

## **NINE ELMS VAUXHALL STRATEGY BOARD**

Minutes of the meeting held on Friday, 20th June 2014 at 9.30 a.m., at City Hall (Committee Room 3), The Queen's Walk, London SE1 2AA

### **PRESENT**

Members of the Strategy Board: Sir Edward Lister and Ms Fiona Fletcher Smith (Greater London Authority); Councillor Lib Peck (Co-Chair – in the Chair) (Lambeth Borough Council); Councillor Ravi Govindia (Co-Chair) and Councillor Steffi Sutters (Wandsworth Borough Council); 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 Tim Seddon (St. Modwens).

Officers and observers: Ms Kuheli Mookerjee and Mr Josh Peters (GLA); Ms Sue Foster, Ms Carolyn Dwyer and Ms Sandra Roebuck (Lambeth Borough Council); 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 Phil De Montmorency (Joint Coordination Unit), Ms Anna Hart (Transport for London); Ms Pam Alexander (CGMA); Mr Robin Hughes (Network Rail); Mr Phil Gullett and Mr Gordon Adams (Battersea Power Station Development Company); Mr Paul Couchman (Arup); Mr Mark Adolphus (UK Power Networks); Ms Helen Pilcher (CLS Holdings); Mr Peter Farmer (Chapman Taylor); Mr Chris Hall and Mr Martyn Saunders (GVA).

Apologies: Apologies for absence from Strategy Board members and alternates were received from Mr Stewart Murray and Mr Colin Wilson (Greater London Authority); Councillor David Amos (Lambeth Council); Ms Michele Dix (Transport for London); Mr Rob Tincknell (Battersea Power Station Development Company); Mr Eugene Doyle (Royal Mail); Mr Keith Nethercott (Wendover); and Mr Simon Wigzell (CLS Holdings).

### **1. Introductions**

The Co-Chair (Councillor Peck) explained that, in accordance with the Strategy Board's governance arrangements, whereby the Chair of the Strategy Board rotates annually between the Leaders of Lambeth and Wandsworth Councils, she would be chairing the meetings for the next year. She welcomed Councillor Steffi Sutters who had replaced Councillor Cousins as the second Wandsworth representative. She informed the meeting that Councillor David Amos had replaced Councillor Harrison as the second Lambeth representative but, unfortunately, he had to give apologies for this meeting. The Co-Chair welcomed all attendees to the meeting who introduced themselves.

### **2. Declarations of Interest**

No declarations of interest were made.

### 3. Minutes (07.03.14)

The draft minutes of the meeting of the Strategy Board held on 7th March 2014 – Paper No. SB14-12 – 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. SB14-13 - which set out the key achievements across the programme in the last three months and the likely progress in the next quarter.

She referred to the appointment of Arup in March 2013 to co-ordinate the utilities work programme and the implementation of the Construction Charter. The involvement of Arup had seen marked progress in these areas and 11 schemes are now on site and a number of utility upgrades imminent. Arup were also involved in supporting the delivery of the supply of electricity needed in the area and a report on this issue was considered later in the meeting. She reported that now that the contract with Arup was in operation she considered that it was a good time to review the scope of the contract to ensure that the maximum benefit could be achieved. There had also been progress with the GLA on the district heating scheme and discussions will be held with ESCOs leading to report recommendations on procurement options in July.

She reported on the progress that had been made on place-making projects including the Vauxhall Gyrotory, which was the subject of a presentation by TfL later on the agenda. Tenders for the design brief for the Thames River Path are in the process of being procured. Wandsworth Council would be taking a decision shortly on whether to hold a design competition for the pedestrian/cycle bridge and if it is agreed it will be launched in the Autumn.

The Programme Director then updated the Board on the cultural events that had taken place recently and those that would be held in the near future. She reported that the partnership had participated in Chelsea Fringe and had helped coordinate 16 different events. She also referred to the London Festival of Architecture series of seminars and exhibitions, which had just started and was fully booked. She highlighted the proposed core commission for the Mayor's Thames Festival this year by the Dutch artist Florentijn Hofman. The Programme Director informed the Board that the secondment period for Wandsworth Council's Arts Partnership Manager is due to end in September. A decision will have to be taken on how to take this work forward and funding arrangements.

