

## **NINE ELMS VAUXHALL STRATEGY BOARD**

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

### **PRESENT**

Members of the Strategy Board: Mr Stewart Murray (Greater London Authority); Councillor Lib Peck (Co-Chair – in the Chair) and Councillor David Amos (Lambeth Borough Council); Councillor Ravi Govindia (Co-Chair) and Councillor Steffi Sutters (Wandsworth Borough Council); Ms Jan Lloyd (Covent Garden Market Authority); Tim Seddon (St. Modwens); Mr Alex Williams (Transport for London); Mr Rob Tincknell (Battersea Power Station Development Company) Mr Simon Wigzell (CLS Holdings) and Mr Keith Nethercot (Wendover).

Officers and observers: Ms Sue Foster, Ms Carolyn Dwyer, Ms Sandra Roebuck and Mr Conor McDonagh (Lambeth Borough Council); Mr Tim Cronin, Mr Steve Diamond and Mr Bill McCluskey (Wandsworth Borough Council), Ms Helen Fisher, Mr Keith Trotter, Mr Jamie Eagles, Ms Samantha Campbell and Mr Joseph Baker (Nine Elms Delivery Team), Mr Danny Calver, Mr Graham Nash, Mr Jon Kirkup and Ms Shannon Rice (Transport for London); Mr Robin Hughes (Network Rail); Mr Gordon Adams (Battersea Power Station Development Company); and Mr Chris Stratford (Thames Tideway Tunnel).

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

#### 1. Introductions

The Co-Chair welcomed all attendees to the meeting.

#### 2. Declarations of Interest

No declarations of interest were made.

#### 3. Minutes (29.09.14)

The draft minutes of the meeting of the Strategy Board held on 29th September 2014 – Paper No. SB14-33 – circulated with the agenda, were approved as a correct record and were signed by the Co-Chair.

#### 4. Programme Director's Update

Helen Fisher introduced the report - Paper No. SB14-34 - which set out the key achievements across the programme in the last three months and likely progress in the next quarter.

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

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

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

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

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

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

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

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

**Action:** Helen Fisher

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

The Board endorsed:-

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

## 5. Board Membership

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

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

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

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

#### 6. Business Plan 2015/16

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

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

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

The Strategy Board endorsed:

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

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

The Strategy Board also noted:

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

**Action:** Helen Fisher/Keith Trotter

#### 7. Performance Management Framework (PMF)

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

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

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

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

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

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

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

## 8. Public Realm Design Guides

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

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

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

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

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

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

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

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

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

## 9. Utilities Update

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

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

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

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

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

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

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

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

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

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

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

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



## 10. Vauxhall District Centre Update

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

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

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

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

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

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

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

## 11. Battersea Power Station Update

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

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

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

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

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

**Action:** Helen Fisher

## 12. Northern Line Extension Update

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

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

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

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

## 13. Working Groups Chairs' Updates

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

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

## 14. Development Sites Planning Update

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

## 15. Any Other Business

No matters were raised.

16. Dates of Meetings

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

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

The meeting ended at 11.24 a.m.

Bill McCluskey  
Board Secretary