NINE ELMS VAUXHALL PARTNERSHIP BUSINESS PLAN 2013/14

Foreword

Nine Elms on the South Bank has started a dramatic transformation. In the years ahead it will become a thriving riverside community and business district for London, complete with two more Tube stops, improved rail stations, a fantastic new Thames Path and a network of exceptional parks and public squares.

In this last year we received great news when the UK Government guaranteed a £1bn loan to fund the Northern line extension to Battersea. This is a tremendous achievement and will bring a wealth of new opportunities to thousands of local people.

Major schemes, including Battersea Power Station and the US Embassy, are gearing up to start construction, joining those developments already on site. Great progress is also being made in Vauxhall where a series of crucial developments have been approved, paving the way for a new district heart and achieving our goal of remodelling the gyratory to create a more walkable environment.

As the regeneration process gathers momentum the improvements and opportunities will continue to stack up. Ultimately, we aim to provide 25,000 permanent jobs, a vast network of public parks and spaces, new schools and healthcare facilities and a total of 16,000 new homes catering for people with all levels of income.

We will also ensure we provide benefits to local residents and businesses. A jobs brokerage service will be established to target the rising numbers of employment and training opportunities towards local people, prioritising those most in need of a helping hand into the jobs market. The coming year will also see the first pieces of a new Thames river walk being created - first by St George Wharf, then at Battersea Power Station where a temporary park will open to the public before being replaced by a permanent six acre park further down the line.

We could not have achieved this level of transformation without our partners in the Nine Elms Vauxhall Partnership, including Wandsworth and Lambeth Councils, TfL, the Greater London Authority and the area’s landowners and developers. It’s hard to think of anywhere else in the country where so many public and private sector partners are working together to transform an area’s fortunes.

We are extremely proud of our achievements to date and excited by the incredible opportunities coming up in the year ahead.

Ravi Govindia
Leader of Wandsworth Council

Lib Peck
Leader of Lambeth Council

[INSERT UPDATED DEVELOPMENT SITES MAP]
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1 OUR VISION

The greatest transformational story at the heart of the world's greatest city

The Nine Elms Vauxhall area will be London's engine for growth and regeneration; the biggest provider of new jobs and homes, creating an internationally significant, special and distinctive district on Central London’s waterfront. Transformational change of this largely industrial area over twenty years will provide 16,000 new homes for around 30,000 people and up to 25,000 new jobs.

The developments underway will offer huge opportunities for local people in terms of employment, business and amenities. The area will be distinguished by its three international icons, New Covent Garden Market, Battersea Power Station and the US Embassy symbolising the area’s bold, international status and eye-catching architecture. From Battersea Park, east through the beautiful linear park and the newly refocused, legible Vauxhall district centre and Albert Embankment, the area will seamlessly link to the rest of the South Bank and surrounding areas.

This programme of transformation and the creation of a modern, highly urbanised mixed use district will be funded and delivered almost entirely by the private sector. However, to succeed it also requires ambitious and strong leadership by the public sector. Huge investment is needed – not just in the new developments but in the infrastructure necessary to support the density of planned new uses. This, together with investment in local people, local businesses and local amenities will ensure that all sections of the population will share in the benefits brought by the redevelopment.
2 INTRODUCTION

The Nine Elms Vauxhall Partnership’s first business plan period of 2012/13 was an incredibly productive term and represented a momentous shift for the programme. Development kicked into high gear, Battersea Power Station gained new owners, preparatory works began on the site of the new US Embassy, Government backing for the Northern line extension was secured and development partner residential sales flourished.

The wider world woke up to the enormous opportunities offered by our redevelopment area and doubt and scepticism was countered by visible progress on the ground. Just some of our key achievements for the year were:

- 15,952 homes (including student accommodation) and 6,365,407 sq ft of commercial space have been granted planning permission
- Chancellor guaranteed a £1bn loan for the Northern line extension (NLE)
- NLE funding and financing package agreed
- Battersea Power Station was sold to new owners and Phase One granted planning permission
- Sainsbury’s, NCGM, Vauxhall Cross, Eastbury House, 30-60 South Lambeth Road and One Nine Elms were all granted planning permission
- Sainsbury’s and NCGM selected their development partners
- Starts on site for Riverlight, Embassy Gardens, Spring Mews and South Lambeth Place
- Highly successful residential sales campaigns for Battersea Power Station, Riverlight and Embassy Gardens
- Detailed permission granted for US Embassy
- Vauxhall Supplementary Planning Document approved
- Battersea Gasholders decommissioning approved
- Launch of the Nine Elms Vauxhall Employment Charter and the first local apprentices started at Riverlight
- Key principles of Employment Brokerage approved
- Launch of the supply chain initiative for local businesses
- Vauxhall One BID became operational
- Series of key studies commissioned including the Pedestrian and Cycle bridge feasibility, the Energy Masterplan, Cultural Strategy, Governance Review and Establishing the Business Case for Nine Elms on the South Bank
- Approval of the Partnership’s Community Engagement Statement, Housing Protocol and Nine Elms Lane Design Code
- 400 visitors attended our annual Expo
- Partnership’s website www.nineelmslondon.com launched with around 25,000 unique visitors to date
- Successful PR and marketing campaign with high profile press coverage, events and visits
- E-bulletin established with a growing circulation list of over 3,000
- Dedicated Delivery Team office now operational at Flower Market

Not all of our ambitious goals which we set a year ago were met. Progress on the pedestrian and cycle bridge, meanwhile uses, development of Battersea Park and Queenstown Road stations improvement proposals, linear park management arrangements, district heating and jobs brokerage proved difficult to deliver in a timely fashion. The Partnership allocated more resources to take forward the public realm and
utilities projects in particular and we now have measures in place to accelerate delivery throughout the programme.

This is the Partnership’s second business plan, covering 2013/14 and the period 2014-17. It sets out our vision and the steps and actions required to support the transformation of the area. The new homes, commercial space and infrastructure will be delivered by the private sector in the main. Our business plan is focused on what we need to do as a joint partnership to deliver the necessary infrastructure, local benefits and communications to support and enhance the developments taking place to make this area a success for everyone.

The Nine Elms Vauxhall programme will be delivered over a 20 - 25 year period. Successfully managing the transition of the area over this length of time is a major challenge. We need to take early steps to vitalise the area, bring in new residents, visitors and end users, build confidence and momentum and encourage investment. We will seek to do this with a combination of excellent new public realm, transport improvements and a range of cultural ‘meanwhile uses’ and activities during development and on a more permanent basis.

Transformation of the area is already happening. With the completion of Vauxhall Tower and the first phase of the Riverlight development, we will have new residents by 2014 in nearly 400 new homes. The US Embassy’s planned move here in 2017 has already brought an international dimension to the area.

Nearly 16,000 new homes and 6.5 million sq. ft. of commercial space have planning approval. This year will see a major increase in construction activity across a number of schemes with the US Embassy, Battersea Power Station, Sainsbury’s, Eastbury House and Hampton House all joining Riverlight, Embassy Gardens, Spring Mews, Vauxhall Tower and South Lambeth Place. This is a very substantial development pipeline and will make an enormous contribution to the creation of the new district. It will also necessitate a carefully planned approach to construction logistics.

Over the next few years momentum picks up even further. Looking ahead, some key milestones for the area include:

- Nine Elms Lane river walk by St George Wharf opens Summer 2013
- Riverlight and St George Tower residents move in 2014
- Construction of the NLE commences 2015
- Construction on Thames Tideway Tunnel (TTT) commences 2015
- Embassy Gardens and Battersea Power Station Phase One residents move in 2016
- Vauxhall rail station improvements complete and tube station improvements underway 2016
- First phase of linear park at Embassy Gardens complete in 2016
- US Embassy opens in 2017 bringing 1,500 workers and visitors a day

This business plan provides the framework and detailed work programmes to take us to the next stage in the area’s transformation. Following consultation across the Partnership, we have been able to focus on 13 key priority projects essential to the successful delivery of the programme which are critical to achieving our seven priority outcomes. Appendix A details the key milestones associated with these priority projects and additional cross-cutting activities for the next 12 months and into the following three year term up to March 2017. Appendix C provides an indicative programme for priority projects. This programme will need further prioritisation depending on resources as they become available and will
be subject to the final decisions of the two Local Authorities through their capital programming processes.

3 CONTEXT

Nine Elms on the South Bank encompasses 195 hectares of land, stretching from Lambeth Bridge to Chelsea Bridge bounded for the main part by Wandsworth Road on one side and the River Thames on the other.

