

NINE ELMS VAUXHALL STRATEGY BOARD

Minutes of the meeting held on Friday, 13th December 2013 at 9.30 a.m., at City Hall (Committee Room 5), The Queen's Walk, London SE1 2AA

PRESENT

Members of the Strategy Board: Sir Edward Lister, Ms Fiona Fletcher Smith and Mr Stewart Murray (Greater London Authority); Councillor Lib Peck (Co-Chair) and Councillor Mark Harrison (Lambeth Borough Council); Councillor Ravi Govindia (Co-Chair – in the Chair) and Councillor James Cousins (Wandsworth Borough Council); Ms Michèle Dix and Mr Alex Williams (Transport for London); Mr Sean Ellis (St James' Group); Mr Peter Halpenny (Ballymore Group); Ms Jan Lloyd (Covent Garden Market Authority); Mr Jonathan Rawnsley (Sainsbury's); and Mr Richard Tice (CLS Holdings).

Officers and observers: Ms Sue Foster, Ms Carolyn Dwyer and Ms Sandra Roebuck (Lambeth Borough Council); Mr Paul Martin, Ms Seema Manchanda, Mr Martin Howell, Mr Steve Diamond, Mr Chris Jones and Mr Bill McCluskey (Wandsworth Borough Council), Ms Helen Fisher, Mr Keith Trotter, Mr Jamie Eagles, Ms Samantha Campbell and Mr Joseph Baker (Nine Elms Delivery Team), Mr Tom Burton-Page; Mr George Weeks, Ms Margaret Kalaugher and Ms Kirsty Maclean (Transport for London); Mr Robin Hughes (Network Rail); Mr Philip Gullett (Battersea Power Station Development Company); Mr Tristan Stout (Ballymore); Mr Chris Stratford and Mr Nick Sumption (Thames Tideway Tunnel); Mr Anthony Lee (BNP Paribas); and Mr David Rowbotham and Mr Michael Purdy (MACE).

Apologies: Apologies for absence from Strategy Board members and alternates were received from Mr Tim Seddon (St. Modwens); Mr Eugene Doyle (Royal Mail Group); and Mr Rob Tincknell (Battersea Power Station Development Company).

1. Introductions

The Co-Chair welcomed all attendees to the meeting.

2. Declarations of Interest

No declarations of interest were made.

3. Minutes (27.09.13)

The draft minutes of the meeting of the Strategy Board held on 27th September 2013 – Paper No. SB13-32 – circulated with the agenda, were approved as a correct record and were signed by the Co-Chair.

Matters Arising

(a) Councillor Govindia asked if TfL had agreed a programme for the works at Vauxhall Station. Alex Williams reported that the works had commenced and he confirmed that the contractor would be expected to employ apprentices and they would also be made aware of the construction charter; and

(b) In response to a question from Councillor Govindia concerning the distribution of the Strategy Board agendas and reports, the Board Members stated that they would prefer to receive them in an electronic PDF format. The papers will also be available on the Nine Elms intranet site

Action: Bill McCluskey/Keith Trotter

4. Programme Director's Update

Helen Fisher introduced the report - Paper No. SB13-33 - which set out the key achievements across the programme in the last three months and the likely progress in the next quarter.

She reported that there had been an emphasis on progressing work around the Utilities Master Plan and beginning the implementation of the Construction Charter and utilities co-ordination. On this last point she said that the special purpose vehicle – the Nine Elms Vauxhall Regeneration Company – should be formally set up before Christmas and would enable single applications to be made to public utility companies covering multiple development sites.

As discussed at the meeting of the Strategy Board in September 2013 the delivery of a permanent power solution for the area is of overriding importance. To assist the process, consultants are being appointed to give specialist advice on procurement and funding for the primary sub-station. Technical assessments of four potential sites have been commissioned and will be submitted in December 2013.

Helen Fisher then referred to follow-up work being carried out in relation to the report and presentation by Jones Lang LaSalle in December 2012 on a Business District for Nine Elms. An analysis is to be carried out to identify:-

- (a) the type of businesses being attracted to the area;
- (b) other businesses that could be attracted to the area; and
- (c) the measures needed to be implemented to achieve (b) above.

Following approval from the co-chairs and Wandsworth's Director of Finance to go out to tender it is the intention to appoint and commence work in January 2014 and report back on progress to a future Strategy Board.

