

NINE ELMS VAUXHALL BUSINESS PLAN 2015/16

Cover

Foreword

Development Sites Map

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1. OUR VISION (as previous year)

‘A new London Quarter for the benefit of the whole community.’

By 2030 the 195 hectares of Nine Elms and Vauxhall will become an exemplar and distinctive quarter of central London. As an integral part of the London offer, defined by Lambeth Bridge through Vauxhall to Battersea Power Station and Chelsea Bridge, high quality buildings and public spaces will provide opportunities for jobs and the choice of a variety of homes. New cultural and leisure development in this Thames River front location, supported by high quality services, especially public transport, will make this a successful and sustainable place where people will want to be.

Nine Elms will be a prestigious destination for international investment anchored by the rejuvenated Battersea Power Station and the new US Embassy. A major new town centre at the former Power Station will provide the focus of much of the new economic activity. New Covent Garden food and flower market will be reconfigured to provide better facilities for its businesses and a public interface that will include new restaurants. This will provide the setting for a bustling 24/7 food quarter. Vauxhall Cross, which already benefits from an existing station, will be transformed into an attractive, walkable neighbourhood, with a mix of uses and public spaces with streets that are not dominated by traffic.

A bold new Linear Park from Battersea Power Station through to Vauxhall will be a major feature in the sustainable development of the area together with improved green open spaces. The high quality public realm to be created here will be critical to ensuring that pedestrians and cyclists feel safe and secure. Convenient and attractive routes will connect the area together with existing neighbourhoods and the elegant Albert Embankment which is a defining characteristic of the South Bank.

New sustainable development will lead the way in construction, provision of extensive green infrastructure, minimising the use of energy and encouraging carbon reduction including a district heating network serving the whole area. The Northern line extension from Kennington to Battersea and excellent public transport interchange facilities at Vauxhall will give the area essential new public transport connections.

The development of the whole area is expected to provide 20,000 new homes and an estimated 25,000 new jobs.

2. INTRODUCTION

This is the Partnership's fourth business plan covering 2015/16 and looking ahead to 2016-19. It was endorsed by the Strategy Board in December 2014. It sets out our vision and actions required to deliver the transformation of the area and create a modern and sustainable city district. With delivery mostly by the private sector, the Partnership's focus is on placemaking, working across multiple development sites and stitching these in to established areas. We will do this through working with our existing and new communities.

Our ambitions are high. We will create a cohesive, beautiful public realm of the highest quality to frame and add value to developments taking place, to attract and retain businesses, residents and visitors by improving linkages and permeability. The Northern line extension (NLE), Linear Park, replacing the gyratory at Vauxhall Cross with a two way system, new bridge, accessible river path and improved north-south links to existing and improved open space will enable this. Investment in local people and amenities will ensure all will share in the redevelopment's benefits; jobs, training, business (competing for contracts and the provision of high quality commercial space) and a range of homes for all.

However, the ongoing challenge for us is around how we define the character of the place more fully. This has become ever more critical as we face a series of London-wide challenges that need addressing: a hugely competitive property environment, market changes, London's changing skyline, the international inward investment debate and the provision of affordable housing. We need a compelling narrative that promotes the area and the huge contribution we will make to Wandsworth, Lambeth and to London as a whole.

2.1 Background

Nine Elms on the South Bank encompasses 195 hectares of land, stretching from Lambeth Bridge to Chelsea Bridge and bounded for the main part by Wandsworth Road on one side and the River Thames on the other. In planning policy terms, the area is classified as an Opportunity Area in the Mayor's London Plan, designating it as an area for major housing and employment growth. The Opportunity Area Planning Framework (OAPF), setting out the planning conditions for the area, was adopted in 2012. The Wandsworth Core Strategy was adopted in 2010; the Development Management Policies Document and the Site Specific Allocations Document in 2012. In 2013 the Vauxhall Supplementary Planning Document was adopted which sets out the plans for Vauxhall as a welcoming place of growth and prosperity with a vibrant and distinct heart that will be associated with tall buildings of exceptional quality and public spaces to walk and spend time.

The area has a long history of being a cultural and social destination, continuing to the present day, including the emerging gallery cluster and thriving night-time economy of Vauxhall. Alongside this is the area's industrial legacy sparked by the industrial revolution and proliferation of the railways.

Today, there are over 1,000 businesses within the area, which provide around 30,000 jobs. This demonstrates significant business activity, which is distributed across a diverse range of business sectors. Some of the more prominent are the Professional and Business sector, Food Production & Sales and Information Communication Technology with Creatives and Construction also well represented. This broad range of classifications is characterised by the mix of warehousing and

office blocks that can be seen throughout the area, many of which are at the end of their operational life and not fit for purpose, especially those located along Nine Elms Lane.

Based on data compiled for the 2011 Census, the population in and around the area stands at approximately 27,000 people in 11,500 households of various tenures. The area is also surrounded by housing estates and large residential populations who it is important benefit and feel part of the significant regeneration taking place. Out of the total population, 21,000 are of working age. Current figures from Nomis (2014) indicate that the percentage of people claiming Job Seekers Allowance ranges from 2.5 to 4.1% across the area and neighbouring wards, which is higher than the London average of 2.4% and significantly higher in some areas, notably in Prince's ward.

Although Vauxhall is well-served, the western part of our area is very much reliant on the road network and has a low public transport accessibility level due to lack of investment in public transport, which needs improving. Access to the river south to north is also problematic. A package of transport interventions is essential in order to serve the new commercial and residential growth and ensuring residents elsewhere in our boroughs can access the employment and commercial opportunities. These include the Northern line extension (NLE), reducing traffic dominance at Vauxhall Cross by improving the public realm, accessibility and removing the Vauxhall gyratory whilst retaining a central bus interchange, increased bus services, cycle routes and cycle hire stations, links through the rail corridor and additional river pier services.

To accommodate these denser residential and commercial uses, considerable investment is also needed in utilities infrastructure, notably telecommunications, drainage, electricity and district heating.

There is also limited open green space within the area. The creation of a Linear Park, other newly accessible open spaces and an accessible river path, improved existing open space with improved strategic connecting links will tackle this and continue to be one of our key priorities for the coming year as we focus on placemaking and ensuring existing areas are well connected.

3 PROGRESS AND CHALLENGES

3.1 Progress

The area is well on the way to being transformed and we are truly in a transitional period as new residents begin to move in whilst construction continues. Our many active construction sites are visible markers of London's continuing strong growth and attractiveness to investment. The completion of St. George Tower, Spring Mews and Phases 1 and 2 of Riverlight in 2014 mean we welcomed our first new residents in nearly 400 homes. Construction at Battersea Power Station (Phases 1 and 2) after 30 years, Embassy Gardens and the new US Embassy has progressed well and Dutch Embassy staff have also visited the area to find out about their future home. The 'crane count' in the area is now staggering.

This is the beginning of delivery over a 20 year period. We have been successful to date in attracting high levels of investment and this needs to continue if we are to remain competitive, even more so in terms of attracting commercial occupiers. The Partnership will continue to lead on placemaking by supporting inward investment activity, developing our cultural offer, ensuring the delivery of transport improvements and beautiful new public realm, providing high standards of

telecommunications and utilities, delivering the necessary social infrastructure (health, education and affordable homes) as well as through our communications and marketing work and supporting the Boroughs in community engagement. The Strategy Board itself will consider how best to respond to this transitional phase by examining its structure and priorities in the coming year.

The funding and delivery of necessary infrastructure is linked to development being progressed. Making decisions on prioritisation and timing of key projects is therefore crucial. Transformation is happening at a much faster pace than originally anticipated, which although positive, has implications for the delivery of timely infrastructure. 16,680 homes and 6.1m sq. ft. commercial space have planning approval and we have seen a major increase in construction activity with 13 developments now on site. In addition there are two major infrastructure projects planned – the NLE and Thames Tideway Tunnel (TTT) – both of which were granted approval by the Secretary of State in 2014.

The focus in 2014/15 was on taking forward the area's plans into the delivery phase: the establishment of our jobs brokerage service, securing affordable housing on a number of major sites, design of the public realm and the means of providing improved utilities and construction logistics management.

The vast majority of our goals were met but progress was difficult in some areas. Whilst progress was made, plans for Vauxhall Cross and the electricity substation fell short of their challenging targets set a year ago and so will be delivered in this Business Plan term instead. The Education and Health Business Plans were also moved into this year following determination that provision was not needed in the short term.

PROGRESS TO DATE

- Fully staffed employment team working with employers, boroughs and Job Centre Plus and greater understanding of the timing and types of jobs coming forward enabling us to equip local people with the means to compete for these jobs.
- Affordable housing secured through the boroughs and developers working together and innovative approaches being taken to secure and prioritise housing that will be built for private rent for local residents and workers. Study produced looking at how delivery of affordable housing can be maximised and borough housing estate plans being taken forward
- Supply Nine Elms programme for local businesses up and running – providing the support to compete for contracts including meeting the companies offering them. Two Meet the Buyer events held
- Construction Logistics management - continuing the Partnership's approach to ensuring the impact of construction traffic on local people is minimised and developments can proceed
- NLE approved by Secretary of State, construction contract let and enabling works commenced
- Cultural Strategy implemented, extremely successful involvement in Thames Festival with Hippopotames, Open House, London Festival of Architecture and Royal College of Art moving into the area at Riverlight
- Public Realm Design Guide adopted and endorsed by the boroughs
- Improvements to Vauxhall Underground station well underway

- First round of consultation conducted on the principles of Transforming Vauxhall Cross
- Bridge Feasibility Study complete and an international design competition launched
- Cycling Strategy agreed – anticipating a tripling of cycle trips in the area on completion of development
- Work starting on the first phase of the Missing Link led by Vauxhall One
- The location of a primary substation, drainage water solutions and other utility provision including planning for exemplar telecommunications infrastructure have been progressed
- Marketing and Communications Strategy produced, promoting the area as a whole, supporting inward investment and disseminating messages locally, nationally and internationally
- Community engagement strengthened with a Community Benefits Study completed and 18 month programme of outreach events begun
- Communications strengthened – open days, website, twitter, e-newsletter and Partnership communications, PR campaigns and MIPIM/MIPI UK attendance.

Development highlights have included:

- Battersea Power Station (BPS) breaking ground after three decades of laying dormant and work began on restoring the power station itself including the chimney replacement programme
- Construction continuing apace at the new US Embassy site, Riverlight, Embassy Gardens and Spring Mews
- Dalian Wanda on site, developing their first five-star hotel outside of China, in Vauxhall
- Development has also begun along Albert Embankment on St James' Corniche and Merano Residences schemes while Barratt and Sainsbury's Nine Elms Point development is also well underway
- Sales programmes going exceptionally well and enabling future phases, including affordable housing, to be brought forward more swiftly (including affordable homes)
- Deconstruction of the Gas Holders following their decommissioning
- 13 schemes now on site.

3.2 Challenges

Even with significant progress being made, the Partnership is facing unique challenges in enabling an unprecedented period of growth. Our outcomes tackle these challenges by creating an environment where market and affordable homes are built, the new commercial and cultural district will thrive, building on our existing success stories, local people will have access to local jobs (not just in construction but in the emerging new commercial space being created), business opportunities and high quality architecture and public space is developed. We need to articulate these aspects more effectively by strengthening the narrative around placemaking, delivering affordable homes in a high value area and actively participating in the debate regarding London's changing skyline.