Historically Vauxhall was seen as a cultural and social destination, due in large by the opening of the Vauxhall Pleasure Gardens in 1661, which became one the most important leisure and entertainment venues in London. However, the arrival of the railway in the 1830s, alongside the construction of the bridges at Westminster and Vauxhall, stimulated rapid industrialisation, which ultimately led to the closure of the gardens in 1859 and the gradual decline of interest in the area ever since. Nine Elms' industrial past still remains as a major characteristic today, with a predominantly industrial area to the south and a more commercial district to the north bisected by heavily trafficked routes and elevated rail infrastructure. Redevelopment has already started to change the face of the area once again and return Nine Elms on the South Bank to its place as the leading destination in London.

There are 26,300 people employed within the local vicinity, mainly in sectors that include industry, office and retail. Albert Embankment is home to a range of office and warehouse uses, many of which are coming to the end of their operational life. Vauxhall has a number of institutional office occupiers and smaller retail uses but the area is largely dominated by transport infrastructure including major roads, bus, rail and tube stations. A number of logistical and distribution uses are located in central Nine Elms with the New Covent Garden Market situated on two key sites.

There are three operational and protected wharves and an industrial estate located at Tideway. Stewarts Road is a well established industrial area. The large gas holder site to the west has now been decommissioned while Battersea Power Station was decommissioned in 1983. Changes of levels, the myriad railway lines and arches, boundary walls and the severance effects of strategic roads and industrial areas provide significant challenges in improving the public realm for a more residentially focused area.

Book ended by Battersea Park to the west and Archbishops Park at Lambeth Palace to the north, the area has limited open green space within its boundary. There are however a number of parks in the vicinity including Vauxhall Pleasure Gardens. Major improvements in quality and scale of public realm are required to make this into an attractive residential area and international business district.

The area is largely surrounded by residential uses and the housing is characterised by a group of housing estates between Nine Elms Lane and Wandsworth Road. There is a population of around 13,500 people, in 9,890 households, living either in the area or close by. Some 10,715 of these are of working age with comparatively small groups of elders and children. There are pockets of deprivation, particularly in the far south-west; this part of Queenstown Ward is within the 15% most deprived areas in the country. There are 2,500-3,000 unemployed people within a one mile radius while only around 50% of our young people achieved five A*-Cs in their GCSEs.
4 OUR PRIORITY OUTCOMES

The Nine Elms Vauxhall Partnership faces unique challenges in enabling an unprecedented period of growth over the coming years and our priority outcomes reflect these challenges.

The Chancellors confirmation of the support for the NLE, with funding subsequently approved between TfL and Lambeth and Wandsworth Council's has been an enormous boost, with the potential to add between £1.6 billion and £7.9 billion to London's economy (Volterra report). However, we recognise that this is only the beginning, and continuing to enable growth is the core objective of the partnership, ensuring that investment benefits London as well as the surrounding communities in Lambeth and Wandsworth.

Investment in local people and local amenities will ensure that all sections of the population will share in the benefits brought by the redevelopment, with local businesses benefitting from support to enabling them to compete for business opportunities arising from development, and through the provision of high quality commercial and retail space in the area.

Our ambitions for Nine Elms on the South Bank are high. We want to create a cohesive, beautiful public realm of the highest quality in order to frame and add value to the developments taking place, as well as to attract and retain businesses, residents and visitors.

We also need to provide the necessary infrastructure, at the right time, to unlock this potential to enable the area to become an international exemplar of what a modern sustainable city district can achieve. Infrastructure will be funded through the developments themselves, but all partners recognise the value of working collaboratively to ensure that the infrastructure is delivered to optimise growth.

We recognise that the benefits of long term growth also bring challenges, and mitigating the negative impacts of construction are a priority, working closely with all partners to deliver a coordinated approach to construction logistics, that ensures we deliver a pleasant environment to work, live and visit throughout the coming years of transition.

Our Business Plan identifies the priority outcomes which set out in more detail the kind of place we are creating and the actions required to support successful development by delivering the local benefits, necessary infrastructure, and communications to make this area a success for everyone. The Partnership’s Priority Outcomes and Projects follow.

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1 ‘The Wider Economic Benefits of the Northern Line Extension in the Vauxhall, Nine Elms, Battersea Opportunity Area’ (Volterra Partners, Jan 2012)
Priority Outcomes

1) The creation of a new business district for London delivering 25,000 new jobs
2) Creating 16,000 new homes, including up to 2,500 affordable homes
3) Ensuring local communities benefit from growth through training, employment and support to local business to compete for new opportunities
4) The creation of high quality, well connected public spaces across multiple land ownerships
5) Strategic investment in the area’s infrastructure to enable growth
6) A successful neighbourhood with a range of high quality and accessible services with an engaged and well informed community
7) Strengthening the area’s identity and delivering a high quality cultural offer

Priority Projects 2013/14

- Northern line extension
- Vauxhall gyratory
- Linear park
- Nine Elms bridge
- Affordable homes
- Communications and community engagement
- Cultural master plan
- Strategic links
- Construction logistics
- Utilities infrastructure
- Employment brokerage
- Supporting local supply chains
- Planning the delivery of local services & social infrastructure

The following section provides more contextual detail on these outcomes. There is extensive partnership working across different themes and projects. A number of projects such as the bridge, gyratory and construction logistics cross several working groups grouped into the themed activity of the Partnership’s working groups.
5 OUR WORK PROGRAMME

5.1 Utilities and Construction Logistics

Priority Outcomes:

5) Strategic Investment in the area’s infrastructure to enable growth

Priority Projects:

Construction Logistics, Utilities Infrastructure

5.1.1 Context

A large proportion of Nine Elms is currently being utilised by light industry and warehousing and the existing infrastructure reflects this. The expansion of basic utilities such as electricity, gas, water, drainage and telecommunications is essential to transform the area into a thriving business district and residential community. Co-ordinated action regarding delivery and long term management of the increased utility capacity will enable us to become an exemplar and a truly modern and sustainable part of London.

The creation of a new business district also requires that we maintain our high aspirations for sustainability. New commercial occupiers will expect high environmental standards – to reduce costs and to meet required building standards. We already have examples of where development proposals are showing what a modern sustainable district can achieve, with New Covent Garden Market including what will be the biggest Photo Voltaic array in the UK, and the US Embassy being on target to achieve BREEAM Outstanding and LEED Platinum, one of only a handful of buildings achieving this.

The expected pace of development over the coming years is unprecedented. The commencement of two nationally significant infrastructure projects; the NLE and TTT in 2015/16, together with numerous mixed use developments, creates a unique set of challenges which must be addressed to ensure that the pace of growth is not held back, either by lack of utility capacity or the volume of construction activity across multiple sites.

The completion of the Utilities Master Plan by Hoare Lea in August 2013 will provide a comprehensive picture of the future utility requirements and approach to delivery. Their work has already identified the need to upgrade electricity capacity to enable scheduled development, and minimise disruption to the road network. This will require that both the public and private sector work collaboratively and innovatively to mitigate this significant risk. Equally, research into the development of the area as a business district has revealed the need to ensure telecommunications in the area are the best in London, critical in providing a competitive edge, and helping to grow the area as a new location for business.

We will seek to ensure that delivery of utility infrastructure is carried out in a planned way, using new public realm as the main artery for routing, and that development plots are appropriately serviced without repeatedly digging up roads or constantly replacing networks.

The provision of local infrastructure is influenced by national measures to reduce carbon, with a number of policies and strategies in place that impact on the development of sites within the opportunity area. These call for greater efficiency in the use of resources, in particular the use of decentralised heat and energy networks and combined heat and power which can achieve significant CO2 savings. By delivering the energy from central locations economies of scale can be achieved which make the system more efficient and commercially viable. Following delivery of the first stage Energy Masterplan, the next
stage will develop the feasibility study and commercialisation strategy, including governance arrangements for the preferred energy supply option, working with all developer partners.

Limited progress was made on the feasibility into a pneumatic waste system and we now need to prioritise this area of work, alongside complementary approaches to residential and commercial waste management.