**Action:** Helen Fisher

With regard to community engagement, the priority for the Summer will be the commissioning of a community benefit strategy. In addition, the Partnership's Open Days will be held on 26th and 27th June at Bolney Meadow Community

Centre. There will also be road shows throughout the area beginning in the autumn to augment the Open Days.

There had been significant activity in communications and marketing including:-

- Launch of the Construction Charter
- MIPIM
- Media briefings with particular interest in Phase 3 of the Battersea Power Station scheme
- The tall buildings debate with 15% of the proposed buildings being in the NEV area.

A review by The Communications Group of the communications work will be undertaken in the summer.

Work on the Linear Park design had commenced and there had been an initial proposal that it be named Nine Elms Gardens. Councillor Govindia said that the Linear Park was a big sell for the area and it was important that the local community felt a part of the park. He suggested it would be helpful to involve them in issues like naming the park. Councillor Peck supported that view and suggested it might be appropriate to hold a naming competition. She also stressed the need to promote the area as part of the river frontage.

On NLE financial management, a monitoring meeting had been held and the finances were on track with both Boroughs expecting to meet their commitments with first payments expected this year.

The indicative capital programme for the non-NLE infrastructure requirements for the next five years was also tabled. It was noted that the boroughs would continue to monitor and review their programmes and an update would be provided at the December Board meeting.

The Board noted the content of Paper No. 14-13 including the contributions from the Meanwhile Uses budget that have been made to facilitate Chelsea Fringe and the Mayor's Thames Festival arts commission.

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

Keith Trotter introduced – Paper No. SB14-14 – which covered the period of the first quarter of the Nine Elms Vauxhall Partnership Business Plan 2014/15.

He then gave details of the red rated schemes. He said that the overall number had increased but pointed out that it had been 18 months since the action targets had been set. He said that he would be working with the Working Group chairs to review the final 6 months of the year's business plan actions prior to the September 2014 Strategy Board meeting.

On the outputs, Table 1 showed the overall total of housing and affordable housing units built in both Boroughs between 2008 and March 2013 as requested by Councillor Peck at the Strategy Board meeting in March 2014.

643 affordable housing units were completed in the area out of a total of 1,388 up to March 2013. Further updates would be reported to Board when data is available from the respective planning authorities.

Paper No. SB14-14 was received as information; the revised actions were agreed; the ten Outputs noted; and the review of second-half 2014/15 actions will take place before the Strategy Board meeting in September 2014.

## 6. Business District Update

The Board received a presentation - Paper No. SB14-15 – by GVA on the creation of the business district in Nine Elms on the South Bank..

Pam Alexander informed the Board that this was an interim report informing them of progress on the study so far. At September's Board the final report will be presented with clear recommendations focussing on targets for growth and enable the success of the business district.

Chris Hall of GVA said that the existing local economic base was diverse and perhaps larger than had been thought. They believed that the new business district will grow out of that existing base. He referred to the anchor institutions in the area such as the US Embassy and their view that as the business district emerges there will be three character areas – Albert Embankment, Vauxhall and Battersea. There will be huge investment in the public realm but this was only just commencing. He referred to the growth in the London economy and the new sectors emerging. He said that good transport links were crucial and the NLE and Vauxhall Station were very much positives for the area. On that point he said that Vauxhall could be viewed as a terminal station like Kings Cross where the surrounding area had been regenerated.

Although the current construction phase was being led by residential development, the needs of the future commercial occupiers in terms of the range of type of businesses that can be accommodated and the floor space they will require needs to be actively considered. He emphasised that the promotion and marketing of the commercial properties/area had to commence immediately in order to have the new commercial occupiers in place when the premises are ready to occupy. The public realm works need to be expedited to make the area more attractive and gateway signage into the area must be more prominent.

