

7 Delivery and Implementation

7.1 Implementation of the new Vision for Vauxhall will take a number of years to unfold and this SPD aims to provide policy guidance which will endure for 10 years or more. There is considerable market driven development pressure evident at the time of its publication and many large schemes are in the statutory planning pipeline. Given the scale of anticipated change, this presents an opportunity for the Council to establish a robust delivery strategy for the area which respects this once in a generation opportunity to radically alter, improve and repair the neighbourhood.

7.2 The creation of a sustainable neighbourhood with a distinctive heart dictates a particular approach to delivery and implementation. Each redevelopment proposal needs to play its part in this unfolding story and the Council intends to avoid individual schemes being disjointed entities which do not contribute to the comprehensive vision.

7.3 This chapter of the SPD provides guidance to developers and landowners on how individual schemes will be linked together. Each planning application will be tested against a number of Key Delivery Themes as these represent the practical interpretation of the Council's determination to secure beneficial comprehensive change in Vauxhall.

7.4 This chapter also clarifies how the Council will apply a development tariff on new development within the VNEB OA as a variable charge on selected uses within new development. It will also indicate the range of other mitigation measures to be addressed via site and localised planning obligations in addition to the tariff. There is also an expectation that where appropriate, other partners in the Vauxhall area will need to make contributions to improvements as part of their capital, where relevant, and revenue programmes to ensure that services are sustained.

Key delivery themes:

1. Affordable Homes
2. Infrastructure Provision
3. Open space and quality public realm
4. Retail Innovation and Enterprise as part of a new District Centre
5. Employment and Training
6. Legacy

7.5 Over-arching all of these themes is the Council's adopted ethos: **The Cooperative Council**. Developers and landowners who are intent on bringing forward schemes in Vauxhall are asked to challenge themselves to complement this ethos in order to build a strong and lasting partnership with the Borough.

London Borough of Lambeth: The Cooperative Council Ethos.

7.6 Partnership with the community – the council as the local democratic leader ensuring that public services continue to meet the needs of all Lambeth's citizens. Also recognising the wide range of community groups that form Lambeth's vibrant and strong civil society, providing vital services and a voice for citizens to express their point of view.

7.7 Co-production and building on what exists already – public services are planned by staff, users and the community on an equal basis and delivered through a variety of organisations that will improve outcomes, empower citizens and users, and strengthen civil society.

7.8 Reciprocity – citizens are incentivised to take part in the provision of public services through benefits such as services that better meet local needs, or through financial or non-financial incentives.

7.9 Local employment and skills development – by engaging in civil society, residents are able to develop new skills and enhance their employment opportunities.

7.10 Maximum accessibility and equalities – public services should be accessible from a variety of locations, including electronically, and they should be joined up across organisations. Everyone should have the opportunity to be involved and have their voice heard in the design and delivery of public services.



Figure 7.0. Cooperative council

Affordable Homes

7.11 The Council is committed to delivering a vibrant, sustainable and mixed residential community in Vauxhall in ways which safeguard and support existing residents. The Council's Core Strategy states that the authority will seek a minimum of 40% affordable housing on new sites in the SPD area (assuming nil grant) with the target mix being 70% affordable rent (previously social rent) and 30% intermediate tenures. This requirement is subject to an independently validated assessment of scheme viability. This approach is supported by the Policy 3.11 of the London Plan which identifies that local authorities should 'maximise affordable housing provision'.

7.12 The Council recognises that the twin demands of delivering affordable housing and contributing towards essential infrastructure places pressure on scheme viability and that in negotiating a balanced package of mitigation measures, skill and flexibility on the part of both the Council and the applicant will be required if scheme viability is to be protected and investment secured.

7.13 The Council, where appropriate, will build into S106 agreements an appraisal review mechanism which will capture any uplift in values during the lifetime of the development to maximise the delivery of affordable units on or off site and/or to enhance investment in infrastructure. This will especially be the case for multiple phase schemes.

7.14 Current development pressures are largely focussed on the land between the railway and the river with proposed schemes being dominated by high rise residential towers. The market value of new residential units in Vauxhall is high both in terms of purchase prices and rents. This presents challenges and opportunities for innovative solutions to be achieved in terms of the Council's policy in relation to affordable homes provision.