We will achieve our overarching outcome by:
- Establishing a coordinated and sustainable approach to the delivery of basic utilities across the area and their on-going management
- Establishing a coordinated approach to the management of construction logistics, including the most effective use of wharves, rail sidings and the road network
- Investigating a commercially viable district heating network to serve new developments, connecting to other existing developments networks where feasible
- Ensuring the on-going effective operation of safeguarded wharves with consideration to the changing surrounding environment
- Supporting the delivery of CFSH level 4 and BREEAM 'excellent' across developments

5.1.2 What We Have Achieved
- Production of a joint brief and Strategy Board endorsement for 2013/14 to develop a coordinated approach to the management of construction logistics
- The production of the first stage Energy Masterplan outlining a commercially viable strategy for the development of a District Heating Network in Nine Elms Vauxhall and commissioning Parsons Brinkerhoff to carry out the next stage or work
- Securing support from the Decentralised Energy Project Delivery Unit (DEPDU) to take forward the commercialisation strategy and governance arrangements for the District Heating Network
- The commissioning of Hoare Lea to deliver a comprehensive Utilities Master Plan

5.1.3 Priorities for 2013/14
- To develop and implement an area wide strategy for the on-going coordination of construction logistics, including the most effective use of road, river and rail infrastructure construction waste
- To produce a Strategic Utilities Plan establishing, over time, the total utility requirements for the area including a specific focus on ensuring the delivery of cutting edge telecommunications services and the timely provision of primary sub station capacity
- Informed by the utilities master plan, examine the best approach to the delivery of required surface water and foul water capacity
- To investigate and establish best governance structure and procurement options for the District Heating Network
- To investigate options for an area-wide waste management strategy for commercial and residential waste
- To continue to protect the safeguarded wharves in the area

5.1.4 Priorities for 2014/17
These will be largely determined by the results of the Utilities Master Plan and Stage 2 District Heating feasibility. However, we expect this to include measures to take forward the energy master plan and utility capacity study into implementation, including long term governance arrangements. Work to date on the Utilities Master Plan has highlighted the likely need for the construction of temporary and/or legacy of primary sub station capacity, required to support the NLE, TTT and private sector development.
5.2 Transport

Priority Outcomes:

4) The creation of high quality, well connected public spaces across multiple land ownerships
5) Strategic Investment in the area’s infrastructure to enable growth

Priority Projects:

Northern line extension, Vauxhall Gyratory, Nine Elms Bridge

5.2.1 Context

Creating a new district of international significance, attracting business, residents and visitors requires a step change in the accessibility, capacity and quality of transport throughout Nine Elms Vauxhall. Vastly improved transport capacity is essential to enable and support intermediate and longer term growth and to unlock the full potential of the area.

Currently Vauxhall is the focal point for transport services and infrastructure in the area. Vauxhall Rail, Underground and Bus stations provide access to and interchange between national rail, Victoria line and a wide range of bus services providing connections to central and south London. Other infrastructure includes Battersea Park and Queenstown Road Network Rail stations located at the western end of the area, bus services along Nine Elms Lane and a new Thames pier at St George Wharf in Vauxhall.

In addition a number of strategic roads run through the area (converging at Vauxhall Cross) and congestion is currently a problem during peak periods. Designated walking and cycling routes exist, though these vary in quality and coverage. Physical barriers to movement in the form of railway lines and arches, and boundary walls are also a common problem creating severance across the area and north-south connections difficult.

New residents, visitors and businesses will be coming to the area, before the Northern line is operational and, in addition to improvements at Vauxhall, we need to review other transport interventions to support these early pioneers. Initial scoping work is also planned for a number of the other transport improvements including bus services and improvements to Queenstown Road and Battersea Park stations.

The proposed pedestrian and cycle bridge has the potential to provide a real sense of place with a unique and beautiful piece of public realm. Through Central London between Vauxhall Bridge and Tower Bridge there are opportunities for pedestrians and cyclists to cross the river every 300m - 800m. Westwards of Vauxhall Bridge this gap extends to 1.5km. A new bridge between Nine Elms and Pimlico will address the barrier of the river and open up a new and important crossing for pedestrians and cyclists near the site of the US Embassy and in the heart of the development.

There is also a need to mitigate the impact of additional traffic and pedestrian trips associated with the development, especially on the highways network and public transport infrastructure particularly during construction.

Therefore a package of strategic and supporting transport initiatives has been identified including:

- NLE from Kennington to Battersea Power Station via Nine Elms
- Remodelling Vauxhall Gyratory
- A new pedestrian and cycle bridge from Nine Elms to Pimlico
- Improvements to Vauxhall Tube station
- Improvements to Network Rail stations at Vauxhall, Battersea Park and Queenstown Road
- Increased bus capacity and coverage throughout the area.
- Improvements to pedestrian and cycle routes
- Enhanced river services for freight and passenger transport

5.2.2 What we have achieved

- TfL have led preparation of the Transport and Works Act Order (TWAO) for the NLE, to a point where submission of the Order is on track for April 2013
- Discussions have progressed on financing and funding issues with partners, securing the Chancellor’s commitment to guarantee the £1bn loan in the Autumn Statement, ensuring political buy-in and support throughout including an extensive consultation process on the route and progress on the design
- A number of layout options for humanising Vauxhall Gyratory have been developed, in agreement with principles set out in the Vauxhall SPD with a commitment between TfL and Lambeth to reach an agreed solution and that TfL will provide additional funding, beyond the DIFS, if needed to resolve the key issues at Vauxhall
- Completed first phases of feasibility for Nine Elms Bridge

5.2.3 Priorities for 2013/14

- Submission of TWAO in April 2013
- Complete NLE funding and land agreements with key stakeholders including boroughs and Battersea Power Station owners
- NLE public inquiry preparation and participation in late 2013
- Continue to engage with all key stakeholders/community groups in relation to NLE
- Identify and agree a preferred option for Vauxhall Gyratory with LBL and commence detailed design, if possible consider implementing early wins at Vauxhall Gyratory
- Finalise bridge feasibility, hold public consultation events, initiate and lead design competition
- Continue to develop and monitor the wider package of transport measures/impacts including upgrade works to Vauxhall tube and rail stations

5.2.4 Priorities for 2014/17

- TWAO approved, construction contracts let, work commenced on NLE by 2015
- Works commenced at Vauxhall Gyratory
- Design competition held, planning application submitted and funding sourced in relation to the Nine Elms Bridge
- First bus service improvements in line with occupation of new developments
- Improvements designed and underway at Battersea Park Rail Station
5.3  Public Realm

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5.3.1  Context

The importance of beautiful and interesting public realm in delivering the quality of the new Nine Elms Vauxhall district cannot be underestimated. We want to create public realm that serves the whole area, links the different developments, and makes the most of the fantastic assets we have such as our riverside location, Battersea Park and Vauxhall Pleasure Gardens. This will not only enhance the area for residents and businesses, but will add value to developments, providing a catalyst for delivery.

The area is poorly served by accessible and high quality public spaces, compounded by physical severance caused by major roads and elevated heavy rail infrastructure and a street environment that reflects its historic industrial use.

The northern edge of the area is bounded by the River Thames, the largest strategic open space within the capital, which provides an enormous opportunity to enhance a significant and relatively continuous stretch of river frontage from Battersea Park up to Albert Embankment. However the river also acts as a barrier, with the proposal of a new Pedestrian Bridge intended to provide a critical new connection north, further improving Nine Elms of the South Bank’s links to the rest of Central London.

Work by Jones Lang La Salle has emphasised the need for high quality public realm improvements as a critical ingredient in the creation of a successful business districts, with 15 of the 16 case studies demonstrating good public realm is essential in attracting new commercial occupiers.

The redevelopment of the area will enable the creation and enhancement of new public spaces, including flagship projects such as the bold new Linear Park, creating 4.5 hectares of new open space along a one kilometre length linking Battersea Power Station in the west to Vauxhall Cross to the east.

Existing parks and open spaces at the edge of the area will be woven into surrounding neighbourhoods through the delivery of safe and pleasant walking and cycling routes across borough boundaries.

An exciting and extensive range of cultural and leisure activities of international significance will be created and fostered, extending the offer provided by the South Bank through to Battersea. This will establish Nine Elms Vauxhall as a 24 hour cultural destination, offering unique, exciting experiences at Battersea Power Station, the new food quarter at the heart of NCGM and linking to the incredible opportunities opening up through the relocation of the US Embassy.
5.3.2 What we have achieved

- Creation of a Linear Park project team to lead and coordinate design and management proposals
- Nine Elms Lane open space at St. George Wharf opened in March 2013
- Public Realm Strategy produced for Nine Elms Lane
- Creation of a project team and appointment of consultants to deliver a Cultural Master Plan

5.3.3 Priorities for 2013/14

- Completion of stage 1 of the Cultural Master Plan in March 2013, with completion of stages 2 and 3 in winter 2013 and delivery of cultural meanwhile projects in summer 2013
- Securing funding for cultural planning and the cultural programme
- Agreement on a coherent approach to management and maintenance of the Linear Park
- A more detailed understanding of and broad agreement of the evolving design of the Linear Park and how it will accommodate a number of different uses and functions in a coherent way
- Progress designs for prioritised strategic links, including the Thames River Path and securing new north / south connections at Pascal Street and Hemans Street through the railway viaduct and onto the river

5.3.4 Priorities for 2014/17

- Further access and improvements to the river walk
- A cultural programme of innovative site responsive public art commissions and meanwhile uses underway from the Cultural Master Plan
- Ensuring that investment is secured to sustain and grow the cultural programme and attracting cultural tenants
- Assessment of potential short and long term space / sites for cultural organisations / venues
- Linear Park Phase 1 completed and commencement of Linear Park Phase 2
- Coherent and well functioning management and maintenance structure in place
- Meanwhile uses and temporary routes established
5.4 Housing and Social Infrastructure

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5.4.1 Context

Delivery of housing and social infrastructure, such as schools and health provision that serves the community, helps placemaking and generates activity and footfall; need to be well planned and implemented. Priority outcomes for the Partnership are the delivery of affordable housing and delivery of housing that meets local housing demand to encourage communities that have a broad social economic profile.