Sandra Roebuck referred to recent discussion at London Councils where two areas were highlighted concerning economic growth in London. The first was the need to improve the digital infrastructure to match those offered by competing cities. The other was the internationality of London which rather than being seen as a source of tension should be promoted as a positive feature. Fiona Fletcher Smith agreed that digital connectivity was a concern in London with a number of "white spots" including Soho and Southwark.

On the question of clearly defining the Nine Elms on the South Bank area Councillor Govindia pointed out that whilst the landowners had been successful in promoting their individual developments, the marketing of the

area as a whole had been more difficult. In terms of increasing public awareness, improved signage would help and the staging of events etc. to attract people to come to the area.

Sir Edward Lister pointed out that there was a million square feet of office space approved on the Battersea Power Station site. He referred to the efforts that the Mayor of London had to make to encourage businesses to move to Stratford. He expressed the view that the marketing exercise for the office space at Nine Elms on the South Bank should be progressed urgently. He also stressed the important role of commercial space in placemaking and job creation adding that it was important to clearly state the commitment to mixed use and that there would be no reneging on this issue. On this point Sean Ellis referred to the scheme operated by Lambeth whereby if a developer wishes to convert designated office space it includes an element of affordable housing provision. He said it was not possible to create a successful area with just residential property. Councillor Govindia said that the financing of the NLE was dependant on the commercial floor space being utilised.

Helen Fisher informed the Strategy Board that Arup, as part of their contract would be reviewing telecommunications requirements and a paper would be produced for September Board. On the marketing question she pointed out that there was no budget for this work and this would have to be reviewed in order to meet the challenges.

**Action:** Helen Fisher

The Co-Chair thanked GVA for the presentation and the Board noted the contents of Paper No. SB14-15 .

## 7. Network Rail Property Strategy

The Board received a presentation - Paper No. SB14-16 – by Robin Hughes of Network Rail on their property strategy.

Before commencing the presentation Robin Hughes informed the Strategy Board that Network Rail had organised a tour of the Vauxhall arches for Thursday, 26th June to outline their proposals for that area.

He said that Network Rail envisaged a mature established area by 2020. They were reviewing their property strategy to ascertain what improvements need to be made to meet the requirements of the regenerated area. He stated that in total there are 250 arches in the Nine Elms Vauxhall area, 171 of which are under Network Rail control. He pointed out that refurbishing an arch was an expensive commitment. They had engaged Chapman Taylor to assist in maximising the financial opportunity afforded by their real estate.

He gave details of the schemes that had already been implemented in the arches such as the climbing wall 'VauxWall', the lighting designs and restaurant conversions. They were now looking at the type of improvements that could be made as the various developments are completed. This would

include improving the street scene between the developments and the arches and attracting new businesses to the refurbished arches.

Councillor Govindia pointed out that there were more than these 250 arches in the area, such as in and around Sleaford Street. Robin Hughes said that in addition to the arches that were to be used for commercial purposes other arches would be opened up to increase permeability. He said that they hoped to create different zones by building on the existing clusters such as the night time economy in Vauxhall, although the zoning would be flexible. Some businesses will have to move and Network Rail is in the process of organising this relocation. Pam Alexander said that in addition to the refurbished frontages of the arches it was important that the rear of the arches were also improved.

In response to a question from Sandra Roebuck on the involvement of the apprentice programme in their strategy, Robin Hughes said that Network Rail endorsed the programme.

The Co-Chair thanked Robin Hughes for the presentation and the Board noted the contents of Paper No. SB14-16.

#### 8. Joint Co-ordination Unit Update

Jan Lloyd introduced the report - Paper No. SB14-17 – on the progress to date made by the Partnership's JCU service.

She reported that the JCU Manager had been operating single-handedly to date, but staff recruitment was underway and it was anticipated that two new members of staff would be appointed in July and August 2014.

