

## NINE ELMS VAUXHALL STRATEGY BOARD

**Minutes of the meeting held on Friday 27<sup>th</sup> September 2019 at 9.30am at City Hall (Committee Room 5), The Queen's Walk, London SE1 2AA**

### PRESENT

#### Members of the Board:

Councillor Ravi Govindia (Co-Chairman, in the Chair), Wandsworth Council  
Councillor Jonathan Cook, Wandsworth Council  
Jules Pipe, Greater London Authority (GLA)  
Danny Calver, Transport for London (TfL)  
Gordon Adams, Battersea Power Station Development Company (BPSDC)  
Daniel Tomkinson, Covent Garden Market Authority (CGMA)  
Philip Robins, St Modwen  
Stephen O'Driscoll, R&F Holdings  
Aseem Sheikh, Vauxhall One

#### Officers and observers:

Wandsworth Council – Paul Martin, Steve Diamond, Kathryn Stewart, Katherine Yexley, Sam Emmett, Esther Swales, Michelle Walker, Mark Hunter, Okorite Amachree, Chloe Tucker, Siri Thafvelin  
Lambeth Council – Sandra Roebuck, Conor McDonagh, Laura Davy, Paul Bates  
NHS Lambeth CCG – Andrew Grimes, Christine Caton  
Ballymore Group – Ally Holmes  
The Arch Company – Shaun Mobsby, Charlotte Cywinski  
TfL – Robert Niven  
CGMA – David Frankish  
R&F Holdings – James Cook

#### Apologies:

Councillor Jack Hopkins (Co-Chairman, Lambeth Council)  
Councillor David Amos (Lambeth Council)  
Stevan Tennant (Ballymore Group)  
David Hughes (Northern Line Extension Team, TfL)  
Andrew Travers (Chief Executive, Lambeth Council)  
Danielle Rose (Nine Elms Delivery Team, Wandsworth Council)  
Richard Flindell (Transport for London).

### 1. Introductions and Declarations of Interest

The Chair welcomed all attendees to the meeting. There were no declarations of interest.

### 2. Minutes of Previous Meeting (Paper No. SB19-08)

The minutes of the meeting of the Strategy Board (the Board) on 29<sup>th</sup> April 2019 were accepted and signed as record.

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There were no matters arising.

### **3. Notification of New Members**

The Clerk introduced Councillor Jonathan Cook (Wandsworth Council) as a new member of the Board. The Clerk also announced that Paul Hampson would be the new representative for Tideway at future meetings of the Board, although he was not present at this meeting.

**RESOLVED** – That the changes to the Board membership be noted.

### **4. Reporting Framework (Paper No. SB19-09)**

Kathryn Stewart (Nine Elms Development Team, Wandsworth Council) presented the report, which summarised the progress made by the Nine Elms Vauxhall (NEV) Partnership over the past six months.

There was a great deal of progress on the Northern Line Extension (NLE). Clearly visible structures were now in place at both new tube stations, which could be seen by residents and businesses, and the Nine Elms Lane Battersea Park Road Scheme was progressing. Battersea Power Station were expecting to begin delivery of the elements of the scheme they are obliged to deliver towards the end of 2019, creating visible progress with the road scheme. Significant intervention was being made in the Thessaly Road/Stewarts Road area to improve the highways access, and the Thessaly Road bridge art project by artist Yinka Ilori had been a huge success. Planning approval for the Vauxhall Bus Station was granted in February 2018.

Housing delivery was moving towards the target of 20,000 homes. Lambeth's Planning Applications Committee had approved development on the Vauxhall Island Site. This application had been called in by the Secretary of State in May 2019 and a four-day inquiry had been scheduled from 17<sup>th</sup> December 2019. Sandra Roebuck (Lambeth Council) noted the significance this decision would have for continued confidence in the infrastructure investment in the OA.

The South London Innovation Corridor (SLIC) Programme had commenced and the Board of the Programme had met in June 2019. The programme was funded by business rates retention, and would be delivered by Lambeth, Southwark, Wandsworth and Lewisham. The SLIC concept was planned to be communicated in parallel with the Battersea Design Quarter concept. The One Tech project, which would support technology business founders from under-represented groups, was scheduled to launch at the end of the October.

There had been a busy summer of events and cultural around NEV. The Development Infrastructure Requirements Review was underway and Santec had been appointed as the consultant for the project. A report on this would be brought back to the Board in March 2020.

Employment, training and business outcomes continued to improve. There were many job starts in Q1 for Lambeth and Wandsworth residents, and lots of apprentices had been employed on various projects including the NLE. There was significant progress with new and enhanced local facilities, including the Lambeth GP Services and Sleaford Street Health Centre (item later on agenda).