7.15 In the context of the Council's existing affordable homes policy it will welcome proposals from developers which reflect the following issues:

- The changed approach to public funding regimes, the introduction of the new affordable rent tenure model and the balance between rents to be charged and the numbers of units that can be provided.
- Impact of high services charges on affordability
- The availability or otherwise of grant support for S106 affordable homes schemes.

- The high levels of opportunity cost associated with on-site provision in Vauxhall balanced against the objective of mixed communities.
- The need for delivery mechanisms to capture an appropriate share of any net rise in values over the life time of schemes, particularly large-scale phased schemes, in meeting the Council's affordable homes targets.
- The undesirability of a neighbourhood overly dominated by investor/buy to let properties where residents may lack any social commitment to the life of the area.
- The need for the Council to fund local estate regeneration programmes up to Lambeth Housing Standards.
- Pressing need to look creatively at the range of typology and tenures of affordable homes to release existing under-occupied family units through the provision of suitable accommodation for older persons and to design units which cater for the needs of families with teenagers as well as young children.

7.16 New housing will provide a mixture of unit sizes, including family housing. The Housing Needs Survey(2012), suggests that the mix of affordable housing sought from new developments of the scale envisaged in Vauxhall should comprise no more than 39% as 1 bedroom units, 32% for 2 bedroom, 24% for 3 bedroom and 5% for 4 bed or larger. This reflects changing household composition, with none person households expected to account for 71% of household growth from 2011-13. This will vary on a site by site basis and is subject to viability testing. New dwellings will be of a high quality with the maximisation of dual aspect units, the promotion of multiple core access (no long corridors), adequate amenity space provision both of private amenity space for all units (i.e. balconies and terraces) and communal outdoor space. Children's play provision will meet London Plan requirements. Defensible space should also be included for all ground floor units. The Council would welcome imaginative solutions which guard against inactive ground floor spaces, perhaps involving meanwhile uses and partnership with the new Community Development Trust. Materials should be low maintenance, durable and respond to context.

Affordable homes uplift (also refer to as clawback) provisions

7.17 Provisions will be made within S106 Agreements for large-scale schemes and schemes which are intended to be developed in phases where the initial independent viability assessment concludes that less than the borough's policy of 40% of units as affordable can be provided.

7.18 A Phasing Plan will be submitted as part of the planning application and this will form the basis of the affordable homes uplift provisions. The Council will not seek to influence this Phasing Plan which will be generated by developers reflecting their opinion of market demand and other commercial considerations.

7.19 A single uplift date or series of uplift dates will be derived from the Phasing Plan between 5 and 7 months prior to the intended commencement date for construction of the scheme or to phases of the scheme. The developer will be required to submit to the Council a copy of an up to date Appraisal on the specified date or dates and will meet the costs of the Council obtaining an independent assessment/s of the Appraisal/s.

7.20 Where this Appraisal/s indicates that it is viable to provide a greater proportion of units as affordable than was originally the case, than the Council may elect to accept affordable housing contribution/s in lieu of on-site provision provided always that the provision will never exceed 40% of the total number of units in the scheme.

7.21 In the event that later appraisals indicate that it is financially viable to provide a lesser number of affordable units than was originally envisaged, developers will nevertheless be required to provide the originally agreed proportion.

Student accommodation

7.22 As described in the principle 1, this area is subject to pressure to develop large volumes of student housing due to its proximity to major educational institutions. Existing student housing must be protected unless it has been replaced or is demonstrated that there is no longer a demand for it. In this location, the Council intends to apply a number of criteria to the acceptability of this type of development, new student housing must:

- Not be detrimental to other land uses and should not result in the loss of employment floorspace, or the loss of self contained dwellings or sites allocated or suitable for general housing provision.
- Be accompanied by evidence of a linkage with one or more higher education institutions and demonstrate affordability to students.
- Not lead to an over concentration of similar uses in an area.

- Be for the occupation by students or otherwise will be subject to the requirements of the affordable housing policy.
- Be well designed and accessible to a range of facilities.
- Be one element of an integrated mixed use scheme.