Delivering against these actions is ever more critical as we move into the delivery stage of the programme and see new residents and commercial uses (such as retail, offices and hotels) arrive in the area and ensure local people make best use of the new facilities and opportunities on offer.

We need to provide infrastructure at the right time to unlock potential and enable the area to become an international exemplar of a modern sustainable city district, this is particularly true of telecommunications and its vital role in creating an attractive business district.

Infrastructure is mostly funded through the developments themselves but all partners recognise the value of collaborative working to ensure growth is optimised. This also includes the provision of schools, health facilities, public realm and transport, planned in advance and delivered at the time of need subject to funding.

Increased development activity also brings with it its own challenges in terms of construction activity, utilities upgrades, increased vehicle movements and impact on the public realm. The Partnership will work hard to minimise these impacts through our construction logistics programme, public realm improvements and making creative use of interim land available during development, both as entertainment space and for small / start up businesses.

Our Challenges include:

- Delivering on our jobs outcomes – ensuring local people have the skills and opportunity to access jobs and training both for construction-related and, increasingly importantly, end user jobs such as leisure, office and retail; and being able to monitor our success
- Related to this, the delivery of our 6.5M sq. ft. of commercial space and the importance of retaining this quantum and upholding the exemption the area has in relation to permitted development rights from office to residential use
- Ensuring we keep up with the momentum and competition from other areas in terms of attracting investment
- Delivering our affordable homes outcomes and working on innovative solutions to deliver more housing to meet a diversity of local and regional needs
- Ensuring we succeed in placemaking and making culture and high quality public realm integral to the image of the entire area as well as identifying the funding to enable us to do this, including improving our gateway sites and strategic links to a high design standard
- Ensuring local people (including new residents) are aware and making use of the benefits and opportunities coming to the area and identifying positively with the area
- Connecting new and existing communities
- Considering how best to manage the area in terms of its public realm both in the short term during construction and longer term taking into account residential and commercial concerns
- Delivering social infrastructure (such as primary schools and health facilities) in a timely fashion to cater for the increase in population but also to act as attractors for future residents and businesses wishing to locate in the area
- Construction logistics and utilities improvements and their knock-on effects to Nine Elms Lane, Vauxhall Gyratory and surrounding areas.

The momentum of development is expected to continue apace; this business plan provides the framework to sustain this into the future. We remain committed to our seven priority outcomes and 14 key projects.

4 OUR PRIORITY OUTCOMES

The next stage of the programme sees the focus shift from planning and strategy and more on to people and placemaking, where we need to create affinity and affection with the place we are creating.

4.1 Outcomes

- The creation of a new business district for London delivering 25,000 new jobs
- Building 20,000 new homes, maximising delivery of affordable housing to provide a range of housing options with a minimum target range of 3,500-4,000 affordable homes
- Ensuring local communities benefit from growth through training, employment and support to local business to compete for new opportunities
- The creation and improvement of new and existing high quality, well connected, accessible public spaces across multiple land ownerships
- Strategic investment in the area's infrastructure to enable growth
- A successful neighbourhood with a range of high quality, well used and accessible services that meet the varied needs of local residents
- An engaged and well informed community, building on our community's strengths
- Strengthening the area's identity through effective placemaking and delivering a high quality cultural offer.

4.2 Priorities

The following priorities are in development or are time critical and need focused effort this year to become established:

- Inward investment - building the case for Nine Elms on the South Bank as an internationally competitive business district drawing in commercial occupiers
- Vauxhall Cross – agreeing a transport solution which fulfils our ambitions to create a new, pleasant, safe district centre for Vauxhall. Replacing the gyratory with a two way road network whilst ensuring the transport interchange works effectively
- Nine Elms Pimlico bridge – announcing the winner of the design competition and seeking funding to create this key pedestrian and cycle route
- Linear Park – delivering the first phase of Linear Park, a high quality new public realm with an agreed management structure, and improving our existing parks and open spaces
- Strategic links – improving connectivity of and between the area's new and existing open spaces for pedestrians and cyclists, making the most of the river path and its ties to the wider South Bank through means such as the Missing Link programme
- Utilities infrastructure – developing a coordinated approach to utilities infrastructure across the development area and in particular finding solutions to the electricity primary substation location, drainage system and enabling excellent telecommunications provision
- Cultural Strategy – funding and implementing our programme to take forward the area's cultural offer building on our successes to date and continuing partnership working
- Planning the delivery of local services and social infrastructure – understanding the need and planning for timely health, education and other public infrastructure requirements.

The following priorities have an agreed approach and are underway but continue to need focused effort to ensure we succeed in meeting our objectives:

- Employment brokerage – enabling local people to access local jobs through our coordination service and monitoring its effectiveness
- Supporting local supply chains – raising awareness and competitiveness of local business to bid for contracts through Supply Nine Elms and monitoring its effectiveness
- Northern line extension – supporting the delivery of the NLE in order to enable the required growth in jobs and homes
- Construction logistics – monitoring the coordination function of our local management system to ensure the resilience of the road network during the peak construction period
- Affordable homes – ensuring the targets for affordable homes are met, working with the GLA to implement innovative solutions to the challenge of delivering affordable homes in a high value, central London location
- Communications and community engagement – promoting the area and engaging with local communities including schools, ensuring benefits are understood and maximised.

4.3 Linkages

The priorities listed above are not treated in isolation – extensive partnership working occurs across projects and working groups i.e. culture in the design of public realm and key transport infrastructure such as bridge and tube stations; telecommunications provision and its importance in enabling a world class business district; jobs and business opportunities found not just in development of homes and commercial space but in infrastructure projects (NLE/TTT) and the public realm; the creation of the Linear Park and other new open spaces, leading to improved health and well-being including the improvement of existing spaces and the impact on the public realm of utilities provision and construction logistics. We will also update our comprehensive phasing study this year which underpins our planning for a number of workstreams such as construction logistics, utilities, housing, health, educations and skills planning. Communications and community engagement, working with and building on the strengths of our existing and new communities, cuts across all our work and any consultation proposals should be routed through this working group.

4.4 By 2016

Pursuing our objectives and delivering against our priorities will mean that, by 2016, 1,192 homes (housing approximately 2,000 residents) will have been built for occupation, XX of these being affordable, and over 190,000 sq.ft. of new commercial space let.

In 2016 the NLE and TTT infrastructure projects will both be on site whilst our population will effectively have grown by a quarter, mainly along Nine Elms Lane developments such as at Riverlight, Embassy Gardens and Battersea Power Station. Sainsbury's new superstore and Waitrose will have opened bringing 700 new jobs to the area. Construction jobs and supply chain opportunities will be peaking. Small sections of Linear Park will be on site and the flower market decant will have begun. Public realm improvements along Nine Elms Lane, Albert Embankment, the Thames Path and the area's gateways will be in place, with more to follow.

Placemaking is front and centre; knitting developments together and unifying the whole area into the South Bank and existing urban fabric. Our placemaking efforts will focus on our commercial centres at Vauxhall and the power station and the linkages between, including the Embassy Quarter and New Covent Garden's food and flower markets and include both the daytime and evening economy, encouraging people to linger more after work.

Our cultural calendar and emerging gallery quarter will be well established and help us build the affinity for the place for which we are striving. A public arts strategy will link all site-specific art within our overall cultural vision.

We will be making the most of one of our standout features, the 3km of Thames River Path running through our area and improving the access to it, implementing a series of improvements, promoting and marketing its benefits.

Health and education needs will be clear and funding bids submitted to bring these forward where necessary.

The commercial district offer of our area will be well understood and more businesses, both multiples and independent traders, signed up to locate in our area, seeing the many benefits of moving to Nine Elms on the South Bank. Utilities provision and telecommunication improvements will continue befitting a modern, central London business centre. The planning and implementation of a strategic integrated water strategy is a priority as is the district heating scheme at Embassy Quarter.

A coordinated approach will be taken at areas such as Kirtling and Cringle Streets to ensure construction activity, public realm improvements and utility upgrades cause the least amount of disruption as possible.

More of our local community will be aware of the benefits coming through redevelopment via increased engagement activities, work with local schools and businesses. Our communications messages will focus on our themes of placemaking, jobs and the commercial district.

Just four years later in 2020, the NLE will be open as will the Power Station, its High Street (Electric Boulevard) and the US Embassy. There will be 8,500 new homes (including a third of the total affordable provision) and half the total commercial space will be completed.

The following section provides more detail on our work programme, categorised according to theme. Appendix A outlines the next 12 months' key milestones and, where known, those of the following three year term again arranged by theme. Appendix B shows our programme of priority projects which will need further prioritisation depending on resources becoming available and decisions of the two local authorities on allocation of these resources. Appendix C outlines the DIFs administration budget and finally Appendix D outlines the Partnership and working group structure taking forward our work programme.

5. OUR WORK PROGRAMME

5.1 Employment and Business

Priority Outcomes:

- The creation of a new business district for London delivering 25,000 new jobs
- 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, Inward investment

5.1.1 Context

Nine Elms on the South Bank 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 equivalent of 22,000 full time jobs will also be generated by construction and related activity. 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. We commissioned work by GVA to deepen our understanding of the area's inward investment proposition and provide more intelligence as to what the area's 25,000 new jobs will be. This has enabled us to better understand our existing jobs baseline, the potential new jobs coming to the area and those jobs moving here from elsewhere. This highlighted the importance of collective and consistent messaging to promote the area, staging public realm improvements at the right time to create a sense of place and working with the existing business base to highlight new supply chain and property opportunities.

GVA estimated that within a year over 21,000 sq. ft. of commercial space would be completed and within five years this would increase to almost 3.2M sq. ft. signalling the pace of change in the area. Whilst promoting the area as a whole, our strategy will focus on three defined places - Battersea Power Station (as a major new town centre); a more attractive, walkable district centre at Vauxhall / Embassy Quarter and finally along and around Albert Embankment.

All three of these key areas are being revitalised and transformed. As well as 2,300 people already working at its markets, New Covent Garden Market is being redeveloped to become the vibrant heart of a new food quarter for London. Vauxhall One Business Improvement District (BID) in collaboration with EmploySE1 continues to support businesses in the Vauxhall area by providing local employment opportunities to local residents. Other key employment districts, such as the Stewarts Road area will remain important and complementary to the emerging business district.

Working with the Partnership, and particularly BPS and CGMA, Network Rail are bringing forward their strategy for the development of the rail arches from Waterloo to Battersea Park with a focus firstly on Vauxhall. We support the regeneration strategy that enhances connectivity and provides more space for small businesses in the area, including cultural uses.

Across the whole of Lambeth and Wandsworth, there are around 23,800 unemployed people with a further 22,500 'economically inactive' who say they would like to work¹. Within a radius of approximately one mile there are 2,500 - 3,000 unemployed people. A jobs brokerage infrastructure is now in place with our Joint Co-ordination Unit providing a single point of contact for employers

¹ Annual Population Survey (June 2014)

and working closely with the dedicated job brokerages – Lambeth Working and Wandsworth Work Match. Through these arrangements, local people 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 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. The successful measurement of this ambition will rely heavily on landowners and key contractors ensuring that the necessary data is collected for the construction workforce and for tenants occupying employment floor space.