Consultation on ideas for sports and play space improvements for estates local to Sleaford Street had been carried out and proposals would now be developed. Measures around environmental sustainability continued to be fruitful, with Wandsworth remaining within the daily EU limit for PM10 since April 2019.

Kathryn Stewart noted that some projects had been removed from the Reporting Framework as they had been completed, for example the Thessaly Road Bridge Project, the completion of which was marked by a day-long celebration of the local area with nearly 2000 residents in attendance. The Board discussed the success of this project and congratulated the Nine Elms Delivery Team for their work.

**RESOLVED** – That the contents of the report be noted.

## **5. Employment and Business Steering Group Update (Paper No. SB19-10)**

Daniel Tomkinson (CGMA) presented the report on the proposed principles and objectives of the new Employment and Business Steering Group. The Partnership Away Day at the end of 2018 had re-affirmed that maximising the employment and business benefit from the development of the Opportunity Area (OA) should continue to be a priority. The Employment and Business Working Group had been very successful in securing new employment and apprenticeships in construction, and in helping local firms access contracts. There was now a need to focus on 'end use jobs'.

The Working Group had been re-positioned as a Steering Group and had a new Statement of Purpose. Daniel Tomkinson described the four objectives which had been developed to define the Group's work. These had been tested with stakeholders.

The proposed format of the Steering Group would be a network of interested organisations brought together primarily to share information about what is happening in the OA. There was also a desire to meet with other stakeholders on an occasional basis, although this was felt to be best done by thematic area (e.g. commercial and skills sector) rather than as a wide group. Historically the Working Group had had a lot of involvement with stakeholders, but there was little involvement on the property side.

Daniel Tomkinson finished the report by asking the Board to agree the Steering Group's new principles, objectives and way of working and to highlight any priorities they would like the Steering Group to take forward.

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Councillor Cook (Wandsworth Council) referred to the fourth objective of the Steering Group and asked the Board for their thoughts around how this objective might relate to the SLIC Programme.

Steve Diamond (Nine Elms Delivery Team, Wandsworth Council) responded that Lambeth were leading on SLIC and there was a new funded project partnership with Lambeth, Wandsworth, Southwark and Lewisham (as outlined during item 4, the Reporting Framework). The project included promoting the OA as an area for digital businesses and start-ups, and there was lots of work to be done to ensure that NEV was seen as a desirable place for these businesses and that the diversity of opportunities within South London was being promoted. It was important that the different agendas of the SLIC Project, the Local Authority and the Steering Group were aligned.

Sandra Roebuck (Lambeth Council) added that Lambeth had launched a Creative and Digital Industries Strategy in 2018, to bring to light the opportunities and challenges surrounding supporting businesses in these sectors, which generally had a different approach when compared with more traditional business models. The opportunities for placemaking in the OA and the major players this attracts in these industries (such as Apple) would continue to be an important attractor for further creative and digital industries sector business activity in the borough and the wider OA.

Aseem Sheikh (Vauxhall One) noted that there was a lot of data and street knowledge that came out of the Vauxhall One BID that could be useful to the Steering Group and stated that he would be very happy to supply this.

The Chair enquired as to whether there had been lots of new businesses joining as a result of the Vauxhall One BID. Aseem Sheikh responded that there had been, and that there was a lot of pride in the bid. A culture of day and night economies was being created, and the whole area was poised to make a leap in development, particularly following cultural improvements and a reduction in crime.

Sandra Roebuck noted that the Arch Company had taken over Network Rail commercial property assets, and asked if it might be possible for them to present their vision for the railway arches to a future meeting of the Board. It would be useful for the board to hear The Arch Company's emerging strategy for their rail arch portfolio to understand how this could influence commercial activity, employment and skills opportunities, and footfall across the OA.

Steve Diamond highlighted that the firm date for the NLE had encouraged businesses to get involved with NEV by making the OA a desirable area with good transport links. This created hiring potential for young staff and would encourage staff retention by making NEV a great place to both live and work. Apple's presence in the area would also create a catalyst effect for business involvement.

Paul Martin (Wandsworth Council) agreed, and asked Gordon Adams for an update on progress on building relationships with Apple and how the wider leverage of Apple's involvement should be maximised. It was important to recognise that with

such amazing brands, there would be complexity with how the NEV Partnership would work alongside them.

Gordon Adams responded that the Employment and Business Steering Group were very conscious of Apple's arrival, but that it was important to consider timing. Up until now, the focus on jobs and skills had been key, but from now onwards the opportunity was for businesses in the area. 2021 would be a key year as the NLE would be completed and Apple employees would move into the site. 110 new retail businesses would also be moving into Battersea Power Station around this time, so it was very important to begin preparations for 2021. This was the right time for the Steering Group to change its way of working. Gordon Adams encouraged the board to think about how they would frame the request to engage with Apple, and what the right time to do so would be.