14,565 (excluding student housing) homes now have planning permission, with a forecast of 2,229 homes being built over the next three years. Provision has been and is being made for school, community and health facilities in the area.

A proportion of the housing delivered will be affordable with the objective of delivering a minimum of 15% of housing as affordable in Wandsworth and up to 40% in Lambeth. These targets have been set relative to other funding commitments particularly to support the delivery of necessary infrastructure.

There are particular challenges to the delivery of affordable housing and social infrastructure that requires a focused and joint effort between the boroughs, the GLA and registered providers. There is the financing and investment required to deliver the affordable housing targets set and also the additional challenge of making intermediate housing affordable in a high value area. For social infrastructure it is the Nine Elms Vauxhall Partnership developing the case for resources and considering the particular challenges of delivering services to an area straddling administrative boundaries. Whilst the need for services may seem some time away, the funding implications and provision needs to be considered now with key partners, such as health, starting to develop their plans in this respect.

The DIFs study identified potentially 3,400 more children living in the area once all the developments are built and occupied (80% of which would be in Wandsworth) and therefore a need for a four form entry primary school provision in Wandsworth and a two form entry need in Lambeth. No requirement for new secondary school provision has been identified although work is required to determine whether existing provision will need to be expanded.

The DIFs study also identified the need for new primary healthcare facilities in the area. Through the planning process, a new primary care health centre has been negotiated for inclusion in one of the later phases of Battersea Power Station with the other potential locations being the New Covent Garden Market and the Nine Elms Sainsbury’s sites.

Our aim is to create a place with great facilities, attracting people to come here to live, work and stay. We will provide a range of market and affordable housing choices, deliver a built environment that promotes health, safety and well being and provide a range of facilities, including new schools, health and community centres that cater for and deliver
thriving and vibrant communities that work well and connect with existing neighbourhoods and communities already in the area.

5.4.2 What we have achieved

- Planning approvals given for 14,565 homes (excluding student housing) of which 2,698 are affordable with the first agreement since Partnership formation to deliver affordable homes being signed at Embassy Gardens
- Planning permission granted on Nine Elms Parkside which includes provision for a two form entry primary school with an option to expand to four forms
- Plans being taken forward in the Vauxhall SPD to identify a site for a two form entry primary school in Vauxhall
- Outline planning consents granted at Battersea Power Station and New Covent Garden Market each with a health facility. Lambeth have identified a potential health facility site, subject to negotiations
- Production of a joint report by health services in the two boroughs which provides a forecast of health provision needs and commits to joint working
- Commencement of an updated Phasing Study examining the phasing of development and subsequent timing of social infrastructure
- Affordable housing funding and investment options discussions with the GLA, Registered Providers and landowners began in order to inform development of a 10 year Investment Plan
- Agreement of the Partnership’s Housing Protocol which will set the standard for housing management services delivered by Registered Providers
- Ensured Emergency Services are kept updated on development timescales.

5.4.3 Priorities for 2013/14

- Undertake and complete an update of the Phasing Study by June 2013
- Revise social infrastructure requirements and their timing of delivery in light of updated Phasing Study scenarios, funding availability and census data (including consideration of population and demographic forecasts)
- Complete mapping of existing health and education facilities in and around the area and identify potential for expansion/reconfiguration of service provision
- Consider and identify any temporary health/education provision required to meet population demands over the next 2-3 years (including funding requirements)
- Identify a site for a two form entry primary school in Vauxhall
- In Wandsworth to have progressed plans for the development of affordable housing on Council owned sites (subject to feasibilities etc.)
- GLA and the Boroughs to report on investment potential/options to support the delivery of the area’s affordable housing by December 2013.

5.4.4 Priorities for 2014/17

- Produce updated Phasing Studies when necessary with first review in April 2014
- Put in place an Affordable Housing Investment Plan by September 2014
- Identify education and health service requirements and needs and develop plans ensuring that funding arrangements are in place to deliver the provision required
- To have produced two strategic statements relating to the provision of education and health services for the area
- Explore short and medium term estate options and requirements for health facilities/services in the next three to five years
- Deliver first affordable housing at Embassy Gardens in Wandsworth in 2014/15.
5.5 Employment and Business

**Priority Outcomes:**
1) The creation of a new business district for London delivering 25,000 new jobs
2) Ensuring local communities benefit from growth through training, employment and support to local business to compete for new opportunities

**Priority Projects:**
- Employment Brokerage, Supporting local supply chains

5.5.1 Context

Nine Elms Vauxhall will be more than just a prestigious new residential district – it will be a world class, international business destination with up to 25,000 jobs from over six million sq ft of new commercial space. The shift from primarily light industrial uses to a central activities zone designation means the area will become a new economic engine for growth in central London and an attractive place to invest. The Partnership commissioned a critical piece of work to ascertain the area's inward investment proposition and provide more intelligence as to what the area's 25,000 new jobs would be.

Economic growth will be focused on the two growth poles at Battersea Power Station (as a major new town centre) and a more attractive, walkable district centre at Vauxhall with a third concentration of activity around the new US Embassy and reconfigured New Covent Garden Market.

Across the whole of Lambeth and Wandsworth, there are around 30,000 unemployed people with a further 24,000 ‘economically inactive’ who say they would like to work. Within a radius of approximately one mile there are 2,500 - 3,000 unemployed people. Local people will have access to skills development and training, apprenticeships and jobs throughout the construction period and within the businesses which will locate here. Our ambition is to aim for 20% of all jobs to be filled by residents of Wandsworth and Lambeth. We will do this through an active partnership based approach as set out in the Employment and Skills Framework agreed by the Strategy Board. Local businesses will also have opportunities to secure contracts associated with the development and beyond.

The area already has substantial existing employment uses and, through investment in new space and facilities, we will seek to ensure that this use continues to grow and thrive, building on current employment at NCGM, Stewarts Road and Vauxhall.

All three of these key areas are being revitalised and transformed. As well as 2,300 people already working at its markets, NCGM is being redeveloped to become the vibrant heart of a new food quarter for London. Work is to begin shortly on creating a business network for the Stewarts Road industrial area. Meanwhile, in its first year following a highly successful ballot Vauxhall One Business Improvement District (BID) continues to make great strides in transforming the Vauxhall area for both night time and day time businesses through schemes such as street warden provision and a design competition for improving archways along Albert Embankment.

5.5.2 What we have achieved

- Employment and Skills Framework agreed
- Business Case for Nine Elms on the South Bank produced setting out the commercial inward investment proposition
• Public launch of Employment, Training and Business Charter setting out the Partnership’s commitment to local employment and business
• Formation of a Training Providers Network, co-chaired by Lambeth and South Thames Colleges
• An Employment and Skills Plan (ESP) is being implemented at Riverlight while further plans are being negotiated as part of the S106 agreements for Battersea Power Station (Phases 1 and 2) and Embassy Gardens (Phase 1). These sites should provide over 200 apprenticeships / placements and 1400 training opportunities
• ESPs agreed in principle for Nine Elms Parkside, New Covent Garden Market, One Nine Elms, Sainsbury’s and Marco Polo House, providing further apprenticeships and other training opportunities for local people
• Proposals for an Employment Brokerage Joint Co-ordination Unit agreed in principle
• Basic skills forecasting model in place; market survey of more sophisticated options completed
• Local business supply chain seminars and events attended by over 300 businesses

5.5.3 Priorities for 2013/14
• Joint Co-ordination Unit funded, resourced and operational, providing a one stop shop for both employers and their potential employees
• Employment and Skills Plans will be agreed for further sites commencing construction. Discussions will begin with the promoters of the NLE and TTT on local labour
• Skills Forecasting Model developed, providing training providers with a clear skills demand forecast from upcoming developments
• Skills Provision Offer published by Training Provider Network, reducing duplication, identifying synergies and gaps and enabling easier access to information on skills requirements and provision
• Construction Employers Network to be formalised and Network developed as more main contractors are procured
• Supply Chain proposal to be implemented – allowing local businesses to access contract and supply opportunities
• Development of an education link programme engaging our schools and encouraging students to think about opportunities within the regeneration area
• Business communication programme to be established

5.5.4 Priorities for 2014/17
• Maintaining and developing the Joint Co-ordination Unit
• Ensuring the Skills Forecast is reviewed when necessary
• Monitor the success of providing the training required to local residents such that they can capitalise on the job opportunities
• Roll out of the education link programme
• Monitor and develop the supply chain programme
• Continue and grow the business communication programme including establishing a Stewarts Road business network.
5.6 Communications and Community Engagement

Priority Outcomes

1) The creation of a new business district for London delivering 25,000 new jobs
6) A successful neighbourhood with a range of high quality and accessible services with an engaged and well informed community
7) Strengthening the area’s identity and delivering a high quality cultural offer

Priority Projects:
Communications and Community Engagement

5.6.1 Context

We have a unique riverside destination, are massive in scale and rich in opportunity. Building on our key messages of a central riverside location, focus on beautiful public realm and architecture and being the biggest provider of new homes and jobs in the country, we have the opportunity to create a truly modern, international and sustainable new district. We aim to ensure that through strong communications and marketing our ambitions become a reality.