Affordable homes service charges

7.23 Within Vauxhall, S106 Agreements will contain provision which will ensure that service charges to be levied on occupiers of affordable units will be a fair and reasonable proportion of the actual costs incurred. Developers will be expected to work with the Registered Provider to take all reasonable steps to establish and maintain the affordable homes service charge at a level which is as low as reasonable practicable taking into account the affordability criteria set out in the Council's Affordable Homes Policy.

Infrastructure Provision

A Development Tariff within the VNEB AREA

7.24 New development that falls within the VNEB Opportunity Area in Lambeth will be required to contribute towards infrastructure via a development tariff (Figure 7.2, shows tariff proposals).

7.25 The Council is seeking to introduce a Community Infrastructure Levy (CIL) charging schedule in 2013 or early 2014, which alongside wider borough requirements will address the particular requirements of the VNEB Opportunity Area. This will be the subject of statutory consultation under CIL regulations. Until Lambeth has adopted a CIL charging schedule, the Council will use S106 of the Town Country Planning Act and the provisions of the National Planning Policy Framework to obtain appropriate tariff contributions. In addition, local planning obligations for site and local mitigation will be continued to be sought via S106 Agreements, post the adoption of CIL Charging Schedule in Lambeth.

7.26 The local planning policy framework for the application of planning obligations is provided for by Policy S10 of the Lambeth Core Strategy 2011.

7.27 The use of planning obligations, including the pooling of planning obligations is supported in the London Plan Policy 8.2 Planning Obligations. The Mayor of London in adopting the VNEB Opportunity Area Planning Framework, gave specific guidance on the application of planning obligation, including the use VNEB development tariff drawing on the Development Infrastructure Funding Study (Roger Tym & Partners, October 2010).

7.28 The Development Infrastructure Funding Study (DIFS) was commissioned in 2010 by the GLA, involving Lambeth and Wandsworth councils, to assess the level and cost of infrastructure required to support the level of development set out in the London Mayor's Opportunity Area Planning Framework for the Vauxhall/Nine Elms/Battersea (VNEB OAPF). This translated the various identified costs of infrastructure (including the Northern Line Extension; other transport; education; health; open space; community and other facilities) into a planning tariff charge expressed in the form of contributions per square metre and per residential unit. This charge is to be applied to residential; office; mixed use retail; retail and hotel and other floor space. Two sets of residential tariffs were proposed relating to higher values along the riverside and lower values inland. In addition, charges in the short-term (2010-2015) were set at a lower level than those in the longer term (2016-2031) to reflect an anticipated recovery in the property market by 2015.

Application of VNEB Development Tariff (the tariff) in Lambeth

7.29 On adoption of a Lambeth CIL charging schedule the tariff charges in Figures 7.1, 7.2, and 7.3 will no longer be in effect, as they will be replaced by the appropriate CIL charges for the Vauxhall Area. The Vauxhall SPD will be updated to reflect this.

7.30 Each scheme within the Vauxhall SPD area will be subject to the tariff and to other S106 requirements listed (see Figure 7.3, opposite).

7.31 The Development Infrastructure Funding Study in introducing a tariff undertook an overall viability assessment on of development values and costings in the Opportunity Area, and existing planning policy framework, prior to setting the levels of tariff now sought.

7.32 It is therefore expected that schemes should meet both the planning policy framework and tariff and range of planning obligations required in Vauxhall, through appropriate development, mix of use, and good design. Variations from this

requirement, may be justified where a further clearly beneficial alternative mix or form of development is forthcoming, and/or where a scheme is subject to an independently validated assessment of scheme viability that demonstrates an inability to provide either a policy compliant scheme and/or the quantum of tariff contributions. Any independent assessment of viability will be funded by developers, utilising the Council independent technical advisor.

Tariff application in relation to affordable housing

7.33 The Council in applying its affordable housing policy accepts that full provision of 40% affordable without subsidy will not be viable for all development schemes, or desirable if other matters are prioritised in approving an acceptable scheme. However, in instances when a lower level of affordable housing is found acceptable, a higher tariff will be applied on residential schemes, or residential elements within scheme. This will be on a sliding scale, in accordance with the level of affordable housing provided.