The construction phase is now in full swing and the on-site workforce continues to build rapidly towards the projected peak in 2016-17. A key challenge has been to develop a steady flow of job/site ready candidates from the local area to meet the labour demand. This has required greater focus on understanding training needs and putting in place suitably responsive provision. The construction sector is facing increasing workforce challenges nationally which will particularly affect the area over the next few years. Funding available from national agencies is not easily matched against the specific training needs of people to meet the employers' expectations, particularly in construction.

This issue is not unique to our area and would require higher level intervention. Partners will continue to make strong representations to government and industry bodies to ensure that well resourced and designed training is in place whilst the JCU and local partners will build on pilot activity to ensure that responsive and relevant solutions are established on the ground. In the meantime, we will use the Skills Forecasting Study to inform training requirements, deploying local resources (such as funding from the New Homes Bonus) to focus on immediate priorities such as short pre-employment support whilst maintaining dialogue with mainstream funding agencies to ensure resources are matched to identified demand in the area over the medium and long term. School and college engagement has developed with good input from contractors and developers. This is increasingly seen as an essential activity, not least to address future workforce needs.

Local businesses have been provided with opportunities to secure contracts associated with the development and beyond through the Supply Nine Elms programme which launched in 2014. This has developed into a more structured service that has supported 180 local businesses to compete for new commercial opportunities (XX contracts won / £XX value) and has resulted in valued networking for the business community from both a buyer and supplier perspective. As the extent and range of investment increases over the coming months, further opportunities will become available.

During the timescale of this business plan, there will be an increasing emphasis on end use jobs as well as construction, as key employers such as major retailers and new commercial space starts to be occupied as a number of the developments complete their initial phases. The first major opportunities will be at Riverlight and two new store openings in Embassy Gardens and Sainsbury's scheme, followed by the first phase of Battersea Power Station. The local brokerage infrastructure will support access to these opportunities, as they have with construction, and this response will develop as increasing numbers of end use jobs become available over the next few years.

Much of the activity to date has relied upon local authority and S106/DIFs funding in order to happen. Local funding is inevitably constrained compared to the scale of opportunity however, and the Partnership will continue to make the case to national and regional government regarding adequate investment.

5.1.2 What we have achieved

- Since 2011 38 apprentices have started on site and 59 previously unemployed residents placed in work on eight Employment and Skills Plans (Riverlight, Embassy Gardens 1, 81 Black Prince Road, Battersea Power Station Phases 1 and 2, Nine Elms Point, Merano and Corniche) (as of 28/11/14)
- Since September 2013 over 15,000 young people were introduced to the area through a range of site visits, work placements, the Careers Expo at London South Bank University, jobs fairs and other projects. Students were able to develop employability skills and learn more about the exciting range of opportunities available throughout the development area
- Jobs brokerage infrastructure is now fully in place in order to deliver our Employment and Skills Framework
- Training Partnership established and pre-employment training pilots run to inform the future offer, resulting in X graduates
- 'Top ten trades' and construction workforce peaks identified by the skills forecasting study
- Business District Study produced setting out the activity needed to ensure our commercial district is successful
- Supply Nine Elms programme has been established running two Meet the Buyer events attended by 85 local businesses, 36 buyers and resulting in 21 new contracts for local firms of over £1,250,000 value
- Database of local suppliers developed for use by local buyers.

5.1.3 Priorities for 2015/16

- Joint Co-ordination Unit to continue as principal point for employer engagement in the area, providing a one stop shop for employers and delivering the targets set at the beginning of the year
- Implementation of clear monitoring arrangements that will allow for timely reporting and review to provide oversight in progress against benchmarks
- A further three Employment and Skills Plans to be operational by year end² bringing the total to 11. To this will be added the NLE and TTT whose employment obligations work in a different way but who have agreed to be part of our jobs infrastructure
- Continue to refine a multi-year programme of employment and skills interventions based on the Skills Forecasting Study and contractor input; this will provide the benchmarks and performance indicators against which progress can be monitored
- Refine the forward schedule of end use labour demand and build into forward planning for local employment support based on information from the Business District Study; agree outline plans for resourcing end use employment support for known peaks such as the opening of the NLE
- Agree and identify resources for an schools engagement programme for 2015-16, continuing to engage local schools and colleges through site visits, work experience, further careers fairs and the development of pathways from education to employment
- Continue the Supply Nine Elms programme, targeting local SME's, consisting of regular Meet the Buyer events, advisory support and developing our database of suppliers
- Continue to engage with developers and contractors to establish a forward plan of procurement opportunities
- Promote Nine Elms on the South Bank as a commercial district so that the area achieves market recognition as a location for commercial occupiers and ensure that individual developers' marketing efforts complement and support this

² Current assumption: Riverlight, Embassy Gardens 1, Power Station 1 and 2, 81 Black Prince Road, Merano Residences, Corniche, Sainsbury's, Vista, One Nine Elms and

- Consider how to promote suitable commercial space and new business opportunities in the area to local businesses and entrepreneurs looking to start up and grow
- Identify the potential scale of impact on local businesses as the area develops and the scope to retain and develop local businesses
- Develop forward looking resource plans for the above activities, including alignment with national economic growth policies and the London Enterprise Panel's Jobs and Growth Plan.

5.1.4 Priorities for 2016-19

- Establish a high performing jobs and training framework that maximises the opportunities presented
- Consider updating the skills forecasting study
- Maintaining and developing the Joint Co-ordination Unit into a high performing employer facing service including for commercial end users
- Undertake a mid-point review of the JCU
- Develop the schools engagement programme into an exemplar
- Maintain strong relationships with local business communities to maximize the commercial opportunities of Nine Elms on the South Bank within Lambeth and Wandsworth

5.2 Housing and Social Infrastructure

Priority Outcomes:

- Building 20,000 new homes, maximising delivery of affordable housing to provide a range of housing options with a minimum target range of 3,500-4,000 affordable homes
- A successful neighbourhood with a range of high quality, well used and accessible services that meet the varied needs of local residents

Priority Projects:

Affordable homes, Planning the delivery of local services and social infrastructure

5.2.1 Context

Delivering successful regeneration and in turn neighbourhoods and communities involves integrating new neighbourhoods successfully with existing. We are focused on maximising the delivery of a mix of housing which meets the needs of a broad range of household types including families on low to middle incomes and young professional households looking to get their foot on the property ladder. Schools and health services can also attract people to the area and engender a sense of community and belonging and allow households to commit to an area for the long term. These new services will benefit both new arrivals to the area and our existing communities and complement existing services.

Our priorities include meeting the diverse housing and social infrastructure needs of new communities and ensuring that the public services are there when they are needed including making provision for expansion and improvement of existing provision on a temporary or more permanent basis. As the regeneration moves from construction to occupation, and as the pace of development increases, it will be essential that placemaking is a major consideration in determining the location and co-location of facilities and services that will need to be provided to ensure a connected and vibrant community is established.

We are committed to delivering a range of affordable types of housing and also market housing that is made available to local residents and workers. 16,680 homes now have planning permission with 2,429 of these homes being affordable, with a forecast of around XX homes being built over the next three years. Both Councils have committed to deliver the maximum reasonable level of affordable housing, with the objective of delivering a minimum of 15% of housing as affordable in Wandsworth and up to 40% in Lambeth after funding to deliver infrastructure has been accounted for.

A key focus is also to seek to ensure that market housing is targeted and made available to local residents and workers. This is, for instance, through developers committing to the Mayoral Concordat to promote home ownership for Londoners and developer and Borough initiatives such as Wandsworth Council's promoting and securing structured private rent housing arrangements as part of the former Christie's Auction House planning approval. This will mean that not only will 15% affordable housing be delivered but a further 114 private rent homes will be provided that will be owned and managed by a housing association, initially offered to local residents. Both Councils are keen to explore further opportunities for similar types of local accommodation offers on appropriate sites to maximise the housing options for local residents and workers.

The BNP Paribas report on affordable housing delivery published in September 2014 identified the particular challenges of delivering affordable housing in a high value area but also that, with rising values, there is the potential to meet and sometimes exceed delivery targets. However, in order to

achieve a mix of housing that provides for families, those on low incomes and those looking to buy intermediate housing, all parties need to be creative. Both Councils are therefore committed to considering and taking forward options that deliver the maximum number of new homes to meet local housing demand including low cost rent family housing and first time buyer housing that is affordable to a range of incomes.

Examples of this include Lambeth's plans to deliver an extra care housing scheme as part of the St. James' development on Albert Embankment and provide 99 offsite low cost rent affordable homes at St. Oswald's and Fenwick estates. Wandsworth and Lambeth Councils have also committed to undertake further asset reviews of their property holdings on the basis of further opportunities being bought forward. For Wandsworth this has included planning approval being given to develop 57 council rent homes with further opportunities now being appraised.

Provision is being made for school, community and health facilities. Such facilities are part of the urban fabric and bring benefits in terms of placemaking, generating footfall in the area and attracting residents, including families, and businesses.

Whilst the work done in 2014/15 in mapping the existing health facilities in the local area identified capacity to meet demand for the next 2-3 years, the plan this year will be to bring forward a business case for permanent provision in the area. This includes reviewing capacity requirements arising from existing and future populations, capital funding needs and also putting the case for future revenue funding to NHS England. The business planning process will also allow engagement and discussion as to the type and form of health provision to be provided, co-location opportunities with other forms of health and well-being provision and indeed other community based services.

The Health and Social Care Subgroup are looking at both short and longer term measures that will primarily involve expanding capacity within existing locations such as at Riverside medical centre where additional GP capacity has already been accommodated in space that became available late last year. In Wandsworth, discussions are also progressing in terms of new facilities at both New Covent Garden Market and Battersea Power Station and the form these might take. The forecast requirement and timing for both short and longer term facilities will be captured in the Health outline business case that will be presented to the Strategy Board in September. We are also actively considering the scope and possible timing of a Health Impact Assessment aimed at assisting the ongoing work to secure health and well being gains for existing and future residents from the development.

Plans for school expansion and new provision have also been progressed. Lambeth Council has approved planning permission for an additional two form entry primary school as part of the redevelopment of Keybridge House. They are also monitoring the current school places available in the north of the borough to identify the timing of new provision. In this respect there is projected to be a surplus of primary and secondary places until 2017 for secondary places and 2019 for primary places. It has been identified that there are currently schools in the area with capacity to expand as and when necessary to meet projected demand.

In Wandsworth, a new school at St Mary's has planning permission with an additional form entry, and discussions are being initiated in relation to the need for expansion of existing primary school provision in the area. Wandsworth are also negotiating an improved location and plans for the new two form entry primary school to be developed on the former Royal Mail Group (Nine Elms Parkside) site, with the ability to expand to four forms of entry if required. A revised planning application is expected this year and, subject to timetabling, design work may also commence this year.

We will review pupil projection figures utilising population projection information derived from the 2011 Census. This in turn will inform a detailed, revised business plan by September 2015 setting out more accurately when new provision will be required. The opportunity will also be taken to carry out a further review of existing school provision in the local area and to assess how this can tie in with and complement new school developments.