Action: Helen Fisher / Keith Trotter

She also reported that Counsel's advice has been received on the linear park management arrangement options and St Modwens' have agreed to put a

note together on a variant option for further discussion at the next Board meeting.

Action: Tim Seddon

On the communications and marketing areas the Board were informed that Fluid had been appointed to develop a more diverse approach to community engagement and a report will be submitted to the Board in the New Year. Helen Fisher reported that one more sponsor was needed in order for Nine Elms on the South Bank to be represented at MIPIM. She also said that the area would be represented at the first MIPIMUK at Olympia in October 2014.

The ground-breaking ceremony at the US Embassy site was a very successful event that attracted significant media coverage.

Samantha Campbell referred to the minutes of the meeting of the Strategy Board in September 2013 concerning the media cuttings package circulated at the Board. She said that it was available on the Nine Elms Intranet site but would continue to be available at meetings.

The Board:-

- (a) noted the content of Paper No. SB13-33;
- (b) approved the allocation of £15K from the DIFs Administration budget towards the next stage of the Business District work.

5. Performance Management Framework (PMF)

Keith Trotter introduced – Paper No. SB13-34 – which covered the period of the third quarter of the Nine Elms Vauxhall Partnership Business Plan 2013/14. He reported that a number of projects had their rating revised from red to green because their dates for completion had been moved back. These included the public consultation and design process on the Pedestrian/Cycle Bridge; the joint boroughs/GLA study on the Delivery of Affordable Housing; and the consultation on the Vauxhall Gyrotory proposals.

He then highlighted a number of the priority projects with red rated actions:-

- Construction Logistics – This was the subject of a separate report to be considered later in the meeting;
- Utilities Capacity Study – The Telecoms Strategy will be completed in January/February 2014 rather than the October date reported to the previous meeting of the Board. Thames Water Authority (TWA) have advised that the Drainage Strategy will be completed in April 2014 rather than the original scheduled date of January 2014. Councillor Govindia asked the TWA representatives if the completion date could be brought forward. Chris Stratford said that if the commitment to the project was forthcoming, then TWA would endeavour to complete the work as fast as possible; and
- Linear Park – As mentioned in the Programme Director's report earlier Counsel's advice on the future management arrangements had been

received and the report being compiled by St. Modwen would be considered at a meeting of the interested parties in January 2014.

Keith Trotter also referred to the ten outputs listed in the report. He said that agreement has been reached with the housing and planning authorities together with the employment brokerage teams regarding which sites to measure against the homes, jobs and planning targets.

Paper No. SB13-34 was received as information, the revised actions were agreed and the ten outputs noted.

6. 2014/15 Business Plan

Keith Trotter introduced – Paper No. SB13-35 – which sought approval of the Nine Elms Vauxhall Partnership Business Plan 2014/15. The Plan provides the framework for our work programme over the next year and sets out the priority outcomes and projects. He said that the area was moving from the planning stage to the delivery stage with new residents arriving in 2014. As part of this new stage the report sought approval of an allocation of £400,000 to support consultation, detailed design and implementation as part of a wider programme of public realm works to the river path.

The Strategy Board previously agreed to bring forward the process of approving the Partnership's Business Plan by three months, with the aim to present a draft plan to the December 2013 Board meeting. To achieve this goal a number of consultation meetings were held with the Working Groups and other partners and, as a result, a draft plan was produced. This was circulated to all Board Members for consultation, which led to a number of changes to the plan e.g. a focus on the wider place-making opportunities around Vauxhall Cross afforded by a reconfiguring of the gyratory system and its surroundings and a rewording of the housing outcome to reflect the increased numbers of homes being delivered in the area.

Keith Trotter informed the Board that Appendix C to the report, setting out the Proposed Priority Programme budget from DIFs is subject to agreement with the Boroughs and the payment of CIL funding from developers according to their delivery against the agreed phasing scenario. Richard Tice asked if the increase in the projected number of homes would mean an increase in the DIFs. Keith Trotter explained that would be taken into account in the phasing study.

He also explained that the priority projects would be separated into two groups i.e. those where the infrastructure has been set up (e.g. Employment Brokerage) and those that are still in the developmental stage.