7.34 On the adoption of the CIL Charging schedule, any uplift in values sought will be addressed by a regular review allowed for under the CIL Regulations.

7.35 For land uses other than residential the Council will apply the rate proposed in the Development Infrastructure Funding Study (DIFS), the application of which is also set out in Vauxhall Nine Elms and Battersea Opportunity Area Planning Framework S106 Chapter. Figure 7.4, opposite, gives the charges applied per sq m for office, mixed use retail, retail, and hotel and other uses (the latter includes student accommodation).

Transport

London Mayoral CIL

7.36 The London Mayoral CIL has been applying a £35 charge per sq m on most development in Lambeth, since 1 April 2012, with the money collected going exclusively to pay for Cross Rail. The Mayoral CIL was introduced after the VNEB Tariff was formulated, and it is considered that on the basis of the evidence available and overall assessment of development viability in the DIFS study, that the payment requirements of the Mayoral CIL need to be contained within the overall financial viability envelope set by the DIFS study. Operationally, this requires the total amount payable under Tariff to be adjusted downwards, to take in to account the London Mayoral CIL payment contributions from schemes in the Vauxhall Area (including floorspace chargeable under the Mayors CIL, but the not the VNEB Tariff i.e. Car Parking and other ancillary

Figure 7.1. Development Infrastructure Study Tariff Proposals

Land Use	2010 – 2015 tariff per unit	2010 – 2015 tariff per sq m	2016 – 2031 tariff per unit	2016 – 2031 tariff per sq m
Residential (area 1)	£25,000	£265	£35,000	£370
Residential (area 2)	£15,000	£160	£25,000	£265
Office	-	£150	-	£150
Mixed use retail	-	£150	-	£150
Retail	-	£150	-	£250
Hotel	-	£40	-	£40

Figure 7.2. Lambeth Tariff Charge by Residential Zones, and level of Affordable Housing provided 2010 2015

	% of Affordable Housing obtained and corresponding VNEB Tariff					
Land use	40%	35%	30%	25%	20%	15%
Residential Zone A (Riverside)	£25,000 per unit or £265 per sq m	£28,750 per unit or £297 per sq m	£28,750 per unit or £329 per sq m	£32,500 per unit or 361 per sq m	£36.250 per unit or £393 per sq m	£40,000 per unit or £425 per sq m
Residential Value Area 2 (Inland)	£15,000 per unit or £160 per sq m	£16,000 per unit or £170 per sq m	£17,000 per unit or £180 per sq m	£18,000 per unit or £190 per sq m	£19,000 per unit or £200 per sq m	£20,000 per unit Or £210 per sq m

Figure 7.3. Lambeth tariff Charges on other Land Uses over a 100 sq m net additional floor space.

Office	£160 per sq m
Mixed use retail	£150 per sq m
Retail	£150 per sq m
Hotel & Other	£40 per sq m

uses within developments). The Council is seeking equivalent or greater direct investment in Vauxhall infrastructure from TfL to compensate for the loss of tariff income towards identified infrastructure requirements (i.e inclusion of Vauxhall underground station improvements).

7.37 As part of the process of introducing a Lambeth CIL charging schedule, the current tariff figures will be reviewed to take account of the Mayoral CIL charges, and updated viability evidence, and amended accordingly for a number of land uses when introducing CIL charges for Vauxhall.

7.38 The tariff will capture developer contributions towards a range of strategic transport infrastructure initiatives identified in the DIFS, including the following which will have a direct impact in Lambeth:

- The Northern Line Extension.
- Transforming the Vauxhall gyratory and other roads infrastructure.
- Transformation of the bus station and bus service improvements.
- Improvements to existing train and tube stations including to circulation in Vauxhall Network Rail Station.
- Albert Embankment Improvements.
- New pedestrian and cycle bridge connecting Nine Elms with Pimlico.
- Strategic Link enhancement to improve pedestrian movement to break down the barrier provided by the railway viaduct.
- Cycle hire/docking stations.