Our focus will remain on maintaining the development momentum which is delivering much needed homes not just for Wandsworth and Lambeth but for London. Partnership working and negotiation will focus on securing the delivery of affordable housing and local housing options in the area and on development sites as they come forward. For social infrastructure a clearer picture is emerging as to the requirements and timing of delivery of new facilities in the coming years.

The Community Benefit Mapping exercise we recently conducted will help inform our approach as to what is required, when and where in regard to community facilities, with more work to be conducted this year, particularly around the potential of co-location of services.

5.2.2 What we have achieved

- Planning approvals given for 16,680 homes of which 2,429 are affordable
- Delivery of 308 residential units with occupation of the first homes at Riverlight and St George Tower and starting construction on another 11 sites
- Across the two Boroughs plans are being progressed to provide over 150 affordable homes on Council owned sites, with planning permission now having been granted to deliver 99 affordable units with another 40 under negotiation in Lambeth and development of 57 council rent homes on Wandsworth owned sites in the area
- Completion of BNP Paribas' Affordable Housing Delivery Report which provides a firm basis for supporting the maximum reasonable delivery of affordable housing with two major schemes agreeing increased levels of affordable housing on the basis of improved viability
- An initial scoping report on the health impacts of the current construction phase
- A review of 2011 Census information to inform health and education planning.

5.2.3 Priorities for 2015/16

- Build over XX homes with XX of these being affordable which will be targeted and marketed to meet local housing demand and needs. This will include the completion and occupation of our first affordable housing units at Embassy Gardens
- Progress plans for the development of affordable housing on council-owned sites
- Undertake and complete an update of the Phasing Study by September 2015 taking into consideration the increase in volume of housing and accelerated pace of delivery
- Produce a Health Business Plan (looking at long term and more immediate provision of health services) to be developed during the early part of 2015/16 and to be endorsed in September 2015. The report will also make the case for revenue funding and it will be an objective of the Partnership to confirm any additional funding requirements with NHS England
- Consider the scope for and, if appropriate, commission a health impact assessment for the area with Public Health services from both boroughs undertaking an initial scoping exercise
- Consider, as part of the outline business case for health, and have in place monitoring arrangements that identify the impact on local health services from the new working population who will be able to register with GP practices close to their work

- Improve projections of the need for school places and to have concluded arrangements for delivery of new school provision with an Education Business Plan endorsed in September 2015
- Begin design work on the new Wandsworth primary school
- Maintain and develop dialogue with existing schools in the immediate area as to the impacts and opportunities arising from regeneration
- Fully explore and identify opportunities for co-location including with complementary services such as pharmacy, physiotherapy etc.

5.2.4 Priorities for 2016-19

- Delivery plans in place and discussions concluded with developers and landowners to provide health and education facilities to meet forecast demand with funding requirements agreed to assist in the delivery of these facilities
- The Nine Elms Parkside school is anticipated to open in 2018/19 but this will be dependent on the outcome of the current analysis being undertaken on educational requirements. The Keybridge House school site has a legal requirement to commence construction of the school within five years of the date of the planning consent of July 2014 and Lambeth will be discussing delivery of the school with new owners Mount Anvil
- Ensure that any plans for the provision of social infrastructure considers and makes provision for the utilisation of space for community uses
- Ensure, through continuing dialogue, that emergency services capacity is sufficient to meet the demands and requirements of the area and its emerging communities and services
- In 2016/17, the completion and occupation of the first affordable housing on Council owned sites with the area

5.3 Public Realm

Priority Outcomes:

- The creation and improvement of new and existing high quality, well connected, accessible public spaces across multiple land ownerships
- Strengthening the area's identity through effective placemaking and delivering a high quality cultural offer

Priority Projects:

Linear Park, Cultural Strategy, Strategic links

5.3.1 Context

The importance of delivering a high quality public realm 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, but also be a key factor in creating a successful new business district.

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 a 1.8km span between Chelsea and Vauxhall Bridges. The proposed new pedestrian and cycle bridge is intended to overcome this barrier, providing a new connection across the river. This will further improve Nine Elms on the South Bank's links to the rest of central London.

A high quality public realm is a critical ingredient in the creation of a successful business and residential district and will continue to be a major focus of the Partnership's work in the coming year, particularly in relation to gateways into the area, strategic links and the Thames River Path. This year sees the completion of a detailed phasing strategy by TfL to inform investment in Nine Elms Lane and Battersea Park Road. Delays to traffic modelling work to inform preferred design options have hampered progress and are a Partnership priority to complete. Once done, work can begin on determining the priorities for an ambitious programme of improvement to transform Nine Elms Lane and Battersea Park Road into a high quality, modern boulevard.

On completion of the Thames River Path Design Strategy, work is due to commence on the first phase of improvements in Spring 2015, completing in late Summer/Autumn 2015. This will initially see the introduction of high quality meanwhile improvements including planters and a temporary viewing platform, followed by commencement of the main legacy improvements to upgrade the connection between Vauxhall Tower and Riverlight. In total £1.2 million will be spent this year on improvements.

A new project has been introduced for 2015/16, which focuses upon defining Nine Elms on the South Bank as a new London district through improvements to gateways into the area, such as bridges, stations and key junctions. This is likely to involve modest but transformational improvements and involvement from both the Public Realm and the Communications and Community Engagement Working Groups.

Existing parks and open spaces in and 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, with this year seeing the commissioning of a design study for improvements to Thessaly Road.

The redevelopment of the area will enable the creation and enhancement of new public spaces, including flagship projects such as the 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 in the east, continuing on to Archbishop's Park through Vauxhall One's Missing Link programme. The Linear Park project team has agreed a unified management and maintenance approach which will enable this project to move ahead with work commencing on the first segment of the Linear Park, associated with Phase 1 of Ballymore's Embassy Gardens development.

We are working hard to create the conditions for a diverse array of cultural and leisure activities of local and international significance to flourish and for thousands of people to enjoy. This will extend the offer provided by the South Bank through to Battersea. As well as the arts, in our cultural strategy we will look to address the broad range of provision from heritage, green space and food to sport and leisure. This will ensure that Nine Elms on the South Bank becomes a major cultural destination in every sense, offering unique experiences at Battersea Power Station, the new food quarter at the heart of New Covent Garden Market, a thriving 24 hour economy around Vauxhall and optimising the opportunities arising from the relocation of the US and Dutch Embassies.

5.3.2 What we have achieved 2014-15

- Agreed a unified management and maintenance approach for the Linear Park
- Established a Cultural Strategy and Action Plan
- Delivered and promoted a diverse programme of cultural activity throughout the area
- Delivered an international temporary public art project (HippopoThames) with community engagement as part of the Mayor's Thames Festival
- Identified resources to increase our focus on culture
- Commenced construction of the first section of the Missing Link
- Completed the phasing strategy for Nine Elms Lane and Battersea Park Road
- Completed the Public Realm Design Guide
- Delivered an overarching design strategy for the Thames River Path

5.3.3 Priorities for 2015/16

- Embed the agreed Linear Park Management arrangements through amended Section 106 agreements
- Delivering a programme of meanwhile uses
- Continue to deliver our Cultural Strategy and extend and diversify the cultural offer through agreeing an approach to heritage, food, sport and leisure
- Delivery of the first phase of improvements to Nine Elms Lane / Battersea Park Road
- Completion of the Vauxhall Missing Link Phase 1 and commencement of Phase 2
- Completion of phase 1 of the Linear Park and agree consensus on way forward in terms of design
- Complete design and progress delivery of prioritised strategic links, including the Thames River Path with Phase 1 complete, lighting improvements and commissioning of a Thessaly Road design study, examining options for additional Strategic Links projects within Lambeth subject to confirmation of resources

- Commission high quality, improvements at key gateways, including options for arts-led commissions where appropriate
- Commission a review of legacy management and maintenance of the area

5.3.4 Priorities for 2016-18

- Securing the strategic partnerships and funding to grow and sustain the area's cultural development and provision and attract a range of new cultural tenants
- Delivery of a cultural programme of innovative site responsive public art commissions and meanwhile uses
- Capital works to key strategic links, including Thessaly Road and Nine Elms Lane
- Coherent and well functioning Linear Park management and maintenance structure in place, with the establishment of Park Co.
- Informed by Lambeth's infrastructure study, agree on priorities for investment in open spaces including Thames River Path.

5.4 Transport

Priority Outcomes:

- The creation and improvement of new and existing high quality, well connected, accessible public spaces across multiple land ownerships
- Strategic investment in the area's infrastructure to enable growth

Priority Projects:

Northern line extension, Vauxhall Cross, Nine Elms Pimlico bridge

5.4.1 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 on the South Bank. 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, the 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 Wandsworth Road and the Thames pier at St George Wharf in Vauxhall.

In addition a number of strategic roads run through the area (converging at Vauxhall Cross) and traffic congestion is occasionally a problem during peak periods. Designated walking and cycling routes exist, though these vary in quality and coverage. Physical barriers to movement exist in the form of railway lines and arches and boundary walls. These increase severance across the area and limit the number of north-south connections. The Partnership has produced a Cycling Strategy for the area which plans for safe and accessible provision in anticipation of a tripling of cycle trips in the area on completion of development. The first development-related Cycle Hire docking stations have now been installed.

The approved NLE will improve transport links and public spaces in the area and is essential to support its transformation. The Transport Works Act Order (TWAO) was granted in November 2014 and enabling works have now started. An independent report on the economic impact of the NLE has shown it could generate substantial benefits to London as well as Nine Elms and Vauxhall.

New residents, visitors and businesses have already started coming here, before the NLE is operational and, in addition to improvements to Vauxhall Cross and Underground station, we need to review other transport interventions to support these early pioneers. Cumulatively this will also be one of the biggest construction areas in London and measures need to be developed for workers during the construction phase. It is intended to develop such methods through cross working with the Utilities and Construction Logistics Working Group.

There is also a need to mitigate the impact of additional traffic and pedestrian trips associated with the development. This is especially important for the highway network and public transport infrastructure, during the construction of developments, NLE and TTT. Close work will be undertaken with both the construction logistics and utilities workstreams in order to keep this to a minimum.

Feasibility work has been undertaken for a number of the other transport improvements including bus services both within and connecting to the area and improvements to Battersea Park and Queenstown Road stations, also examining the scope to improve bus links for residents in the south of each borough to access the area. Additional bus capacity has already been implemented on a number of routes (specifically 44 and 137) and further requirements will be reviewed as developments become occupied. Enhancements to a number of routes are currently being investigated, including the 77 (frequency increase) and 452 (extension from Wandsworth Road station to Vauxhall). Subject to further feasibility work these could both be implemented during 2015/16.

Proposals for Battersea Park Station have been developed by TfL for the upgrade of the station to improve accessibility and capacity in the station, improve interchange with other local stations and improve connectivity to new developments in the vicinity. DfT Access for All funding is available to provide step-free access to all platforms. These proposals will be developed in more detail during 2015/16, along with funding agreements to allow the improvements to be taken forward.

Network Rail is also developing proposals for Queenstown Road Station proposals to provide a new eastern access into the station as part of its Patcham Terrace development, a joint venture with Taylor Wimpey, improving access and interchange.