Although Vauxhall and Battersea Power Station are well known, many people, even local residents, still know little about the scale of the transformation taking place here. This awareness is gradually increasing, particularly over the last 12 months as the Partnership rolled out measures to put the area on the map, both in terms of the scale of change and opportunities for local people and the investment potential for residential and, critically, commercial development.

Nine Elms on the South Bank as a brand is now much better known and is being to attract inward investment and build awareness. However, due to the pioneer developments being residential led and extremely successful in their first phases of sales, there is a perception that the area is primarily a residential development. The Partnership must address this in order to ensure our ambitions for a major commercial district are realised. One of next year’s key communications strands will focus on promoting the area as a commercial district following the recommendations of the Business Case for Nine Elms on the South Bank from Jones Lang LaSalle.

We want to build the profile of our investment brand Nine Elms on the South Bank internationally as well as nationally, marketing the area as an attractive place to invest, live and work in. This will help ensure the success of individual developments and in turn ensures that the private sector funded infrastructure can be delivered. We will encourage all developers to use the brand agreed by the Board.

There is a population of around 22,000 people living in the area, or close by and we want to engage, inform and consult with those local residents as well as other stakeholders in the development of Nine Elms Vauxhall, building support for the programme and ensuring that local benefit is maximised. The Partnership’s approach is set out in our Community Engagement Statement, supplemented by the engagement activities of our partners and in particular the two borough councils.

We will ensure that the existing and new communities are aware of and benefit from the regeneration of the area, particularly in relation to job opportunities, high quality new open space and construction impact.
5.6.2 What we have achieved

- Agreed our Community Engagement Statement and agreed an associated programme of engagement activities with a number of key local community organisations
- Held an annual expo in November attended over two days by 400 people
- Continued to champion the brand and identity for the programme, including to international investors at MIPIM, crystallising the key messages coming out of the vision and promoting achievements such as planning approvals and commencement of developments on site
- Established a PR campaign and appointed a PR company for a two year period from January 2013
- Promoted the economic benefits to the area of the NLE, which helped secure government support and guarantee its funding
- Hosted many events and tours of the area, such as for New London Architecture, Green Sky Thinking, Royal Town Planning Institute, national and international investors and government officials, journalists including during the Olympics when the eyes of the world were on London
- Launched our programme website in July which attracted almost 25,000 unique visitors since launching in July and averaging over 1,000 per week
- Launched the Partnership’s e-bulletin and grew its circulation list to 3,000
- Produced a vision document successfully used as a marketing tool for the Partnership.

5.6.3 Priorities for 2013/14

- Hold an expo for local residents and businesses in early summer
- Continue the marketing and PR campaign promoting our key messages of outstanding architecture, centrality and jobs and growth in an international business district
- Continue to engage with local community and business organisations as set out in our Community Engagement Statement
- Host a series of events and seminars promoting the area and raising awareness
- Increase the e-newsletter subscription figure to over 4,000
- Regularly review the communication and community engagement approach and messages every six months reflecting the priorities of the Partnership.
6 DELIVERY AND RESOURCES

The regeneration of the Nine Elms Vauxhall area is delivered through an informal partnership – the Nine Elms Vauxhall Partnership. Delivery is overseen by the Nine Elms Vauxhall Strategy Board, an unincorporated body comprising all participating bodies and organisations. The vision, aims and objectives of the programme are progressed through the Strategy Board, supported by Working Groups and a Delivery Team. Some 150 individuals are directly involved through these mechanisms. The Board does not have executive decision making powers, can not own assets, employ staff, give grants nor place contracts and each of the partners needs to seek formal approval of decisions and recommendations in these areas via their own decision making structures. However, the strength of the Partnership and the seniority of its membership have enabled delivery to proceed effectively to date in what is a light touch structure for a multi-billion pound regeneration programme. The Board will also play a key role in considering proposed changes to DIFs funding arrangements and profiling.

The recent governance review conducted by PA Consulting, which considered the views of partnership members, concluded that we are a strong and active partnership which had a good level of involvement and commitment across all sectors. We need to ensure the continued involvement of the private sector and focus our resources on our key priorities and projects.

6.1 Governance

6.1.1 Strategy Board

Governance arrangements for the programme were agreed by the Strategy Board at its meeting of January 2011, and amended in respect of establishing co-chairs of the Board in October 2011. The Leaders of Wandsworth and Lambeth Councils are the Co-chairs of the Board.

The role of the Strategy Board is -

- to provide strategic leadership for the implementation of the regeneration of the area within the Mayor of London’s overall Opportunity Area Planning Framework, the London Plan and the Local Development Frameworks (LDFs) adopted by Lambeth and Wandsworth

- to approve and monitor the Business Plan, ensuring that a strategic approach is taken towards planning, funding, programming and implementation of common infrastructure and to recommend its adoption by all member organisations represented on the Strategy Board

- to develop details of governance and management arrangements for the regeneration of the area

- to develop the overall funding strategy mechanisms and to secure funding - alongside statutory based and controlled funding through Section 106 and CIL

- to ensure co-ordination of
  - infrastructure
  - programme
  - construction; and
  - long term management of ‘common’ infrastructure
• to set the agenda for strategic place-making and marketing the area as a whole (but not restricted to individual schemes within the area); and

• to lobby, influence and manage external relationships.

The Strategy Board currently has 17 representatives appointed by public agencies and local landowners. Membership is for two years and the first review took place in October 2012. A quorum of four has been set, of which at least one must be a local authority representative.

The Board is supported in its work by a dedicated Delivery Team, based in the area at New Covent Garden Flower Market to drive forward and co-ordinate activities.

6.1.2 Working Groups

Specialist Working Groups have been established to take forward specific planning, technical, community and communication issues; while other specific project teams are set up as needed for matters such as the Linear Park or Decentralised Energy etc. These do not have delegated powers and report back to the Board on significant plans and proposals.

A Governance Review of the Working Groups was completed in December 2012 and the following changes have been implemented as a result:

• Communications and Community Engagement Working Groups merged
• Linear Park and Public Realm Design Strategy project teams established and reporting to the Public Realm Working Group
• Construction Logistics project team established to report to the renamed Utilities and Construction Logistics Working Group (still retaining Wharves)
• Bridge and Gyratory projects to report into Transport Management Working Group whilst in planning stages

The Working Groups comprise members appointed by the Strategy Board or nominated by Board members and their organisations; at least one of whom (for each Working Group) shall normally be a member of the Strategy Board. Chairs are to be appointed for a two year term as approved by the Strategy Board from 1 April 2013 to 31 March 2015. Membership of each group is reviewed regularly to ensure that the appropriate skill sets and expertise are available to take forward the required areas of work.

6.2 Resources

6.2.1 Infrastructure Funding

The Strategy Board have an agreed list of infrastructure requirements to support the huge growth taking place in Nine Elms Vauxhall, to be funded via developer contributions and other funding sources as may become available. The BNP Paribas Phasing Study for the infrastructure was based on an assessment of when developments would take place and when new residents would arrive. This Phasing Study has provided an important tool for planning delivery of our necessary infrastructure and we intend to update the plan on an annual basis. Work has already commenced on the next update the results of which will be available in June 2013.
Our biggest priority project is the Northern line extension (NLE). With the Chancellor of the Exchequer’s support for a £1 billion loan guarantee, great progress has been made in the past year on taking this scheme forward. Funding for the Northern line extension will come from borrowing, serviced by two income streams - developer contributions and incremental business rates. This is supported by the establishment of an Enterprise Zone covering key development sites across the area.