7.39 As regards the transformation of the gyratory and any other road/transport infrastructure, there is a shortfall in anticipated cost beyond the DIFS tariff and this balance in part will be secured via appropriate S106 agreements on a site by site basis in order to fund the incremental phases of investment necessary to transform the gyratory and deliver other road/transport improvement. TfL will be the delivery agency for the gyratory programme of work. They will lead on design, construction, operation and management of the phased scheme.

7.40 Developers will additionally be required to design their schemes in order to facilitate these strategic infrastructure schemes.

Education

7.41 The VNEBOA Planning Framework identifies a projected requirement for a new 2 form entry primary school within the Vauxhall SPD area, with approximately 90% of the demand created by the VNEB development (based on BNP Paribas Phasing & Infrastructure Study 2012), with the anticipated pinch point for school places, based on estimated rates of site development, suggesting it will need to open between 2018 and 2020. This new school provision will need to be funded by developer contributions and the adopted DIFS tariff includes for this element of strategic social infrastructure. The actual contributions will need to be defined in detail at the point of agreement and procurement if the school or school site is to be provided by the private sector.

7.42 The tariff will also provide a contribution towards the provision of secondary school places. Current projections do not indicate that there will be enough additional children across both boroughs to justify the provision of a new secondary school.

7.43 The new primary school will need to be provided somewhere within the shaded area illustrated in Principle 8. It will need to be constructed in accordance with the prevailing school building and other space standards. The Council expects a minimum footprint of 0.45 hectares to comply with current standards for a confined site. It is recognised that given the high density nature of the area that there is an opportunity to reinterpret these guidelines in a creative and innovative manner and the Council would welcome high quality architectural solutions for consideration.

7.44 The primary school will be principally funded by by the DIFS tariff and ultimately CIL. Developers will be paid for the provision of a school or a school site or these costs will be discounted as part of the negotiation of an individual scheme or schemes. Details of exactly how this would work will need to be set down in a legal agreement. In terms of bringing forward a site for a new school, there are three options available to developers and landowners within the shaded area:

Option 1. Individual landowners/developers can come forward with proposals which incorporate the school and to meet the capital costs associated with its construction and fit out. These costs will be taken into account in assessing scheme viability with any consequent adjustment being made to the requirement for other infrastructure where appropriate, or there will be a payment from the DIFS tariff as described above.

VAUXHALL SPD – DEVELOPER CONTRIBUTION CHECKLIST (Schemes within OA)

Items	Primarily met by Tariff Contribution	Through on site Non Financial S 106 provision	Through other Financial S 106 Delivery
Affordable Housing	No	Yes	Yes in exceptional circumstances *
Transport			
Northern Line Extension	Yes	Yes – securing station site,	No
Gyratory Taming	Yes (in part)	Elements of scheme may be delivered by site related works in vicinity of gyratory.	Yes – where directly linked to off site works to introduce gyratory taming, and benefit to access/ working of site.
Bus service Improvements	Yes	No	No
Albert Embankment Improvements	Yes	Yes - potentially	No
Strategic Links **	Only in part (30%)	Yes - potentially	Yes – where directly linked to site.
Highway Improvements outside OA	No	Unlikely	Potentially, if requirement linked to scheme. Possible S278
Cycle docking stations	Only in part (25%)	Yes	Yes
Car Clubs	No	Yes	Yes (substitute payment)
Travel Plans	No	Yes	Yes (monitoring payment)
Education			
Schools/School Place Construction Cost	Yes	Yes – if part of wider development	No
Primary School Site	Yes	Yes – subject to site identification	No
Community Facilities			
Community/children/adult learning centre	Yes	Yes – potentially to secure site	No
Sport & Leisure Contribution	Yes	Yes – potentially to secure site use	No
Health	yes	Yes – potentially to secure site	No
Policing/Emergency Services	Yes	Yes – potentially to secure site	No
Open Space & Public Realm			
New Public Realm created arising from development	Only exceptionally –as means of compensation for particular site scheme’s, which go’s beyond site requirements.	Yes	Yes - if creation of new space in part/all is not within development site.
Improvements to existing Open spaces	Yes	No	Yes subject to a direct impact of scheme required to be addressed
Children & Young Persons Play	Yes (in part)	Yes – if sites can accommodate on site provision	No
Public Realm revenue (including parks and open spaces and street scape)	No	Yes - subject to management arrangements	Yes - subject to management arrangements
Community safety and visitor management	No	Yes	Yes
Renewable Energy	No	Yes	Yes – if further clear requirement identified.
Local Training in construction	No	Yes	Yes
General employment and training contribution	No	No	Yes
Affordable Employment Premises	No	Yes to address rent costs and management	No
Monitoring cost	Yes	No	No
Vauxhall Community Chest –revenue payments Community Facilities (capital and revenue)	No	No	Suggestion that development required to make additional wider service charge payments for on going community investment costs £100 pa each residential unit? £50 pa per student bed space?
Active uses/Interim arrangements for affordable retail provision in new retail units	No	Yes - (a) secure via limited term requirements to offer space at below market rent to non retail chain uses/ artists/community groups etc. (b) secure specific number if units below market rent permanently to promote retail diversity. Both potentially managed by Community Development trust	No