Vauxhall Cross will be transformed into an attractive and vibrant district centre well connected to the river and parks and characterised by high quality public realm. The return of a two-way road network with improved crossings, whilst retaining a centralised bus interchange, will encourage walking and cycling, developing Vauxhall's role from an interchange into an area where people want to linger; an enhanced destination in its own right.

Lambeth and TfL are developing a Planning and Urbanism Framework to guide and shape projects currently underway or planned by the Council and its partners to transform Vauxhall. This work will provide defined urban layouts, a retail and commercial strategy for the district centre, financial analysis of costs and values and planning and sustainability standards to guide the development of the centre.

As a transformative priority project, Lambeth and TfL will work in partnership with the Communication and Community Engagement Working Group to ensure that the local community, businesses, land owners and other key stakeholders have the right mix of opportunities to get involved and share their aspirations for the centre and shape its future. This work commenced with an eight week consultation in November 2014, which, with the production of the District Centre Framework, will inform the next phases of design.

Concept design progression and further transport modelling will commence in Spring 2015, concluding with a further consultation in the Autumn. Construction work is expected to commence in Spring 2018.

The proposed pedestrian and cycle bridge could substantially increase the area's sense of place – and there is a strong transport case for bringing it forward. A well-designed bridge has the potential to provide a unique and attractive public realm, as well as addressing pedestrian and cycle connectivity. Throughout central London between Vauxhall Bridge and Tower Bridge there are opportunities for pedestrians and cyclists to cross the river every 300m - 800m. West of Vauxhall Bridge, this gap extends to 1.6km. The feasibility study into a new bridge between Nine Elms and Pimlico found the bridge will have real benefits in addressing the barrier of the river and opening up a new and important crossing for existing and future communities on both sides of the Thames. An international design competition was launched in December 2014 and a shortlist of designs has been

agreed. The winning design team will be announced in July 2015. Should the decision be made to proceed by Wandsworth, TfL and other partners the next steps would include working up a bridge design (with a provisional allocation of fees in 2015/16 if required).

5.4.2 What we have achieved

- NLE approved by the Secretary of State in November 2014
- Contract let for the construction of the NLE, design work progressed for the stations and enabling works commenced
- Community engagement framework in place for NLE
- TfL and Lambeth undertook first stage public consultation on the key principles of the Vauxhall Cross improvements in November and December 2014
- Design competition for the bridge launched in December 2014 and shortlist agreed in March 2015
- Identification of socio-economic benefits the bridge would generate
- Construction work started on £36 million upgrade for Vauxhall underground station step free access and capacity works
- TfL has completed a feasibility study for Battersea Park station improvements
- Network Rail has undertaken a study of options for step free access at Battersea Park station, including quantification of the funding gap
- TfL have prepared a Cycling Strategy developed via consultation with landowners, the local authorities and other stakeholders
- First development related Barclays Cycle Hire docking stations delivered in the Nine Elms area
- Modelling of bus usage, commencement of regular capacity reviews and implementation of bus service frequency increases on a number of routes to give additional capacity.

5.4.3 Priorities for 2015/16

- Commencement of main construction works on the NLE in spring / summer 2015
- Completion of the Vauxhall Underground station capacity and step free access works in December 2015
- Continue to engage with all key stakeholders/community groups in relation to NLE
- NLE stations - complete design of Nine Elms and continue design work on Battersea, and develop cultural strategy
- Agree a preferred option for Vauxhall Cross between TfL and Lambeth, including its impact on the wider placemaking agenda, undertake further detailed public consultation in Autumn 2015 and subsequently commence detailed design
- Completion of bridge design competition, identification of winning design and development of funding strategy
- Continued detailed design work of step free access and improvement options for Battersea Park station
- Further development of improvement options at Queenstown Road Station, linked to Battersea Park East development
- Continued implementation of bus service reviews and improvements in line with occupation of new developments in consultation with key stakeholders
- Develop individual projects which stem from the Cycling Strategy in collaboration with stakeholders

5.4.4 Priorities for 2016-19

- Continued construction of the NLE, including completion of tunnelling and building and fitting out of new stations
- Enterprise Zone becomes operational subject to the Government laying the relevant Regulations
- Approval from Secretary of State of Zone 1 status for two new NLE stations and designation of Kennington as Zone 1/2
- Works commence at Vauxhall Cross and district centre
- Improvements underway at Battersea Park station in 2016/17
- Improvements to Queenstown Road Station
- Delivery of further bus capacity improvements
- Development of bridge design, submission and approval of planning consents and confirmation of funding package
- Further Cycle Hire stations delivered through the area linked to the completion of developments
- Continued delivery of components of the Cycling Strategy.

5.5 Utilities and Construction Logistics

Priority Outcomes:

- Strategic investment in the area's infrastructure to enable growth

Priority Projects:

Utilities infrastructure, Construction logistics

5.5.1 Context

The accelerated pace of development now underway is unprecedented. The commencement of two major infrastructure projects; the Northern Line Extension (NLE) and Thames Tideway Tunnel (TTT) this year, together with a buoyant residential property market, driving the accelerated construction of numerous mixed use developments, creates a unique set of challenges which must be addressed to ensure that the rate of growth is not held back, either by lack of utility capacity or the volume of construction activity across multiple sites. Equally the construction activity requires thoughtful coordination to mitigate the risks to development and the impact on the local area.

Following the publication of the Utilities Master Plan, work has focused on three key utility priorities:

- Securing delivery of required electrical supplies
- Developing an integrated water management strategy to address the area's drainage capacity
- Developing approaches to deliver first class telecommunications infrastructure.

Following the endorsement of the Construction Logistics Strategy and the subsequent Construction Charter, work has commenced on delivering practical interventions to mitigate the impacts of construction and of establishing the governance structures to ensure coordination between the three highway authorities to better manage impacts on the road network. With a substantial proportion of early interventions delivered, work will increasingly focus on ensuring the appropriate ongoing support is in place to assist the coordination of construction activity, reflecting the progression from strategy to delivery.

Through a collaborative procurement process involving developers, the highway authorities and major projects, the Partnership procured a framework contract to assist in the management of construction logistics and utility infrastructure upgrades, subsequently awarding a three year contract to Arup in February 2014.

The framework contract included an initial package of support to develop options for the short term and long term electrical infrastructure needs and this work stream has helped progress a collaborative approach to procurement. This was assisted by the establishment of the developer Special Purpose Vehicle, the Nine Elms Vauxhall Regeneration Company Limited, which has enabled the whole development community to approach utility providers as one legal entity. Through this process, Battersea Power Station Development Company is now acting as lead developer in delivering the legacy primary substation.

The most significant programme level risk is the timely delivery of both short term electrical infrastructure required to enable construction and a legacy three transformer primary substation to ensure sufficient power is provided to enable construction and legacy supplies.

Additional funding was secured with the assistance of the GLA to commission an integrated water management strategy which has confirmed the viability of a developer-led surface water system. Along with other measures, this ensures sufficient capacity is freed up in existing infrastructure to

cope with the peak foul flows arising from new development. This year will see a focus on progressing the initial technical assessment into phased delivery across multiple land ownerships.

Appreciating the vital importance of world class telecommunications infrastructure to serve a new business district and a growing residential population, work has commenced on a multi stranded telecommunications strategy, encompassing broadband, cellular infrastructure and Wi-Fi provision to ensure the area sets a benchmark for other neighbourhoods to follow. This includes a proactive approach to engaging telecoms providers to optimise choice and competition. This will also minimise disruption to the public realm through coordinating ducting infrastructure as well as setting residential quality standards for broadband and seeking to serve all developments' satellite needs through a single off-site provider.

Battersea Power Station Development Company has successfully procured their Multi Utility Services Company (MUSCO) partner and good progress has been made connecting key developments surrounding the US Embassy development to enable the establishment of the second kick start district heating network. Work will now focus on the procurement of a preferred operating company to invest in and operate the heat network.

We will achieve our overarching outcome by:

- Proactively working with utility companies to effectively route and plan utility upgrades, mitigating the impact on the highway network
- Ensuring the Construction Charter is embedded as a formal obligation for new developments, to ensure the improved coordination of activity to minimise disruption to local residents, businesses and the construction risks to developments
- Supporting the establishment of the Embassy Quarter kick start network
- Providing high standard telecommunications befitting of an international business district.

5.5.2 What We Have Achieved

- The establishment of a Construction Charter with delivery of collaborative interventions funded by three major sites and the establishment of a joint coordination group to better manage utility upgrades and road network operation
- The development of a viable solution and detailed programme of support to ensure the provision of required electrical infrastructure
- The completion of an integrated water management strategy, defining the approach to infrastructure delivery to support new developments
- The commencement of a telecommunications infrastructure strategy to meet the needs of a successful new commercial and residential London district
- The commencement of procurement to implement the area's second kick start district heating network.

5.5.3 Priorities for 2015/16

- To ensure the Construction Charter is embedded as a formal obligation for new developments
- To continue implementation of the Construction Charter; ensuring all developments adopt best practice to minimise local impacts and support continued growth
- To facilitate the timely delivery of temporary power supplies to meet the demands of anticipated construction
- To support the delivery of a collaborative developer-led approach to deliver a new legacy three transformer primary substation to serve the needs of the area for the next 20 years

- To support the implementation of the integrated water management strategy and in particular the phased development of surface water infrastructure
- To finalise and agree the Telecommunications Strategy
- To continue to proactively manage investment in the area's utilities infrastructure to optimise synergies and minimise disruption
- To investigate options for an area-wide waste management and delivery strategy for commercial and residential occupiers

5.5.4 Priorities for 2016-19

By this period most of the utilities infrastructure required will have been planned and delivered.

Resourcing will continue to focus on ensuring the improved coordination of construction logistics alongside a substantial period of investment in utilities infrastructure in order that development is not curtailed by lack of capacity.

Following the procurement of the District Heating Operator in the Embassy Quarter, we will focus on the viability of extending the network to new developments in Vauxhall.

5.6 Communications and Community Engagement

Priority Outcomes

- The creation of a new business district for London delivering 25,000 new jobs
- A successful neighbourhood with a range of high quality, well used and accessible services that meet the varied needs of local residents
- An engaged and well informed community, building on our community's strengths
- Strengthening the area's identity through effective placemaking and delivering a high quality cultural offer

Priority Projects:

Communications and community engagement

5.6.1 Context

Nine Elms on the South Bank is now well understood as an area of huge development and opportunity within central London. Our key messages have evolved over the past year, in keeping with the rapid pace of transformation, the arrival of our first new residents and an emerging business district and visitor economy. Communications are focused on the economic benefit and prosperity the area is bringing to London, as a source of new jobs and homes; but also increasingly on the outstanding architecture, landscape design of our parks and green space, a sense of place in Nine Elms on the South Bank, as well as our position as an emerging and vibrant new cultural destination for London, with our two new town centres. We have long recognised the opportunity to create a truly modern, international and sustainable new district; however, the ongoing challenge for us is around how we define the character of the place more fully. This has become ever more critical as we face a series of London-wide challenges that need addressing: a hugely competitive property environment, an uncertain housing market, compared with recent years; London's changing skyline, the international inward investment debate and the provision of affordable housing. We need strong, purposeful communications and marketing to make our ambitions become a reality.

