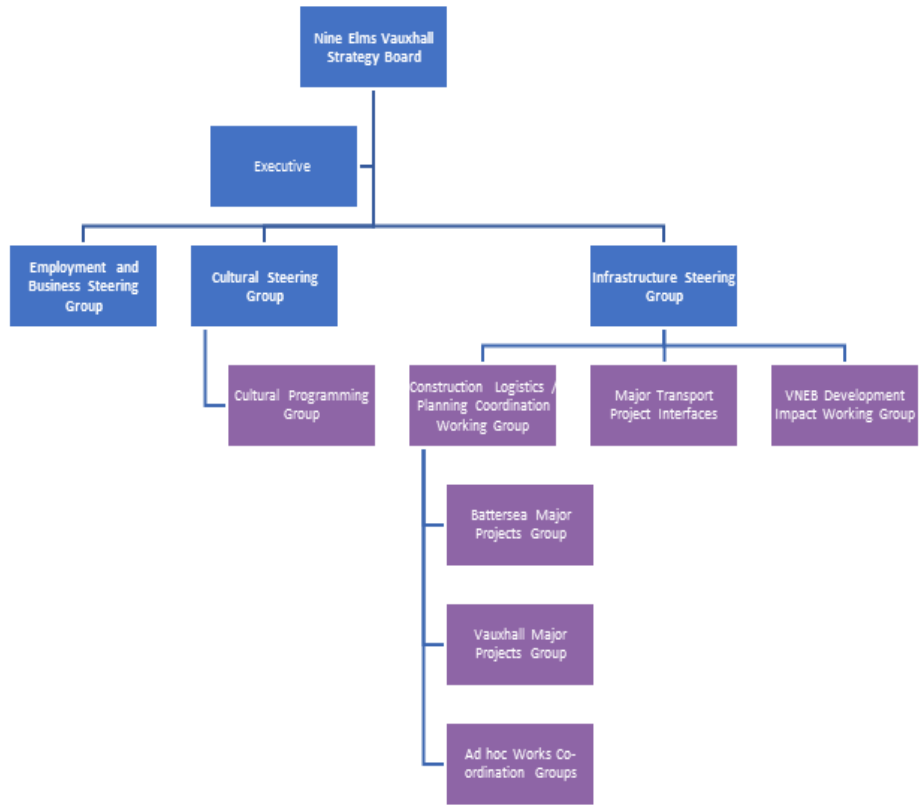
The development of the whole area is expected to provide 20,000 new homes and an estimated 25,000 new jobs.

PRINCIPLES FOR PUBLIC LIFE

The Nolan Committee was set up by the Government in 1994 to consider standards of conduct in areas of public life. The Committee defined principles for public life which gave a clear statement of the behaviour expected of elected and appointed members, employees and volunteers. These form the basis of the following precepts:

1. ***Selflessness***: You should serve only the public interest and should never improperly confer an advantage or disadvantage on any person.
 2. ***Honesty and Integrity***: You should not place yourself in situations where your honesty and integrity may be questioned, should not behave improperly, and should on all occasions avoid the appearance of such behaviour.
 3. ***Objectivity***: You should make decisions on merit, including when making appointments, awarding contracts, or recommending individuals for rewards or benefits.
 4. ***Accountability***: You should be accountable to the public for your actions and the manner in which you carry out your responsibility.
 5. ***Openness***: You should be as open as possible about your actions and those of your authority, and should be prepared to give reasons for those actions.
 6. ***Personal Judgement***: You may take account of the views of others, including political groups, but should reach your own conclusions on the issues before you and act in accordance with those conclusions.
 7. ***Respect for Others***: You should promote equality by not discriminating unlawfully against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability. You should respect the impartiality and integrity of the authority's statutory officers, and its other employees.
 8. ***Duty to Uphold the Law***: You should uphold the law and, on all occasions, act in accordance with the trust that the public is entitled to place in you.
 9. ***Stewardship***: You should do whatever you are able to do to ensure that your authority uses its resources prudently and in accordance with the law.
 10. ***Leadership***: You should promote and support these principles by leadership, and by example, and should act in a way that secures or preserves public confidence.
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STRUCTURE DIAGRAM OF CURRENT STEERING AND WORKING GROUPS



GLOSSARY

CIL	Community Infrastructure Levy
DIFS	Development Infrastructure Funding Study
GLA	Greater London Authority
NLE	Northern Line Extension
OAPF	Opportunity Area Planning Framework
SPD	Supplementary Planning Document
TfL	Transport for London
TIF	Tax Incremental Financing
VNEB	Vauxhall Nine Elms Battersea