She said that there were two important challenges for the JCU. The first was establishing good engagement with the contractors. The monitoring returns for May 2014 were patchy – whilst some contractors were good in supplying information, others were not. There also appeared to be a particular problem in engaging with some sub-contractors. In order to establish a baseline to measure performance it was necessary for this information to be provided.

The second challenge was the difficulty in supplying site-ready candidates with the appropriate skills and certification for the live developments. She said that there appeared to be a structural issue with the colleges on funding. A meeting of the LEP will be held in July 2014 where Partnership representatives will have the opportunity to highlight this problem. Colleges will also be consulted to identify why these skill gaps are occurring.

Councillor Peck asked what the two Boroughs could do to assist. Jan Lloyd said they must make young people in their Boroughs aware of the opportunities afforded by the regeneration. Sir Edward Lister said that the colleges must explain their inability to provide suitable candidates as this could be a serious London wide issue. Jan Lloyd agreed that the problem must be addressed by the Training Partnership and that progress will be reported back to the next Board meeting.

**Action:** Jan Lloyd

The Board noted and agreed the contents of Paper No. SB14-17 including the recommendation to change the Business Plan milestone for the 2014-15 baseline programme from June to September and the Training Partnership milestone being brought forward.

9. Electricity Supply and Substation Update

Paul Couchman of Arup introduced the report - Paper No. SB14-18 – on the progress in providing electrical supply and a new primary sub-station for the area.

He reported that 4 possible locations had been identified for the site of the new electricity primary sub-station that is required to provide power for the developments. Having further reviewed the sites, it became apparent that the site at the junction of Nine Elms Lane and Cringle Street was the preferred location. The site is currently owned by Thames Water, although Ballymore have an option on the site. In the short term, supply will be brought from north of the river. When the Wimbledon sub-station has been upgraded it would also provide power for the developments. Discussions will be held with UKPN and Independent Distribution Network Operators on tenders for the procurement of the sub-station.

The Board noted the content of - Paper No. SB14-18.

10. Vauxhall Cross/Gyratory Update

The Board received a presentation - Paper No. SB14-19 – by Alex Williams of TfL on progress on the Vauxhall Cross/Gyratory proposals.

He said that TfL had carried out a number of successful traffic/transport re-alignment projects in co-operation with Lambeth Council including Windrush Square in Brixton, Clapham Old Town and Herne Hill Station Square.

He informed the Board that 2 options for the gyratory system had been developed. Both options involved the removal of the gyratory system with two way working and one option involving viaduct widening. He said that a further two options were being investigated that would involve two-way working, viaduct widening and a central bus interchange.

Public consultation will commence in the autumn and a further report will be made to the Strategy Board in September. Councillor Peck requested that the Board be provided with more detailed visual presentations when future reports on this issue are considered. In response to a question from Councillor Sutters on how widely TfL would be consulting on the proposals, Alex Williams said that the consultation area had not yet been defined but it would be well beyond Lambeth. On this point Councillor Govindia requested that long distance travellers such as those who use the 77 bus route from Tooting to Vauxhall be included in the consultation exercise.

**Action:** Alex Williams

Paper No. SB14-19 was noted.

11. Working Groups Chairs' Updates

Paper No. SB14-20 was received as information.

12. Development Sites Planning Update

The Development Sites Planning Update – Paper No. SB14-21 was received as information.

13. Any Other Business

On item 13 two matters were raised:-

- (a) Alex Williams updated the Board on progress on the NLE public inquiry. He reported that the Inspector had concluded hearing evidence and the decision was expected in September 2014; and
- (b) Sandra Roebuck circulated a booklet showing an illustrated history of the Nine Elms/Vauxhall area that was being given to every year 5 and 6 child in Lambeth. She said that, in addition to generating interest in the area, similar booklets in other parts of London had been able to generate income and that any partner wishing to find out more or order copies themselves was encouraged to contact her.

14. Dates of Meetings

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

26th September 2014

12th December 2014

The meeting ended at 11.03 a.m.

Bill McCluskey  
Board Secretary