We continue to make strides in putting the area on the map and Nine Elms on the South Bank as a brand is now much better known, successfully attracting inward investment. Approval of the Northern line extension has also helped boost recognition for the area and helps underline the positive messaging around our connectivity and location in central London and within the Central Activities Zone. All released phases of residential-led sales have been highly successful. There continues to be a perception that the area is primarily a residential development. As developers are actively seeking commercial tenants, it has become critical to focus on the promotion of the area as a commercial district. This follows the recommendations of GVA in their Business District Study, supporting the preceding work by Jones Lang LaSalle.

Moreover, there is still a significant challenge and work to be done to ensure people, especially local residents, are fully aware of the scale of transformation taking place, but equally about what sort of a place we are and will become; of the image of the area as an accessible and welcoming place; of the jobs and training opportunities that are already arising from the transformation; and the benefits from the regeneration of the area including transport improvements, increased accessibility and high quality new open space. There is a population of around 26,480 people living in the area or close by. We want to engage, inform and consult with those local residents as well as other stakeholders in our developments, building support for the programme and ensuring that local benefit is maximised. The Partnership's approach is set out in our Community Engagement

Statement, which supplements the engagement activities of our partners and, in particular, the two councils. In addition, the Partnership has bolstered its approach with the completion of a community benefits mapping exercise, which has enabled us to better articulate these to local people and plan the delivery of these benefits. We have also begun an 18-month outreach programme which supplements our annual open days. Public consultation around the transformation of Vauxhall Cross was kick-started last year and community engagement from our partners, including TfL on the Northern line extension and also on the Thames Tideway Tunnel has stepped up a gear following the project approvals to proceed.

The publication last year of Lambeth's book for schools, "Nine Elms Past Present Future", ensured that most local primary schoolchildren are now aware of the area's regeneration and we seek to build on that momentum with a programme of schools engagement that is becoming more streamlined. Opportunities for local schools to engage with the wider Partnership are being identified early on and through due process so as not to bombard them from all directions. New, targeted engagement specifically with Wandsworth's Queenstown Ward has been underway since last year, as we seek to offer help to 18-24 year old residents for getting job-ready.

With our first residents moving into the area in 2014 and construction logistics gearing up towards a first peak by 2016/17 – not least with the Northern line extension now onsite and Thames Tideway Tunnel to join in 2016 – it is critical that communication around disruption is well supported but also that a sense of welcome is adopted, as we seek to integrate both existing and new communities successfully.

The arrival of Damien Hirst's Newport Street Gallery in May 2015 and new hotel openings last year will bring significant numbers of new visitors to the area. It is therefore important that we adopt an appropriate strategy to welcome them and effectively promote the area's assets and cultural activity.

We will continue to support our cultural plans through communications work, given the role of culture in successful placemaking and its importance within the Nine Elms on the South Bank narrative. We are supporting other key areas of the Partnership's work, including the commercial district story; public realm, communicating the new green spaces and collaborative partnership working that is underway to achieve this and transport infrastructure, particularly around the proposed pedestrian and cycle bridge.

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

5.6.2 What we have achieved

- Held our annual open days in June attended over two days by 510 people
- Bolstered the Partnership's approach to Community Engagement, completing a community benefits mapping exercise and launching an 18-month outreach programme, to supplement the annual open days
- Continued to champion the brand and identity for the programme, including to international investors at MIPIM and MIPIM UK, crystallising the Nine Elms on the South Bank narrative as illustrated in the creation of a new destination brochure and area-wide computer generated images

- Continued to promote achievements such as planning approvals and commencement of developments on site
- Strengthened our media relations through our appointed PR company, working both proactively and reactively creating strong relationships with our partners' communications teams and appointed PR agencies
- Strengthened our internal communications across the working groups, continuing to deploy a quarterly, post Strategy Board Partnership e-newsletter and regularly making use of the Partnership intranet
- Co-chairs of the Partnership and Programme Director were keynote speakers at several illustrious industry events, including the London Property Summit, MIPIM UK, BASE London Conference and NLA on location: Nine Elms on the South Bank. The Programme Director was also invited as keynote speaker at local resident association AGMs, including St George's Wharf AGM and Clapham Society AGM
- Hosted many events and tours of the area, including with UKTI and RTPI, hosted a visit from Lord Adonis and ministers from Japan, India and China, VisitBritain international PRs, print and broadcast media
- Supported the cultural strategy with event delivery, promotion and creation of marketing collateral and organised a Nine Elms on the South Bank Showcase as part of the London Festival of Architecture 2014, welcoming over 200 attendees to eight different sessions across four days, 24% of attendees being either local or future residents
- Supported construction logistics with the creation of umbrella wayfinding signage, adopted by developers across the area
- Won Public-Private Partnership of the Year in the inaugural MIPIM UK / Estates Gazette Awards
- Continued to update and develop our website, regularly attracting an average of 10,000 visits per month (up 29% on last year). Introduced new functionality including an events calendar, an updated image gallery and interactive map
- Continued to communicate to our 3,719 strong e-news database, consistently achieving excellent open and click through rates
- Continued to communicate via our dedicated Twitter feed @NineElmsTeam, now numbering over 1,537 followers
- Agreed a second Partnership marketing communications plan securing the support of partners, delivery of which has begun.

5.6.3 Priorities for 2015/16

- Continue to deliver the Partnership marketing communications plan, embedding the Nine Elms on the South Bank narrative in all our communication channels
- Continue to engage with local community and business organisations, bringing to life our Community Engagement Statement in new and compelling ways
- Roll out our 18-month community engagement outreach programme and hold open days for local residents and businesses
- Continue to strengthen our online, digital and offline assets, communicating the Nine Elms on the South Bank brand identity
- Support key workstreams across the Partnership; in particular Employment and Business, Public Realm and Construction Logistics and continue to promote cultural and community activity
- 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 our 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 (thematic subgroups and project teams) 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. 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 also plays a key role in considering proposed changes to Development Infrastructure Funding (DIFs) arrangements and profiling.

The governance structure was initially established in 2010 when the programme was largely in a planning phase. It has now moved on to an implementation phase and this will become ever more evident in 2015/16 as more new residents and commercial occupiers come to the area and more schemes commence construction. A governance review will take place early in 2015 to ensure that the Partnership has clear objectives for its role going forward and is fit for purpose for the new challenges being faced, including those within the public sector.

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 Community Infrastructure Levy (CIL)

- to ensure co-ordination of
 - infrastructure
 - programme
 - construction; and
 - long term management of 'common' infrastructure
- to set the agenda for strategic placemaking 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 last review took place in December 2014. 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. These do not have delegated powers and report back to the Board on significant plans and proposals.

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, recommended by the Programme Director, have been appointed for a two year term 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. This year's governance review will encompass a review of the working groups and supporting structure, including harmonising terms of reference and reporting arrangements.

6.2 Resources

6.2.1 Infrastructure Funding

The Strategy Board has an agreed list of infrastructure requirements to support the huge growth taking place, to be funded via developer contributions and other funding sources as may become available. The BNP Paribas Phasing Study report was updated in 2013, enabling the Partnership to review its priorities for future years. In 2015 the Partnership will carry out further detailed assessments of the population figures to determine more precisely when, for example, new schools and health care will need to be provided.

Our biggest priority project is the Northern line extension. With the Chancellor of the Exchequer's support for a GLA £1 billion loan and supporting guarantee, great progress has been made in the past year on taking this scheme forward. In 2014 the Secretary of State gave approval for the scheme to proceed and Transport for London appointed their contractors, Ferrovial Agroman Laing O'Rourke (FLO), to start work in early 2015. Funding to repay the £1 billion loan will come from 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.

Funding for the NLE represents around half of the resources available from DIFs, leaving an estimated £250M for other infrastructure. Income has been top-sliced by 5% for Administration and then 15% in Wandsworth and 25% in Lambeth for the Neighbourhood Element.

Projected infrastructure project costs in Wandsworth can be met from assumed future developer contributions. Lambeth are currently carrying out a Strategic Investment Review across the Borough and will report back in the summer on their infrastructure priorities. Projected income levels from developments will necessitate careful prioritisation of infrastructure in the area and it is currently unlikely that the full list of infrastructure identified will be delivered solely from this funding source. There is a high level of confidence that the element of NLE borrowing costs funded via developer contributions can be met. The challenge going forward is to ensure that sufficient income is available to meet contractually agreed infrastructure contributions and other priority infrastructure – at the time when it is needed. We have agreed that, in addition to the contractual commitments, projects which have a strong place-making impact, such as Vauxhall Cross and public realm should be prioritised subject to funding being available and approval by the relevant Borough.

Appendix B sets out an indicative list of proposed priority infrastructure to be funded from DIFs (excluding the NLE) over the next four years to 2019/20. The key changes from last year are:

- Reduced overall contribution to bus services but increased investment in early years
- Revised profile for Vauxhall Cross
- Deferral of health contributions while clear proposals are being developed
- Deferral of contributions to the Linear Park reflecting changing development timescales
- Bringing forward an element of the pedestrian and cycle bridge budget for design fees

Priority DIFs-funded projects as it becomes available for the next four years will be:

- Vauxhall Cross
- Thames River Path and strategic links
- Education
- On going support for the Joint Coordination Unit
- Bridge design fees
- Existing station improvements

Physical improvement works to the Thames River Path have commenced and the first phase will complete in 2015. Specific proposals for the next stage of the Thames River Path and new proposals for strategic links including a gateways project will be developed over the coming year.

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. Approvals have been given to date for the following:

- Pedestrian / cycle bridge feasibility - £25,000
- Energy Masterplan stage 2 - £35,000
- Strategic Links development - £50,000.

The financial arrangements for the NLE are subject to active and ongoing monitoring of actual S106/CIL collected and forecast and Enterprise Zone revenues to ensure that there is sufficient forecast income to repay NLE debt. This monitoring and reporting process is carried out through an officer level board comprising the GLA, TfL, the Nine Elms Delivery Team, Wandsworth and Lambeth Councils. The proposed impact of the financial reviews and resulting impacts on the non-NLE infrastructure programme are reported to the Board for consideration before final decisions are made by the public authorities taking the Board's views into account.

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. 75% of the budget is funded by Wandsworth and 25% by Lambeth. The budget is for staffing and operational running costs with a provision for feasibilities / studies that relate to the programme overall.

In 2014/15 we approved spend on:

- £20,000 Community benefits mapping
- £80,000 Meanwhile and temporary uses programme including the Mayor's Thames Festival and Open House
- £50,000 Utilities and construction logistics, including area-wide signage and map design
- £20,000 Community engagement, including open days
- £33,000 Business District consultancy work
- £20,000 Civic buildings and Gardens/Horticulture

The full budget for 2015/16 is set out in Appendix C. Spend is recommended on the following key areas:

- £11,000 Phasing Study update
- £20,000 Community engagement, including open days and roadshows
- £25,000 Meanwhile and temporary uses programme
- £40,000 Civic buildings and Gardens/Horticulture

The Administration budget also includes £113,000 for communications / marketing / Public Relations. 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 open days and community roadshows.