The Board:-

- (a) approved the Nine Elms Vauxhall Partnership 2014/15 Business Plan;
- (b) agreed to delegate authority to the Co-Chairs of the Board to approve the final business plan including the finalised budget set out as Appendix C to Paper SB13-35 and any minor changes;

- (c) noted that both Wandsworth and Lambeth Councils will consider formal endorsement of the Business Plan prior to the start of the financial year;
- (d) noted that a summary of the Business Plan will be produced for wider distribution;
- (e) noted the indicative infrastructure programme and that it will be subject to the regular review process established to take forward the funding of the NLE;
- (f) approved an allocation of £400,000 to support consultation, detailed design and implementation of public realm works to the river path (continuing through 2015/2016) as part of larger contract subject to development of detailed project brief and approval;
- (g) noted an allocation of £150,000 to support utilities infrastructure and construction logistics coordination and delivery subject to development of detailed project brief and approval;
- (h) noted the contribution of £125,000 from DIFs towards the Joint Co-ordination Unit as previously agreed;
- (i) noted the updated DIFs Administration budget for 2014/15 and 2015/16;
- (j) agreed the outcomes and priority projects for 2014/15; and
- (k) agreed the proposed list of outputs for regular reporting to the Strategy Board.

7. Phasing Study

The Board received a presentation - Paper No. SB12-36 – on the investment and funding aspects of the Phasing Study.

Chris Jones briefly introduced the report and pointed out that during 2014 the emphasis would be looking at the social infrastructure, particularly the provision of health facilities and primary schools for the community as well as physical infrastructure such as transport and public realm improvements.

Anthony Lee of BNP Paribas then updated the Board on the latest phases of the study. He informed the Board that they had focussed on the potential income from Tariff and CIL payments arising from commercial and residential developments. The data available shows residential peaks in 2016, 2020 and 2024 together with the commercial peak in 2016. In addition, the Battersea Power Station development will peak during 2018 and 2020. He explained that they had used the same four scenarios as in the previous exercise. i.e. Scenario one is based on landowners' anticipated timescales with Scenarios two to four progressively smoothing delivery relative to absorption assumptions and potential delays in development. The Board had previously decided to use Scenario two to model possible population increase and demand for social infrastructure and Scenario four had been utilised for testing the income generated for funding the Northern Line Extension (a lower rate of delivery representing a prudent approach to forecasting income). He reported that all of the scenarios showed an increase in the residential units figure from 16,000 to 18,000+ and commercial/other floor space increasing by 117,000 square metres.

He said that given the additional income the increased number of units is likely to generate the study indicates that there should be sufficient income after NLE payments have been made, to deliver the most immediate infrastructure requirements. He said that there was a need to further refine the cost infrastructure and that additional data will be available next year when the Census details are published. This will include looking at temporary health facilities and how existing primary schools will cope with the expansion. He also reminded the Board that under recent legislation 15% of the income received was earmarked for Neighbourhood Funding. Councillors Peck and Govindia commented that their respective Councils would be looking at prioritising the use of these funds.

Peter Halpenny commented that the Board had been informed of how the surplus would fund social infrastructure projects but he asked what monies would be available for the physical infrastructure. He also asked why there did not appear to be investment in physical infrastructure until 2016. On the first point Martin Howell said that in addition to the funds for social projects there were funds for other areas such as the local bus network and public utilities works. On the latter point Helen Fisher said that as well as the NLE scheme, works would start on the river path and strategic links. As mentioned earlier the Boroughs have to decide how to spend the 15% Neighbourhood Funding allocation from the CIL payments and discussions would be held with the landowners on this issue. Councillor Govindia suggested that it would be better to hold the discussions with the landowners separately from the formal meeting structure.

Action: Helen Fisher

Michele Dix said that if schemes were going to be delivered earlier than had been projected, pressure would mount on existing transport services and this needs to be considered. Helen Fisher confirmed that this was already happening with regard to bus services in particular and that links to local communities were being examined. Councillor Peck commented that the transport links must feed into the proposed changes to the Vauxhall Gyrotory system.

Councillor Govindia thanked Anthony Lee for the presentation. The Board noted the progress to date and supported the proposed next steps as outlined in Paper No. SB13-36, namely:

- a) For the Strategy Board to note the update and findings of the Phasing Study undertaken by BNP Paribas this year;
- b) The Strategy Board to support utilisation of the findings from this Phasing Study to inform future modelling across the various activities being undertaken on behalf of the Board members;
- c) To note the key conclusion which is that the analysis and modelling indicates that there is likely to be sufficient income after NLE payments have been made to deliver the most immediate requirements for infrastructure;
- d) Utilising available data and information on population that is shortly to become available from the Census 2011 that further work will be

- undertaken in 2014 to better identify social infrastructure requirements and timing of same;
- e) That it is proposed to undertake a refresh of the phasing and infrastructure requirement study in 2015.