Costs for the NLE represent around half of the resources available in the DIFs (£245M at 2012 prices). This funding model has inevitably impacted on the funding and phasing for the remainder of the infrastructure needed for the area. The costs of the remaining infrastructure are estimated at £237M. This has been subject to review over the past several months. All infrastructure project costs identified in the BNP Paribas Phasing Study can be funded from the DIFs and no reductions in budget have needed to be made. However, the timing / phasing of projects do need to be reviewed in order to ensure sufficient income is available to cover borrowing costs for the NLE as well as the costs of contractually agreed infrastructure (such as the primary school in Wandsworth and linear park) and priority projects which have a strong place-making impact (e.g. the gyratory or strategic links).

Appendix C sets out an indicative list of proposed priority infrastructure to be funded from DIFs (excluding the NLE) over the next four years and also provides a look ahead to 2020. There are changes to the priority list from last year which reflects funding becoming available from other sources (e.g. S106 or TfL main programme budgets). This programme is dependent on resources becoming available and will require further prioritisation.

Priority projects for the next four years will be:

- Vauxhall Gyratory
- Public realm and strategic links (including the river walk)
- Linear park
- Primary school on the Royal Mail Group site
- Improvements to Battersea Park Station.

Additional priority has been given to employment brokerage with a view to this service commencing in 2013/14 funded from a combination of S106 and DIFs.

Specific proposals around public realm and strategic links will be developed over the coming year. Consideration will be given to proposals which can provide strong evidence of creating early impact, building momentum and confidence in the area and benefiting developments and local people. The provision of £2.5M agreed by the Board has been shown against the River Walk and Strategic Links projects in 2014/15. Any proposals will be subject to the Board’s consideration of detailed business cases and to sufficient tariff / CIL having been collected. Final decisions on funding for projects will be made via the Local Authority capital programme processes.

The financial arrangements for the NLE will require active and on-going monitoring and forecasting of actual S106/CIL collected and forecast, Enterprise Zone revenues and NLE debt forecasts. This monitoring and reporting will be carried out through an officer level Board comprising the GLA, TfL, Wandsworth and Lambeth Councils. The proposed impact of the financial reviews and resulting impacts on the non NLE infrastructure programme will be reported to the Board for consideration before final decisions are made by the public authorities taking the Board’s views into account.
A £500,000 budget for pre-development work (i.e. feasibility / design) was established in 2012 to enable the necessary development of priority projects, as a top slice from the main DIFs programme. This budget covers the costs of the Strategic Project Manager post until March 2016 and feasibility / design work for prioritised projects. In 2012/13 approval was given to fund the following work from this budget – although spend will appear in 2013/14.

- Pedestrian / cycle bridge feasibility - £25,000
- Energy Masterplan stage 2 - £35,000
- Utilities capacity and design - £105,000

A provision of £50,000 is being made in 2013/14 to support the development of the Strategic Links project including the River Walk.

### 6.2.2 DIFs Administration Budget

The budget for Administration was agreed by the Strategy Board as £2.5M over five years, commencing in 2011/12. The budget is for staffing and operational running costs with a provision for feasibilities / studies that relate to the programme overall.

The budget for 2013/14 is set out in Appendix D.

Last year we approved spend on:

- £7,000 Phasing Study update (costs increased to £10,580)
- £7,500 Community expo
- £50,000 Cultural Strategy (not required – costs picked up by Lambeth and Wandsworth Councils)
- £25,000 Meanwhile and temporary uses programme (rolled over to 2013/14)
- £40,000 Inward Investment Strategy
- £9,000 Governance review

In 2013/14 there will be a similar list of commitments plus a contribution to the construction logistics strategy:

- £11,000 Phasing Study update (costs increased to £10,580)
- £7,500 Community expo
- £50,000 Meanwhile and temporary uses programme (including £25K rolled over from 2012/13)
- £10,000 Construction logistics

The Administration budget also includes £108,000 for communications / marketing / PR. This provides funding for core functions (materials, website, events and PR support). Any additional work will need to be funded separately. Costs for community engagement are largely covered by the communications budget (materials / website) and the separate provision for the annual expo.

Staffing costs have increased in 2013/14, reflecting the recruitment of a full time Marketing and Communications Manager on a fixed term contract until March 2016. This post is funded via underspend on the Administration budget from 2011/12. We will consider our continued administration / project management support requirements post 2015/16 in the future.
The Administration Budget is managed by the Programme Director. All procurement will be undertaken in accordance with the regulations of the organisation letting the specific contract, but must include a minimum number of quotes for each commission.

The Programme Director has delegated authority allowing her to approve up to £25,000 of expenditure within the approved budget heads. Spend between £10,000 and £25,000 will be agreed with the approval of both Co-chairs of the Board and Wandsworth Council’s Director of Finance. Items of expenditure over £25,000, or new items will be approved by the Strategy Board.

6.3 Performance Management

A performance management framework was introduced in September 2012, where progress against actions in the preceding quarter’s action plan are reported to the Strategy Board, enabling them to monitor progress and to alert them to any potential problems or issues. Actions are RAG (Red/Amber/Green) rated as measured against timescales and impact on other actions within the Business Plan. This is a traffic light system to assess whether an agreed action is on target (green); broadly on target but with some moderate delivery issues (amber) and those where there are serious concerns regarding delivery (red). Actions for this Business Plan have been considerably reduced in order to focus on key activity directly delivered by the Partnership and the action plans simplified as a result.

Regular reports will also be provided on the DIFs Administration Budget managed by the Nine Elms Programme Director.

A number of programme outputs will also be reported to the Board each quarter of 2013/14 to provide a snapshot of activity. These are:

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
<th>Number</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1(1a)</td>
<td>Number of schemes with planning permission (of which under construction)</td>
<td>6(6a)</td>
<td>Amount of retail space with planning permission (of which constructed)</td>
</tr>
<tr>
<td>2(2a)</td>
<td>Number of homes with planning permission (of which under construction)</td>
<td>7(7a)</td>
<td>Number of apprentices employed (of whom local residents)</td>
</tr>
<tr>
<td>3(3a)</td>
<td>Number of affordable homes with planning permission (of which under construction)</td>
<td>8(8a)</td>
<td>Number of end-use jobs (of whom local residents)</td>
</tr>
<tr>
<td>4(4a)</td>
<td>Number of homes completed (of which affordable)</td>
<td>9</td>
<td>Number of school visits</td>
</tr>
<tr>
<td>5(5a)</td>
<td>Amount of commercial space with planning permission (of which constructed)</td>
<td>10</td>
<td>Amount of new/improved publicly accessible open space (sq m)</td>
</tr>
</tbody>
</table>

The Business Plan will be subject to a review and update annually each year so that the Strategy Board can consider and approve its business plan for the year ahead.

6.4 Risk Management

The Delivery team is still committed to work with partners on the development of a robust and proportionate risk management system in the context of the majority of delivery being undertaken by partner organisations. Although this was a target for 2012/13 other priorities meant that proposals will be presented to a future Strategy Board for consideration and approval.
7 APPENDICES

• Appendix A  2013/14-16/17 Action Plan
• Appendix B  Update on Approved Schemes and S106 / DIFs Agreements
• Appendix C  Proposed Priority Programme 2013-17
• Appendix D  DIFS Administration Budget 2013-16
• Appendix E  Nine Elms Vauxhall Partnership Governance and Delivery Structure
## APPENDIX A  2012/13-16/17 Action Plan