Staffing costs increased in 2014/15, reflecting the full year costs of the Marketing and Communications Manager post and the creation of a Cultural Development Manager post until March 2016. Both posts are funded via underspend on the Administration budget from 2011/12. We will consider our continued administration / project management support requirements post 2015/16 as part of the Partnership’s governance review.

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.

The Programme Director has delegated authority allowing her to approve up to £25,000 of expenditure within the approved budget heads. New items of expenditure over £25,000 will be approved by the Strategy Board, if timing allows, or the Co–chairs together with the relevant officers in Lambeth or Wandsworth.

6.3 Performance Management

A performance management framework was introduced in September 2012, where progress against actions in the preceding quarter’s action plan is 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 once again been considerably reduced in order to focus on key activity directly delivered by the Partnership and the action plans simplified as a result.

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

As established in 2013, a number of programme outputs are also reported to the Board each quarter to provide a snapshot of activity. Planning and housing outcomes are calculated with agreement from both boroughs, using consistent methodology. The employment and training outcomes are derived from collating information from the Employment and Skills Plans via the Joint Coordination Unit Manager (to be updated). These currently are:

1(1a)	Number of schemes with planning permission (of which under construction)	6(6a)	Amount of retail space with planning permission (of which under construction)
2(2a)	Number of homes with planning permission (of which under construction)	7(7a)	Number of apprenticeships/traineeships started (and pledged)
3(3a)	Number of affordable homes with planning permission (of which under construction)	8(8a)	Number of end-use jobs (of whom local residents)

4(4a)	Number of homes completed (of which affordable)	9	Number of school children engaged (i.e. site visits)
5(5a)	Amount of commercial space with planning permission (of which constructed)	10	Amount of new/improved publicly accessible open space (sq m)

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

6.4 Risk Assessment

Building on the establishment of performance management arrangements in 2014/15, the Partnership undertook a Risk Assessment process in early 2015 as part of this current business planning process. Key risks have been identified and are now reported to the Strategy Board as part of the performance management framework.

6.5 Equality Impact Assessment

The partnership continues to adhere to the Equality Impact Assessment (EIA) frameworks adopted by both boroughs. The business plan will be subject to the EIA process from both boroughs prior its adoption.

Appendices

Appendix A	2015/16-18/19 Action Plan
Appendix B	Proposed Priority Programme
Appendix C	DIFs Administration Budget 2011-16
Appendix D	Nine Elms Vauxhall Partnership Governance and Delivery Structure

Appendix A: NINE ELMS VAUXHALL PARTNERSHIP BUSINESS PLAN 2015/16 - ALL ACTIONS

EMPLOYMENT AND BUSINESS

Ref.	Project Name and Description	Key Milestones	Date	Lead Orgs and Named Project Lead
EB01	Maximising Employment Opportunities Maximising job and career opportunities for local people	2015-16 benchmarks agreed for employment, training and education link activities and monitoring reported quarterly to Board	March 2015 and quarterly	LBW, LBL, JCP, Colleges, SFA, GLA CITB
		ESP targets monitored and new ESPs agreed. NLE (Sep-15) and TTT (Mar-16)	Sep-15 and Mar-16	
		Pre-employment and pre-vocational short course programme in place for 2015-16 to ensure flow of site-ready candidates	Jun-15	
		Training partnership mapping of vocational/trade related provision completed; identify and secure provision against forecast skill demand and determine approach for addressing gaps	Mapping by Apr-15; source provision from Sep-15 (subject to resources); 'gap' strategy from Sep-15	
		Measures and responsibilities agreed to maximise local employment in end use jobs coming on stream in 2016 (Waitrose / Sainsburys / BPS Ph1) through early engagement with lettings teams and occupiers (including measures required, who does it, by when and how it is monitored reported)	Sep-15	
		Agreed Education Link Plan for 2015-16 (academic year)	Sep-15	
		On going schools/career adviser engagement - repeat expo for school staff	Sep-15	
		Second Careers Fair	Dec-15	
EB02	Supporting Local Supply Chains Putting in place mechanisms to support local businesses and ensure they can capitalise on the opportunities created by the construction process as well as on going support to new	New Supply Nine Elms support programme commences drawing on review of 2014/15 provision and subject to approval of funding in Feb-15	Feb-15 and Jun-15	LBW, LBL, Wandsworth Chamber of Commerce, Vauxhall One

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Ref.	Project Name and Description	Key Milestones	Date	Lead Orgs and Named Project Lead
	commercial enterprises attracted to the area.	Supplier database in place and accessible to buyers; agreed update arrangements	Apr-15	
		Pilot a minimum of two targeted local procurement plans	Mar-16	
		Promote networking between local suppliers/buyer through events, etc; putative Nine Elms Business Network	April 2015 and throughout year	
EB03	Nine Elms Vauxhall Business District - articulating the commercial offer and promoting to a range of potential occupiers	Nine Elms Business District taken to market through key events, PR etc. Action plan developed in conjunction with partners, EBWG and CCEWG	Sep-15	LBW, LBL, Landowners, Business Sub-Group
		Business subgroup to identify mechanism to promote commercial / trading opportunities to local businesses / entrepreneurs	Dec-15	
		Consider need for analysis / survey of local businesses to determine scale and scope of relocation subject to resources being available and led by boroughs	Sep-15	

HOUSING AND SOCIAL INFRASTRUCTURE

Ref.	Project Name and Description	Key Milestones	Date	Lead Orgs and Named Project Lead
HSI01	Maximising delivery of affordable housing to provide a range of housing options with a minimum target range of 3,500-4,000 affordable homes. To achieve this through joint working with landowners, developers and the GLA where investment funding may provide better affordable housing outcomes.	For Lambeth and Wandsworth Council report to Board on their plans for utilisation of their own sites in and near to the area to provide affordable housing.	Mar-16	
		To meet the overall affordable delivery minimum target range of 3,500-4,000 homes and in year forecast completion targets set at the beginning of each financial year.	Mar-16	

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Ref.	Project Name and Description	Key Milestones	Date	Lead Orgs and Named Project Lead
HSI02	<p>Delivery of School Places and Community Facilities to meet the needs and requirements of a new population. Providing projections of future population growth, child numbers and need for school places and putting in place plans to deliver school places including identifying funding requirements</p>	Revision and refinement of school place requirements in light of review of population assumptions arising from study of 2011 Census Data and recasting of forecasts.	Jun-15	Children's Services in LBL and LBW.
		Publication of a School Delivery and Investment Strategy. This will confirm when school places are required, costs and plans to deliver these places to meet demand from the new population. Interim report completed by June 2015 with full report submitted to the Strategy Board in September 2015.	Sep-15	
		Confirming plans for delivery on school development sites and any short term arrangements that need development to provide places (e.g. as part of expansion of existing school provision).	Mar-16	
		As necessary submit Capital Programme funding bids to the respective Councils in order to support the provision of additional school places.	Nov-15	
		Consider potential use of future education facilities for wider community use outside school hours and co-location of services (e.g. with leisure services, health services). Discussions initiated in 2015 and any proposals incorporated in School Delivery and Investment Strategy.	Jun-15	
		Map existing and proposed 0-5 aged educational provision. Consideration will be given as to the extent to which the Delivery and Investment Strategy will set out requirements as part of school facilities developed.	Jun-15	

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Ref.	Project Name and Description	Key Milestones	Date	Lead Orgs and Named Project Lead
<p>HSI03</p>	<p>Delivery of Health and Social Care Services Providing projections of future population growth, demand for health and care services, enabling timely planning and provision of new / extended primary care services to take place and addressing wider health impacts of development</p>	<p>Revision and refinement of health requirements in light of review of population assumptions and analysis of comparative health centres in other similar regeneration areas. Consideration given to the potential use of health facilities by the non-resident working population to be developed as part of wider outline business case.</p>	<p>May-15</p>	<p>NHS Lambeth, NHS Wandsworth, Clinical Commissioning Groups, Lambeth and Wandsworth Social Care Services</p>
		<p>Publication of a Health and Well Being Delivery and Investment Strategy. This will confirm capacity, types of services required and funding requirements and set out costs of delivery and running of services. This will be used to identify funding needs for the Strategy Board, two councils and NHS England. Updates and drafts of plans will be reported to the Strategy Board as required with an update on progress provided in June 2015.</p>	<p>Sep-15</p>	
		<p>As necessary submit capital funding bids to the respective Councils/NHS England to support the provision of health facilities. For the CCGs to have identified revenue funding requirements in order to secure funding from NHS England and for proposals/bids to have been submitted in 2015/16 to secure commitments to fund.</p>	<p>Nov-15</p>	
		<p>Consider opportunities to consolidate/improve existing health facilities in the area to secure high quality health and well being services for existing and new residents. Proposals as necessary will be incorporated into the Health and Well Being Delivery and Investment Strategy - with any further work/implementation plans identified.</p>	<p>Sep-15</p>	
		<p>Put in place a monitoring system to monitor impact of new population and workforce on existing health services.</p>	<p>tbc</p>	

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Ref.	Project Name and Description	Key Milestones	Date	Lead Orgs and Named Project Lead
		Continue to monitor impact of new population on existing health services in the area ensuring that where spare capacity has been identified new residents are signposted to this.	Mar-16	
		Consider potential for co-location of health and related services such as pharmacy, physiotherapy, well being services etc. As necessary identify opportunities to colocate with social care services.	Sep-15	
		As developments progress, determine the leasing/letting arrangements required to occupy space identified for health facilities.	Mar-16	
		Determine if an initial Health Impact Assessment/Audit is required.	Mar-16	
HSI04	Phasing Study	Review complete and Study approved by Strategy Board	Sep-15	

PUBLIC REALM

Ref.	Project Name and Description	Key Milestones	Date	Lead Orgs and Named Project Lead
PR01	Cultural Strategy The continuation of an area wide cultural strategy to establish and embed placemaking to inform and influence a coordinated approach to the delivery of the Nine Elms on the South Bank cultural offer. Developing a gap analysis of the strategy covering sport, heritage and food as well as art.	Review of cultural strategy and action plan completed (including analysis of sport, heritage and food offers)	Sep-15	
		Develop ongoing meanwhile programme, including public realm and commercial space and festivals	May-15	
		Participation in a minimum of two London wide festivals	Oct-15	
		Implementation of a minimum of two meanwhile events/interventions	Dec-15	
PR02	Linear Park: The Linear Park will create a central spine through Nine Elms as a continuous open space running through three substantial strategically located adjoining landholdings. The project is central to the open space strategy for green links and permeability in the area and to the establishment of an area of high quality public realm.	Management and Maintenance agreement formalised through amendments to Sec 106 agreements	Apr-15	Wandsworth Planning
		Agreement reached on Linear Park Design Principles	Sep-15	
		Phase 1 Delivery Complete	Mar-16	
		Completion of US Embassy section	Jul-17	