8. Skills Forecasting Study

The Board received a presentation by Michael Purdy of Mace – Paper No. SB13-37 - on the initial findings of the Skills Forecasting Study.

He said that the aim of the study was to provide a contextual analysis on the skills needed across all developments in the area in relation to construction and associated industries. It was recognised that, in order to create job opportunities, employment and skills plans for each development will need to be agreed with landowners and contractors as part of their S106 agreements. However, longer term planning on skills requirements also need to be put in place. Mace had collated and analysed the data available from the Phasing Study and supplemented this with further information from developers and had produced a consolidated labour forecast across all Nine Elms Vauxhall schemes.

He then referred to the graphs accompanying the presentation. The graphs confirmed the construction peak of residential units between 2016 and 2024. They highlighted the number of construction jobs that would be created which rises to a peak of 8,000 in 2016. The graphs detailed the different skills that would be required at the various stages of construction and were further broken down in to the trades that would be required throughout the construction period e.g. wood trades and interior fitters and those that would be required intermittently e.g. painters and decorators.

The key messages from the presentation were:-

- Distinct workforce peaks
- Continual demand for core skills across the area
- Potential skills shortages
- The Nine Elms on the South Bank brand can be a strong asset

Michele Dix referred to Graph 2 and the large surge of projects between 2016 and 2020. She asked if this could be smoothed. Jan Lloyd pointed out that there were different developers involved and it depends on whether they wish to co-operate. The skills shortage mentioned in the presentation could also be a factor.

Fiona Fletcher Smith pointed out that the work force that will be needed at the peak of the construction phase is now in primary school. She asked what measures are being taken to engage with these children. Jan Lloyd said that this point had been recognised and visits were being made to schools to highlight the opportunities that will be available for a career path. She said that local colleges were also engaging with schools to promote this potential area of employment.

Fiona Fletcher Smith offered to broker a meeting between the Partnership and the London Enterprise Partnership (LEP) to discuss potential funding opportunities.

Councillor Govindia asked what provision was being made for employment in the post construction period. Jan Lloyd said that once the type of businesses that will be occupying the developments is known, the colleges \ local training providers will be able to gear up to meet demand. Keith Trotter added that the follow-up work on the Business District will address these issues. Councillor Govindia asked the landowner representatives to let the Delivery Team know as new contractors / occupiers are signed up so that they can contact the necessary employment brokerage to match up skills.

Michele Dix asked what percentage of the anticipated new jobs would be apprenticeships. Jan Lloyd said that she would look into this and report back. Steve Diamond added that the CITB would be setting benchmarks concerning apprenticeships.

Action: Jan Lloyd

Councillor Govindia thanked Mace for their presentation. The recommendations in Paper No. SB13-37 were noted by the Board.

9. Cycling Strategy

The Board received a presentation by George Weeks of TfL – Paper No. SB13-38 - on the Nine Elms on the South Bank cycling strategy.

George Weeks informed the Board that TfL had developed a cycling strategy for Nine Elms Vauxhall with the aim of incorporating safe, convenient, accessible cycling in the area.

The need for a strategy arose as a result of two main factors. The first was the Mayor's Vision for Cycling in London (2013) which called for a positive change in the quality of cycling provision across the city. The other was the rapid pace of development in Nine Elms and the need to ensure the consistent delivery of cycling infrastructure across the area. The Strategy also attempts to engage people who do not currently cycle but who would if a safe cycling environment was created.

He said that in developing the Strategy they had looked at three different types of route i.e. primary (main) roads; secondary (side) roads; and cycle/pedestrian only routes. Consultation had taken place in autumn 2013 and the results had been overwhelmingly positive. The next stage would be to prioritise the roads/junctions where enhancement works need to be undertaken to ensure that a high quality cycling environment is delivered as the different phases of development are constructed.

Councillor Peck said that there were negative perceptions around cycle safety. She considered it would be useful to talk to people to ascertain what

their concerns are about cycling. Councillor Govindia stressed the need for pedestrians to be considered in any scheme as their interaction with cyclists is a major area of conflict.

Councillor Govindia thanked George Weeks for the presentation. The recommendations in Paper No. SB13-38 were noted by the Board. The Strategy was endorsed and agreed to be taken forward by the relevant planning authorities.