The Chair enquired as to the precise arrival of Apple employees after their first arrival at the site. Gordon Adams responded that fit-out would start after Q1 in 2020, and should be complete by Q3 in 2021, which would coincide with NLE opening.

Daniel Tomkinson raised that it would be useful to know when fit-out jobs were available and what skills would be needed, as there was a lot of interest surrounding information about job availability. This had led to the new direction of the Steering Group.

The Chair summarised the two pieces of work that would now be needed. The first would be a presentation by the Arch Company on the plans for the railway arches. The second would be research and discussion relating to how the Board should approach Apple and how exactly the Board would like them to engage with the Nine Elms Development.

The Board discussed further the challenges of working with Apple and understanding how their corporate and social responsibility could align with plans for NEV. The Chair also noted that it was important not to forget Penguin Random House as a potential business for engagement with the OA.

Stephen O'Driscoll (R&F Holdings) raised that there would also be a 200-key 5-star hotel opening within the OA soon, which would create many jobs. Employment would start well in advance of opening.

**RESOLVED** – That:

- (a) the contents of the report be noted; and
- (b) the Board agree the Employment and Business Steering Group's new principles, objectives and way of working; and
- (c) the Arch Company present a report on their plans for the railway arches to a future meeting of the Strategy Board; and
- (d) research be carried out into how best to approach Apple to ask them to engage, and what the Nine Elms Partnership would like from them.

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**6. Northern Line Extension Two Year Look Ahead (Paper No. SB19-11)**

Esther Swales (Nine Elms Delivery Team, Wandsworth Council) presented the report on the two-year countdown to the opening of the Northern Line Extension (NLE). An exact date for opening had not yet been set but TfL had confirmed the Northern Line Extension was targeted to go into public service in Autumn 2021.

There was now an opportunity to look at what the communications objectives would be leading up to the opening. It would be key to communicate to the public that the NLE would make NEV a place to live, work and visit, and to communicate to business owners the resources and skills that are available in the area and that would be attracted to the area. It would also be important to maintain momentum over the next two years leading up to opening.

The key messages that the Nine Elms Delivery team were working to deliver with partners included reinforcing the message of providing vital transport links with the first major Tube extension this century, shining a light on the regeneration zone gaining quick access to the City and West End, showing the public the exemplary engineering work that had been going on and highlighting the number of jobs and apprenticeships that had been supported.

Some key milestones in the project were already underway. This included the newly visible structures going up outside stations, which were currently masked by surrounding building work, so as the programme continued the plan would be to add clearer signage.

A comprehensive cultural programme was planned around the NLE including the Art on the Underground project. The development of Arch 42 would also be a big opportunity and could provide communications opportunities throughout construction and for the design competition. The power switch-on in 2020 would be a major milestone for TfL. Other key milestones could be pulled in from CGMA and BPSDC to create a wider ripple effect across the OA and provide consistent communications. Stations and zones would be added to the London-wide Tube map 6 months before opening.

Esther Swales finished the report by asking the Board to note the potential costs associated with the communications campaigns, and to consider how partners could contribute to these.

The Chair enquired as to whether it would be possible for the London Underground roundel to be projected on the lift core of the Foster Building, which sits on the Battersea Power Station site. Robert Niven would investigate this.

Paul Martin stated that it would be important to integrate the opening of the NLE into the programme of events of Local Authorities, to make it a major point in their calendars. Michelle Walker added that there would be an integration of the NLE opening into the arts and culture programme at Wandsworth in 2021, with discussions already underway with key cultural partners.

Esther Swales and Robert Niven (TfL) noted that the target month for opening was September, which would coincide with the Totally Thames River Festival. The Chair enquired as to whether Kennington could get involved, and Sandra Roebuck said this had been talked about in the past but was not yet set in stone.

Daniel Tomkinson asked if there had been any TV documentary interest in the NLE. Esther Swales stated that a corporate promotional film charting the 10 years of work on the extension was being produced, but a TV documentary was not. Kathryn Stewart asked TfL if there had been any previous enquires, and Robert Niven responded that there had been several features of the NLE in documentaries but not a programme solely focusing on the NLE. There was lots of footage from throughout the process as a result of these features, so any potential documentary would not be short of content.

Daniel Tomkinson raised that the documentary could be a larger piece about 'making a new town', rather than just about the NLE. The Chair suggested that the Nine Elms Delivery Team should pitch to anyone who might be interested in producing the documentary, but that if there was no interest it might be a good idea to commission production.