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Ref.	Project Name and Description	Key Milestones	Date	Lead Orgs and Named Project Lead
PR03	Strategic Links 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.	Phase 1 Missing Link Delivery Completed	May-15	
		Public Realm Staging and Phasing Strategy procured	Sep-15	
		Thesally Road Design Study procured	Sep-15	
		River Path Lighting Improvements Complete	Oct-15	
		Phase 1 Thames River Path Improvements Complete	Oct-15	
		Mill Pond Road connection complete	Dec-16	
PR04	Nine Elms Lane / Battersea Park Road 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. Production of phasing plan, outlining the sequencing related to the development and management of environment during construction phase.	Decision on design approach to NEL	Sep-15	TfL
		Phasing study complete	Sep-15	
		Detailed design of Phase 1 complete	Dec-15	
		Design of interim improvements complete	Dec-15	
		Phase 1 improvements implemented	Mar-16	
PR05	Public Realm Design Guide (PRDG) An agreed approach with associated guidance to materials, signage, street furniture and lighting for the public realm across multiple land ownerships.	Completion of lighting strategy chapter	Jun-15	TfL
		Council approval of PRDG	Jul-15	
		PRDG Review	Mar-16	
PR06	Gateway Project: Managing the look of the area whilst the long term development is taking place.	Produce updated amalgamated phased landscape plan with gap analysis	Apr-15	TfL
		Commission gateway strategy	May-15	
		Commission agreed staging priority projects	Dec-15	
TRANSPORT MANAGEMENT				
Ref.	Project Name and Description	Key Milestones	Date	Lead Orgs and Named Project Lead
TM01	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 area.	Early enabling works begin	Mar-15	TfL, Local Authorities, GLA
		Cultural strategy developed	Dec-15	
		Nine Elms station design complete	Dec-15	
		Main construction works commence	Jul-15	
		Battersea Station design complete	Mid-2016	

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Ref.	Project Name and Description	Key Milestones	Date	Lead Orgs and Named Project Lead
		Commencement of tunnel boring	Jun-16	
		NLE complete and in service	Jan-20	
TM02	Nine Elms Bridge A new pedestrian and cycle bridge linking Nine Elms and Pimlico to provide improved connectivity and accessibility across the Thames. It will	Selection of winning design	Jul-15	LBW, Nine Elms Vauxhall Partnership, TfL, Local Authorities
		Consider next steps following completion of competition	Sep-15	
TM03	Vauxhall Cross Removal of Vauxhall gyratory to improve the pedestrian, cycling and public realm environments, help create a district centre with a significantly enhanced sense of place while also ensuring that the transport interchange works effectively	Complete funding agreement	Apr-15	LBL and TfL
		Second stage public consultation starts	Oct-15	
		Complete concept design	Jun-16	
		Complete detailed design	Mid-2018	
		Expected commencement of main works	Mid-2018	
		Completion of works	Mid-2020	
TM04	Buses - Modelling of bus usage, commencement of regular capacity reviews and implementation of bus service frequency increases on a number of routes to give additional capacity	Continuing implementation of bus service improvements in line with occupation of new developments, developed in consultation with key stakeholders	Ongoing	TfL
		Extend route 452 from Wandsworth Road to Vauxhall	Dec-15	
		Increase in frequency on route 77	Mar-16	
TM05	Battersea Park Station Proposals have been developed by TfL for the upgrade of the station to improve accessibility and capacity in the station, improve interchange with other local stations and improve connectivity to new developments in the vicinity. DfT Access for All funding is available to provide step-free access to all platforms.	Network Rail feasibility study complete	Dec-14	TfL, Network Rail, LBW
		DfT funding agreement	Sep-15	
		Completion of station improvement works	Mar-19	

UTILITIES AND CONSTRUCTION LOGISTICS

Ref.	Project Name and Description	Key Milestones	Date	Lead Orgs and Named Project Lead
UCL01	Construction Logistics: The implementation of collaborative measures to mitigate the impact of construction, including a Construction Charter, enshrining the adoption of best practice measures by local developers.	HGV highway signage implemented	Apr-15	TfL, Arup
		GIS feasibility and data sharing platform Complete	Apr-15	
		HGV layover and LGV parking strategies concluded	Apr-15	
		Construction Charter review and refresh	Mar-16	

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Ref.	Project Name and Description	Key Milestones	Date	Lead Orgs and Named Project Lead
		Shared vehicle flow information sharing protocol in place	Jul-15	
		Coordinated cycle safety campaign implemented	Sep-15	
		Data refresh and analysis undertaken	Sep-15	
		Data refresh and analysis undertaken	Mar-16	
UCL02	Utility Routing Strategy: Strategy to coordinate utility routes for new infrastructure networks for surface water, electrical cabling, telecoms and district heating networks, seeking to minimise disruption to the highway network	Electrical infrastructure phasing study	Sep-15	Arup, TfL, LBL, LBW
		SUDS routing strategy	Sep-15	
		Telecoms / satellite ducting strategy	Sep-15	
		Wayleaves agreed with key landowners	Dec-15	
UCL03	Electrical Infrastructure: The development of short term and legacy electrical infrastructure to support construction and meet end power demand.	Point of connection / primary construction orders placed	Sep-15	BPSDC, Arup
		Temporary power strategy contracting arrangements agreed	Dec-15	
		Primary substation design completed	Dec-15	
		Primary substation planning permission approved	Dec-15	
		Primary substation construction commences	Mar-16	
		Legacy primary substation constructed	Jun-18	
		Legacy primary substation fully powered	Mar-19	
UCL04	Integrated Water Management Strategy (IWMS): The development of an integrated strategy to reduce demand for potable water, examine options for grey water recycling and seek to remove the majority of surface water through a new system, to free required capacity for foul sewerage flows generated from new developments.	Develop surface water network model	Apr-15	Thames Water
		Agreement on corridor route for surface water	Apr-15	
		Develop costed options for surface water network	Apr-15	
		Financial delivery model agreed with Thames Water	Jul-15	
UCL05	Telecoms Strategy: To develop a coordinated approach to ensure the timely delivery of telecommunications infrastructure, befitting of a new London business and residential district.	Completion of provision gap analysis, customer demand profile.	Apr-15	Arup
		Market engagement of all major telecoms providers to test and define roll out strategy	May-15	
		Analysis of non operator owned telecoms ducting corridor to serve all major developments with funding and management strategy	Jun-15	

APPENDIX A: 2015/16-2018/19 ACTION PLAN

Ref.	Project Name and Description	Key Milestones	Date	Lead Orgs and Named Project Lead
		Collaborative approach to off site satellite facility to serve all major developments agreed	Jul-15	
UCL06	District Heating and Carbon Reduction 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.	Energy Services Company (ESCO) tender process launches	Feb-15	GLA
		ESCO selection recommendation made to developer group by DEPDU (GLA)	May-15	
		ESCO appointment with first developer	Mar-15	
		Heat network configured (overarching control and monitoring system)	Dec-16	
		District heating network supplies heat	Jun-17	
UCL07	Sustainable Waste Management A feasibility study examining the best means of delivering waste reduction,	Feasibility consultants appointed	Jun-15	LBL, LBW
		Strategy produced and endorsed	Sep-15	

Appendix B Proposed Priority Programme

Description	Total	2011-15	2015/16	2016/17	2017/18	2018/19	2019/20
Non-NLE Transport							
Increased bus capacity and pump-priming new services	7,764,000		348,000	305,000	1,861,000	2,502,000	2,748,000
Improvements at Battersea Park Station	13,004,320			5,464,000	7,540,320		
Sub-total	20,768,320		348,000	5,769,000	9,401,320	2,502,000	2,748,000
Strategic Links							
Nine Elms highways, pedestrian, public realm and bus	4,500,000		500,000	1,000,000	1,000,000	1,000,000	1,000,000
Vauxhall Cross highways, pedestrian, public realm and bus	10,500,000			500,000	5,000,000	4,600,000	400,000
Pedestrian bridge	2,000,000		500,000	1,500,000			
Strategic Links							
i) River Path Phase 1 (LBW)	1,400,000	400,000	1,000,000				
ii) River Path Phase 2 (LBL)							
ii) River Path Phase 3 (LBW)	2,000,000						2,000,000
Thessally Road	3,025,220						3,025,220
Miles Street / Fentiman St							
Key Gateways	250,000		250,000				
Other							
Sub Total	23,675,220	400,000	2,250,000	3,000,000	6,000,000	5,600,000	6,425,220
Education							
Wandsworth requirements	27,883,885		12,256,845	15,627,040			
Lambeth requirements	7,000,000					7,000,000	
Sub total	34,883,885		12,256,845	15,627,040		7,000,000	
Health							
LBW - Annual Capital Costs	1,639,200					819,600	819,600
LBL - Annual Capital Costs - to be confirmed	1,639,200					819,600	819,600
Sub total	3,278,400					1,639,200	1,639,200
Open Space							
Linear park	10,373,601				1,639,200	1,639,200	7,095,201
Improvements to existing parks/outdoor sports	2,360,448				546,400	546,400	1,267,648
Playspace							
Sub total	12,734,049				2,185,600	2,185,600	8,362,849
Community							
Land for Community Centre in LBW	2,056,650				1,000,000		1,056,650
Land for Community Centre in LBL	1,446,867					1,446,867	
Sub total	3,503,517				1,000,000	1,446,867	1,056,650
Employment							
Joint Coordination Unit	700,000	200,000	125,000	125,000	125,000	125,000	
Sub total	700,000	200,000	125,000	125,000	125,000	125,000	
Utilities							
Strategic planning and coordination	1,633,584	205,000	163,920	163,920	163,920	936,824	
Sub total	1,633,584	205,000	163,920	163,920	163,920	936,824	
Adminstration							
Annual requirement	2,500,000	1,695,723	804,277				
Project development		175,000	210,000				
Total	103,676,975	2,500,723	15,948,042	24,684,960	18,875,840	21,435,491	20,231,919
Cumulative expenditure		2,500,723	18,448,765	43,133,725	62,009,565	83,445,056	103,676,975

Appendix C DIFs Administration Budget 2011-16

Budget Item	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	EOY Forecast	Budget
Feasibilities / Studies etc					
Phasing and investment				13,545	11,000
Public realm and culture		975	10,000	20,000	40,000
Utilities			11,000	50,150	
Meanwhile uses			12,470	79,976	25,000
Transport	24,465				
Governance review		9,000			
Construction Logistics			58,394		
Community Benefits Mapping				20,000	
Employment and business		42,000	1,500	33,000	
Unallocated			5,000	2,000	50,000
Sub-total	24,465	51,975	98,364	218,672	126,000
Communications					
PR support		31,759	51,518	53,000	48,000
Website		20,646	4,430	10,000	5,000
Materials / Publications		17,610	14,100	25,000	25,000
Sub-total		70,015	70,049	88,000	78,000
Events					
Expo	790	8,234	7,091	21,009	20,000
MIPIM	43,018	34,996	49,036	18,000	15,000
Tours / Visits		12,428	93	10,000	20,000
Model	3,000	2,200	1,000		
Sub-total	46,808	57,858	57,220	49,009	55,000
SUPPORT AND DELIVERY TEAM					
Employee Costs	102,917	230,655	307,906	333,937	375,748
Office supplies and services	2,002	19,927	41,043	36,999	36,999
Total Expenditure	176,193	430,430	574,582	726,616	671,747
Income					
Total Income		-34,000	-65,243	-112,854	-25,000
Net Expenditure	176,193	396,430	509,339	613,762	646,747
Cumulative	176,193	572,623	1,081,961	1,695,723	2,342,470

Appendix D: Nine Elms Vauxhall Partnership Governance and Delivery Structure (to be updated with subgroup and project teams)