### A) UTILITIES AND CONSTRUCTION LOGISTICS

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Project Name and Description</th>
<th>Outcome(s)</th>
<th>Key Milestones</th>
<th>Date</th>
<th>Lead and Partners</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Construction Logistics</td>
<td>The development of a co-ordinated approach to manage key elements of construction logistics, including a feasibility examining issues associated with land remediation, construction and construction waste in additions to examining the best use of the river, rail and road network</td>
<td>5</td>
<td>Construction Logistics Strategy paper</td>
<td>Mar 2013</td>
<td>TfL, PLA, Environment Agency, LBL, LBW, BPS, St. James, Ballymore, NCGM</td>
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<td></td>
<td></td>
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<td></td>
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<td>Stage 2 TBC</td>
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<td></td>
<td></td>
<td></td>
<td>Initial Quick Wins/Temporary measures Implemented</td>
<td>Jun 2013</td>
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<td></td>
<td></td>
<td></td>
<td>Consultant Procured</td>
<td>May 2013</td>
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<td></td>
<td></td>
<td></td>
<td>Stage 1 report completed including rail &amp; river use feasibility and construction waste management</td>
<td>Jun 2013</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Strategy Board Endorsement</td>
<td>Jun 2013</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Stage 2 Strategy and resourcing procured</td>
<td>Oct 2013</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Construction Logistics Strategy Implementation</td>
<td>Dec 2013</td>
<td></td>
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<tr>
<td></td>
<td>Utilities Capacity</td>
<td>The delivery of an initial Utilities master plan, defining projected capacity requirements to inform the timely investment in upgrades necessary to support new developments and infrastructure</td>
<td>5</td>
<td>Utility providers responses to Master Plan</td>
<td>May 2013</td>
<td>Private developers, TTT, LBW, LBL, GLA, TfL</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Delivery of Utilities Master Plan</td>
<td>Aug 2013</td>
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<td></td>
<td></td>
<td></td>
<td>Telecoms strategy completed</td>
<td>Aug 2013</td>
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<td></td>
<td>Electricity Delivery Strategy</td>
<td>Sep 2013</td>
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<td></td>
<td></td>
<td></td>
<td>Drainage Strategy</td>
<td>Oct 2013</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Temporary Primary Sub Station Constructed</td>
<td>2015 /16</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Legacy Primary Sub Station Constructed</td>
<td>2017 / 18</td>
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<tr>
<td></td>
<td>District Heating and Carbon Reduction</td>
<td>Following the delivery of the Energy Master Plan, the Phase 2 Feasibility study will progress the recommendations made, progressing economic and operational modelling. The feasibility will compare the economic benefit, CO2 savings and develop routing and schematics showing key plant and equipment</td>
<td>5</td>
<td>Feasibility study complete</td>
<td>Jun 2013</td>
<td>LBW, GLA, LBL</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Commercialisation stage / soft market testing complete</td>
<td>Dec 2013</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Governance structure and procurement option decided</td>
<td>Dec 2013</td>
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<td></td>
<td></td>
<td></td>
<td>Commence procurement including detailed design and implementation</td>
<td>Jan 2014</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Sustainable Waste Management</td>
<td>A feasibility study examining the delivery of a pneumatic waste collection alongside the development of complementary approaches to ensure the most effective means of minimising and managing the production of commercial and residential waste</td>
<td>5</td>
<td>Data Production of projected residential and commercial waste</td>
<td>Dec 2013</td>
<td>GLA, LBW, LBL, WRWA</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Examination of non pneumatic waste collection logistics</td>
<td>Dec 2013</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Pneumatic waste collection feasibility completed</td>
<td>Mar 2013</td>
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</tbody>
</table>
## B) TRANSPORT MANAGEMENT

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Project Name and Description</th>
<th>Outcome(s)</th>
<th>Key Milestones</th>
<th>Date</th>
<th>Lead and Partners</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Northern Line Extension</strong></td>
<td>1, 5</td>
<td>TFL Board Approval to submit TWAO</td>
<td>Mar 2013</td>
<td>TFL Local Authorities GLA</td>
<td>c£1bn</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Transport Works Act Order submitted</td>
<td>Apr 2013</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Approach to funding agreed and approved</td>
<td>Mar 2013</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>HoT’s Agreements in place with SP Setia</td>
<td>Aug 2013</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Public Inquiry commences</td>
<td>Nov 2013</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Outcome of Public Inquiry</td>
<td>Mid 2013</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Construction Contracts let</td>
<td>Early 2015</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Work commences</td>
<td>Early 2015</td>
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</table>

**Northern Line Extension**
The extension of the Charing Cross branch of the Northern Line from Kennington to Battersea Power Station with a mid station at Nine Elms/Wandsworth Road will transform the transport accessibility of the opportunity area.

|      | **Nine Elms Bridge**         | 4, 5 and 7 | Feasibility complete | Jun 2013   | TFL Nine Elms Partnership Local Authorities | c£30m |
|      |                              |            | Public Consultation | Summer 2013 | St James Ballymore | To be sourced from 3rd parties if bridge is to be delivered early. |
|      |                              |            | Design Competition process commenced | Aug 2013   |                            |           |
|      |                              |            | Confirmation of preferred funding package including any sponsorship opportunities | Sep 2014   |                            |           |
|      |                              |            | Planning Application Submitted | Oct 2014   |                            |           |

**Nine Elms Bridge**
A new pedestrian bridge linking Nine Elms and Pimlico to provide improved connectivity and accessibility across the Thames. It will encourage and enable sustainable travel choices, providing connections to the established and emerging public spaces, amenities, jobs and widening retail, commercial and cultural offer.

|      | **Vauxhall Gyratory**        | 4 and 5    | TFL support for significant improvements at Vauxhall confirmed for Lambeth cabinet meeting | Mar 2013   | LBL and TFL | £9.6 million currently allocated in DIFS tariff, additional funding to be provided by TFL |
|      |                              |            | Appraisal of options and selection of preferred scheme | Oct 2013   |                            |           |
|      |                              |            | Public consultation | Jun 2014   |                            |           |
|      |                              |            | Detailed design work | Sep 2014   |                            |           |
|      |                              |            | Expected commencement of works | Early 2015 |                            |           |
|      |                              |            | Completion of works | Late 2017  |                            |           |
## C) PUBLIC REALM

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Project Name and Description</th>
<th>Outcome(s)</th>
<th>Key Milestones</th>
<th>Date</th>
<th>Lead and Partners</th>
<th>Resources</th>
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</thead>
<tbody>
<tr>
<td></td>
<td><strong>Cultural Master Plan</strong></td>
<td></td>
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<tr>
<td></td>
<td>The development of an area wide cultural master plan over three stages, to inform and influence a coordinated approach to the delivery of the Nine Elms on the Southbank cultural offer. With Stages 2 and 3 detailing key themes and timetables for the delivery of interventions by the public/private sector project team.</td>
<td>7</td>
<td>Production of Stage 1 Report</td>
<td>Mar 2013</td>
<td>Lambeth Wandsworth</td>
<td>£100k total (£50k Lambeth and £50k Wandsworth)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Delivery of horticultural meanwhile project</td>
<td>May 2013</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Stage 1 report endorsed at Strategy Board</td>
<td>Jun 2013</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Stage 2 Completion</td>
<td>Jul 2013</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Stage 3 Completion</td>
<td>Nov 2013</td>
<td></td>
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<tr>
<td></td>
<td><strong>Linear Park</strong></td>
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<td></td>
<td>The Linear Park will create a central spine through Nine Elms as a continuous open space running through four substantial strategically located adjoining landholdings. The project is central to the open space strategy for Nine Elms Vauxhall, for green links and permeability in the area, and to the establishment of an area of high quality public realm which contributes to the identity and character of the wider neighbourhood.</td>
<td>4, 5 and 7</td>
<td>Management arrangements agreed</td>
<td>Jul 2013</td>
<td>Wandsworth Ballymore RMG CGMA / VSM GLA</td>
<td>Resources</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Design principles agreed</td>
<td>Sep 2013</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Ecology, water management, safety and security strategies agreed</td>
<td>Oct 2013</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Produce Green Flag Plus Business Plan</td>
<td>Dec 2013</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Phase 1 Delivery Commences</td>
<td>Aug 2014</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Phase 1 Delivery Completes</td>
<td>Mar 2016</td>
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<tr>
<td></td>
<td><strong>Strategic links</strong></td>
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<tr>
<td></td>
<td>To create seamless high quality routes, including the River Path, connections north through to the River Path across multiple site ownerships and east from the Linear Park to Archbishops Park.</td>
<td>4</td>
<td>TFL to produce Cycling Strategy</td>
<td>Sep 2013</td>
<td>Lambeth GLA TFL Wandsworth Ballymore RMG CGMA / VSM</td>
<td>Resources</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Feasibility/Outline Design: Pascal Street and Hemans Street</td>
<td>Oct 2013</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Develop River Path feasibility/concept designs</td>
<td>Dec 2013</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Feasibility/Outline Design: Fentiman Road Miles Road, NCGM to River Path</td>
<td>Sep 2014</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Secure Pascal Street/River Path connection</td>
<td>Jan 2014</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Secure Hemans Street to Ponton Rd connection</td>
<td>Jan 2014</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Implementation of priority connections to Nine Elms Lane between Embassy/Embassy Gardens</td>
<td>Dec 2016</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Realigned Ponton Road opened</td>
<td>Dec 2016</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Implement Mill Pond Road connection</td>
<td>Dec 2016</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>River Path (St George to Heathwall) improved</td>
<td>Jan 2017</td>
<td></td>
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</tbody>
</table>
**Nine Elms Lane**  
Development of detailed design and implementation of improvements to the key arterial route of Nine Elms Lane, including significant improvements in the design and quality of materials used to create a pleasant environment for walking and cycling.  