Stephen O'Driscoll added that there had been a 3-year documentary inside the American Embassy, which showed that there were lots of opportunities for stories in the area. Sandra Roebuck noted that the Island Site could create a potentially negative story, and the decision on this would need to be resolved before pursuing this work. Robert Niven would go back and talk to the TfL press team. He added that a documentary maker may be more interested in Crossrail at the moment and timing would therefore be very important.

Kathryn Stewart noted that there had been a recent Sky Arts documentary about Battersea Power Station. Gordon Adams responded that this was currently being screened to staff at the new Archlight Cinema. He added that this documentary should be pitched as a story about the entire OA, rather than just about the NLE.

Gordon Adams thanked the Nine Elms Delivery Team for their work on the Communications Plan. He asked if the costs outlined in the report were allocated in the DIFS budget, and Esther Swales responded that there was not yet any funding allocated for the outlined communications programme. Kathryn Stewart added that these were discussions about what could be possible and no funding had been allocated - partners were asked to give thought to their involvement with communications.

**RESOLVED – That:**

- (a) the contents of the report be noted; and
- (b) the possibility of projecting the London Underground roundel on the Foster Building lift core be investigated; and
- (c) consideration be given to pitch a TV documentary about Nine Elms Vauxhall to potential producers or commissioned by the Nine Elms Partnership; and
- (d) the partners consider how they could support or engage with the planned Communications programme approaching the opening of the Northern Line Extension.

**SB19-14****7. Nine Elms Vauxhall Healthcare Programme Update (Paper No. SB19-12)**

Andrew Grimes and Christine Caton (NHS Lambeth CCG) presented the report, outlining the progress of the NHS NEV Healthcare Programme and the leases with various partners. The £2m Lambeth Borough part of the Healthcare Investment Programme would be completed during the summer of 2020 and the Wandsworth Borough £13m Sleaford Street investment would be completed by mid-2023. The NHS would take a decision in 2025 on the requirement for the healthcare space provided at Nine Elms Square. The report also indicated the key risks to the healthcare programme. Andrew Grimes asked the board for their comments or queries relating to the paper.

The Chair enquired as to when the Final Business Case would be approved, and Andrew Grimes informed the Board that the Final Business Case would be approved in December 2019 and reported to the next meeting of the Board. Sandra Roebuck noted that the discussion about health infrastructure had been ongoing for a number of years, and congratulated Andrew Grimes, Christine Caton and NHS Lambeth CCG for their hard work.

Gordan Adams told the Board that occupation of the Sleaford Street site would begin in July 2021, but Peabody aspired to bring this date forward. Andrew Grimes added that this report was based on the last communications with Peabody, and April 2022 had been given as the date for vacant possession, but NHS Lambeth CCG were working together with them to accelerate this date.

**RESOLVED** – That the contents of the report be noted.

**8. BT Openreach Infrastructure Access (Paper No. SB19-13)**

Danny Calver (TfL) presented the report on the discussions between TfL and BT regarding the Nine Elms Lane scheme, and the requirement for relocation of BT Openreach equipment as a result of the proposed design.

Since the presented paper was written, there had been further meetings with BT, and a compromise solution had been reached. This would keep most of BT's equipment in the cycleway and create some equipment in the footway. The scheme was currently being reviewed to determine the cost implications, but they were likely to be a lot less significant than the previous potential two-million-pound cost. BT Openreach had been invited to this meeting of the Board, but they did not respond to this invitation. Danny Calver stated that TfL were hopeful that, in light of the recent meeting with BT, this issue could be resolved. The outcome of the review of the scheme would be reported to the next meeting of the Board.

The Chair noted that whatever solution reached would be likely to have implications for the relationship between the Highways Authority and BT, and the stakes would therefore be much higher for BT. Danny Calver responded that the disconnection between management and engineers at BT had been resolved, and escalation through various channels had resulted in compromise.

Jules Pipe (GLA) added that the GLA been involved in infrastructure coordination, and that they would be happy to take this further if no resolution could be found.

**RESOLVED** – That the contents of the report be noted.

## **9. Any Other Business**

Sandra Roebuck informed the Board that this would be Conor McDonagh's last meeting with the Board and noted that he had carried out lots of fantastic work on the Vauxhall gyratory and in Lambeth as a whole. The Chair thanked him for his contribution. Sandra Roebuck added that Eleanor Purser and Sara Waller would soon be joining Lambeth Council to take up the role as Co-Strategic Directors (on a job share basis).

Kathryn Stewart informed the Board of the Christmas plans for Nine Elms. Nine 'Elm Trees' would be illuminated in the OA, at least one of which would be visible from the train line. These would be illustrations of the nine real Elm Trees on the Thames Path.

There was no other business for consideration.

## **10. Dates of Future Meetings**

It was confirmed that the next meeting of the Strategy Board had been scheduled for 9.30am on Friday 1<sup>st</sup> April 2020.

The meeting ended at 11.00am.