10. Pedestrian and Cycle Bridge

Alex Williams introduced the report - Paper No. SB13-39 – on the results of the feasibility study on the proposed Nine Elms pedestrian and cycle bridge.

He reported that the feasibility study had been completed and three main issues had been identified. The first was the location of the bridge where five main possible locations had been investigated. There were difficulties in finding suitable landing sites on the northern bank which were supported by all stakeholders. Options 1 and 2 were favoured by the Strategy Board. Option 4 was favoured by Westminster City Council but not favoured by the Strategy Board as they considered that it did not offer the same level of transport benefits as a more centrally located bridge in the area would provide. The second issue was demand and it was clear that there was high potential demand for a bridge in the Options 1 and 2 areas. This level of usage would make it the 8th busiest pedestrian and 6th busiest cyclist bridge in London. The third issue related to the engineering and design of the bridge. The Port of London requires the bridge to be of a navigational height that will have a significant impact on design.

Alex Williams said that the full feasibility study is available online at Partnership's intranet site.

Councillor Govindia stated that the Strategy Board was clear on the importance of the bridge for the area. He said that we should continue work on identifying possible sponsors of the proposed design competition.

Action: Alex Williams

The contents of the three phase feasibility study and summary report were endorsed and recommendations in Paper No. SB13-39 were agreed by the Board.

11. Construction Charter

Jamie Eagles introduced the report - Paper No. SB13-40 - which sought endorsement of the Construction Logistics Charter and associated funding strategy.

Jamie Eagles reported that the Strategy Board approved the funding of the Construction Logistics Framework (CLF) jointly with TfL and TTT. At their meeting in September 2013 the appointed consultants (Peter Brett

Associates) reported their findings, one of which was the need for a Construction Charter to define expected construction practices on and off site, and a collaborative approach between developers to mitigate the impact of the construction works in the area.

A suite of measures now form a code of practice after consultation with developers. This Construction Charter will deliver a range of area-wide measures that will seek to mitigate the impact of construction, improve safety and ease congestion on the highway network and promote efficiency and best practice throughout. The funding for the Charter will be based on a three-way split between the NLE, TTT and developers. It is envisaged that developers will be required to sign up to contribute to the cost of the Charter via S106 agreements depending on the size of the development with a capped upper limit.

Michele Dix referred to the section on Page 4 of the Appendix to Paper 13-40 concerning restrictions on the timing of deliveries to sites during the morning peak period. She asked if consideration had been given to night time deliveries. Jamie Eagles said that the intention was to spread the timing of deliveries and avoid congestion around the morning peak traffic flow. They were conscious of the need for noise reduction measures including lay-over areas for vehicles to ensure that the earliest arriving residents are not overly affected.

Sir Edward Lister asked if TWA were on board with these proposals. Jamie Eagles said that TTT were very involved and had committed to a third of funding.

Peter Halpenny asked if the US Embassy had been consulted on the Charter. Jamie Eagles confirmed that they had and were keen to be part of the scheme.

Jan Lloyd pointed out that deliveries to New Covent Garden Market peaked between 3am and 6am and this should be factored in to any requirements on delivery restrictions.

The Construction Charter and funding strategy as set out in Paper No. SB13-40 and its appendix were endorsed and agreed to be embedded within the planning system.

12. Public Inquiries

The Board received verbal updates on the TTT and NLE Public Inquiries.

Chris Stratford said that, in relation to the TTT Inquiry, there had been 34 public hearings before Christmas and answers had been provided to 420 questions that had been submitted. A further set of questions will be answered in January 2014. The compulsory purchase acquisitions were proceeding and no delays were anticipated. Nick Sumption then addressed procurement issues and stated that contract documents were to be despatched shortly to the four shortlisted construction contractors.

Michele Dix said that the NLE Inquiry had commenced on 19 November 2013 and would conclude around 20 December 2013. She said that the Inquiry was going well and nearly all of the local objections had been withdrawn. She thanked all of those who had supported TfL at the Inquiry.

13. Working Groups Chair's Updates

The report - Paper No. SB13-42 – was received as information.

14. Development Sites Planning Update

The Development Sites Planning Update – Paper No. SB13-43 - was received as information.

15. Dates of Meetings

The following dates for Strategy Board meetings in 2014 were noted:-

7th March 2014
20th June 2014
26th September 2014
12th December 2014

The meeting ended at 11.00 a.m.

Bill McCluskey
Board Secretary