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Project Name and Description</th>
<th>Outcome(s)</th>
<th>Key Milestones</th>
<th>Date</th>
<th>Lead and Partners</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 and 5</td>
<td>Detailed Designs Completed/Approved for Phase 1-4 (One Nine Elms to Riverlight)</td>
<td>Mar 2014</td>
<td>TFL, Wandsworth, St James, USG, Ballymore, Green Properties / CIT</td>
<td>TBC</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Complete Phase 1a (St James) and 1b (TFL)</td>
<td>Mar 2017</td>
<td></td>
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<tr>
<td></td>
<td>Complete Phase 2 (US Embassy)</td>
<td>Mar 2017</td>
<td></td>
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<tr>
<td></td>
<td>Complete Phase 3a (TfL) and 3b (One Nine Elms)</td>
<td>Mar 2017</td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>Complete Phase 4 (Ballymore)</td>
<td>Mar 2017</td>
<td></td>
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</tbody>
</table>

**Ref.**

**Project Name and Description**  
Public Realm Design Strategy  
An agreed approach with associated guidance to materials, signing, street furniture and lighting for the public realm across multiple land ownerships.

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Project Name and Description</th>
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<th>Key Milestones</th>
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<th>Lead and Partners</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>River Path Lighting Strategy</td>
<td>Oct 2013</td>
<td>TFL, GLA, Lambeth, Wandsworth</td>
<td>TBC</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Area Wide Lighting Strategy</td>
<td>Oct 2013</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Materials and Street Furniture Strategy</td>
<td>Oct 2013</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Way finding Strategy</td>
<td>Oct 2013</td>
<td></td>
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</table>

**D) HOUSING AND SOCIAL INFRASTRUCTURE**

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<tr>
<th>Ref.</th>
<th>Project Name and Description</th>
<th>Outcome(s)</th>
<th>Key Milestones</th>
<th>Date</th>
<th>Lead and Partners</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Study undertaken to consider funding and investment options to deliver affordable housing planned and anticipated for the area.</td>
<td>Sep 2013</td>
<td>LBL, LBW , developers , GLA &amp; RPs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Produce scoping report setting out affordable housing investment options to deliver affordable housing as planned</td>
<td>Dec 2013</td>
<td></td>
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<tr>
<td></td>
<td>Work with developers and registered providers to define intermediate housing options affordable to households on a range of incomes</td>
<td>Sep 2013</td>
<td></td>
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<tr>
<td></td>
<td>For Wandsworth Council to have completed feasibilities and subject to viability and formal agreement to have brought forward plans for the development of affordable housing on identified disposal sites.</td>
<td>Dec 2013</td>
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<tr>
<th>Ref.</th>
<th>Project Name and Description</th>
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<th>Key Milestones</th>
<th>Date</th>
<th>Lead and Partners</th>
<th>Resources</th>
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<tbody>
<tr>
<td>6</td>
<td>Methodology in place that allows presentation and revision of requirements for school places</td>
<td>Apr 2013</td>
<td>Children’s Services in Lambeth and Wandsworth</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Revisit and as required revision of timing of school place requirements. This may include identifying temporary arrangements where there may be some delay in bringing forward provision</td>
<td>Apr 2013</td>
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<td></td>
<td>Map existing capacity and identifying surplus capacity and opportunities for expansion and reconfiguration.</td>
<td>Jun 2013</td>
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<tr>
<td>Ref.</td>
<td>Project Name and Description</td>
<td>Outcome(s)</td>
<td>Key Milestones</td>
<td>Date</td>
<td>Lead and Partners</td>
<td>Resources</td>
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<tr>
<td></td>
<td><strong>Revision of school place requirements in light of phasing study, census data and information gained from new developments in the area to further improve estimates for school places.</strong></td>
<td></td>
<td></td>
<td>Dec 2013</td>
<td></td>
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<tr>
<td></td>
<td>Consider potential use of future education facilities for wider community use outside school hours</td>
<td></td>
<td></td>
<td>Mar 2014</td>
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<th>Date</th>
<th>Lead and Partners</th>
<th>Resources</th>
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<tbody>
<tr>
<td></td>
<td><strong>Consider potential use of future education facilities for wider community use outside school hours</strong></td>
<td></td>
<td></td>
<td>Mar 2014</td>
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<th>Lead and Partners</th>
<th>Resources</th>
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</thead>
<tbody>
<tr>
<td></td>
<td><strong>Delivery of Health and Social Care Services</strong> Providing projections of future population growth, demand for health services, enabling timely planning of new / extended primary care services to take place</td>
<td>6</td>
<td>Revision of health and social care requirements in light of phasing study, census data and information gained from new developments in the area (revise Fulcrum Report Assumptions).</td>
<td>Dec 2013</td>
<td>NHS Lambeth, NHS Wandsworth, CCGs for the two Boroughs and Lambeth and Wandsworth Social Care Services</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Agree NHS governance arrangements and undertake further work which identifies funding requirements to support new/additional services required in the area (how area fits into formula funding allocations).</td>
<td>Mar 2014</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Scoping study for health impact assessment produced with recommendations made to the Strategy Board as required</td>
<td>Sep 2013</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Explore short and medium term estate options and requirements for health facilities/services in the next 3-5 years</td>
<td>Mar 2014</td>
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<td></td>
<td></td>
<td></td>
<td>Examine longer term site options in discussion with developers</td>
<td>Ongoing</td>
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<tr>
<th>Ref.</th>
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<th>Date</th>
<th>Lead and Partners</th>
<th>Resources</th>
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<tbody>
<tr>
<td></td>
<td><strong>Phasing and Infrastructure Study</strong> Based on developer information on scheme progress and market analysis, provision of updated population growth data to inform phased delivery of new social and community infrastructure</td>
<td>6</td>
<td>Final report and update produced and signed off by the Strategy Board</td>
<td>Jun 2013</td>
<td>LBW, LBL, landowners, TfL and GLA.</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Revised social infrastructure requirements embedded within corporate planning process</td>
<td>Dec 2013</td>
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</table>

**E) EMPLOYMENT AND BUSINESS**

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Project Name and Description</th>
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<th>Key Milestones</th>
<th>Date</th>
<th>Lead and Partners</th>
<th>Resources</th>
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</thead>
<tbody>
<tr>
<td></td>
<td><strong>Employment Brokerage</strong> Delivery of the Partnership’s employment and skills framework including skills forecasting and job brokerage</td>
<td>3</td>
<td>Joint Co-ordination Unit delivery proposals approved by Strategy Board</td>
<td>Jun 2013</td>
<td>LBW, LBL, GLA, JCP</td>
<td>JCU – 2013 - £150k (then £250k per annum on going). Lambeth contribution from S106.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Subject to Board approval, JCU operational</td>
<td>Dec 2013</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Skills and Forecasting Model purchase – proposal to Strategy Board for endorsement</td>
<td>Mar 2013</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Training Provider Offer - menu of existing services drawn up by Training Provider Network (TPN)</td>
<td>Jun 2013</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Construction Employers Network TOR to be drawn up</td>
<td>Mar 2013</td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Skills and Forecasting Model in place</td>
<td>Dec 2013</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Identify and address gaps in training provision</td>
<td>Apr 2014</td>
<td></td>
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<tr>
<td>Ref.</td>
<td>Project Name and Description</td>
<td>Outcome(s)</td>
<td>Key Milestones</td>
<td>Date</td>
<td>Lead and Partners</td>
<td>Resources</td>
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<td></td>
<td>Supporting Local Supply Chains</td>
<td>3</td>
<td>Supply Chain proposal and resource plan approved by Strategy Board</td>
<td>Jun 2013</td>
<td>LBW, LBL, Wandsworth Chamber of Commerce, Vauxhall One</td>
<td>ERDF funding being pursued</td>
</tr>
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<td></td>
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<td></td>
<td>Business Communications programme to be established</td>
<td>Jun 2013</td>
<td></td>
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<td></td>
<td></td>
<td>On going programme of events and engagement established</td>
<td>Jun 2013</td>
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</tbody>
</table>

Development of an Education Link Programme  
Reporting procedure for Employment and Skills Plan progress to Board in place  
Dec 2013
APPENDIX E

Nine Elms Vauxhall Partnership
GOVERNANCE AND DELIVERY STRUCTURE

STRATEGY BOARD
- Landowners
- GLA/TfL/WBC/LBL

TRANSPORT MANAGEMENT
- Northern line extension
- Rail over-ground and underground
- Buses
- River transport
- Cycle routes
- Pedestrian Bridge
- Vauxhall Gyratory

HOUSING & SOCIAL INFRASTRUCTURE
- Affordable housing provision
- Phasing and investment
- Education
- Health provision
- Local services

SUPPORT AND DELIVERY TEAM

EMPLOYMENT & BUSINESS
- Skills / training
- Employment Brokerage
- Enterprise
- Supply Chain

PUBLIC REALM
- Linear park
- River walk
- Road improvements
- Strategic links
- Culture

UTILITIES & CONSTRUCTION LOGISTICS
- Utilities
- District heating
- Waste management
- Construction logistics

COMMUNICATION & ENGAGEMENT
- Branding
- Communications co-ordination
- Inward Investment/Marketing
- Community Engagement