*In line with the part saved Policy 16 (d) and Justified Reasons para’s 4.9.23 and 4.9.24

** Strategic Links defined in DIF’s assumption part tariff funded – but expectation that individual schemes will aid enhancement.

Figure 7.4. Development Infrastructure Study Tariff Proposals

Option 2. Groups of landowners/developers can voluntarily come together to share the costs of the school provided that they demonstrate to the satisfaction of the Council that there is a legally binding equalization mechanism in place which safeguards the delivery of the school to a specified programme. This being the case, adjustments can be agreed to the requirements for other infrastructure and the DIFS tariff across the schemes which are linked to this delivery contract.

Option 3. The Council is currently giving consideration to making a plot of its own land available for the provision of the school outside of, but near to, the area defined by the SPD. If this proves to be a feasible option, the Council will allocate this element of the tariff to offset the cost of the new school. It should be noted that the primary schools need to be within a very tightly defined distance from where there are concentrations of children, and this will need to be considered as further details of the proposed child yield and school population become known.

7.45 The Council will collect the full DIFS tariff from schemes outside the shaded area in the Opportunity Area.

7.46 The Council may use its powers of compulsory purchase to secure the site to the school if no other alternative can be secured.

7.47 Health and community facilities and other social infrastructure including libraries and facilities for young people.

7.48 As development comes forward, the Council will collect the tariff as set out earlier in this section of the SPD for these facilities. As more is known about whether new buildings are required or support for existing services, the Council will negotiate with developers to secure the optimum solution. This may also be considered in the context of meanwhile uses described under the delivery proposals for affordable retail uses. Where facilities outside the SPD area are serving the needs of residents of Vauxhall, developer contributions may be sought to support or upgrade them.

Open Space, Public Realm and Public Art

7.49 Developers will be required to design their schemes such as to provide appropriate and new public open space as part of individual site development, or part of a wider locality, where the provision of joined up public open space is required

to service the open space/ public realm requirements of a number of developments sites. It is envisaged that landowners and developers progressing schemes within a particular Character Area will contribute towards open space projects in that local area. A similar approach will be applied to the requirement to fund public art.

7.50 The provision and maintenance of open space and public realm, will as necessary be secured by S 106 Agreements. In exceptional circumstances the tariff will be used to contribute towards the provision of new open space, either directly or indirectly (by a tariff discount -to ensure the cost of new open space is shared equitable among development schemes).

7.51 The Council will seek to enhance open space provision in Vauxhall through direct and S106 funding. Such projects will complement the activities of the BID. Additionally, the Public Realm Working Group of the VNEB Strategic Board will also provide initiatives which can be funded via these pooled contributions and will additionally be the mechanism which ensures that there is close, integrated working with Wandsworth on issues of public realm and highway.

7.52 In addition, developers will be expected to deliver private amenity space and on-site children's play space, the majority of which will be external and at grade which integrates fully with emerging plans and public realm principles for the area. It is recognised that innovative design solutions may be required given the density of planned developments within the SPD area. Private residential amenity space should be provided in the form of private balconies and terraces on upper levels and gardens at lower levels and should meet London Housing Design Guide standards for the provision of private amenity space. Enclosed winter gardens may be appropriate in locations where facades would be exposed to unfavourable noise or other environmental conditions. Additional communal amenity space should be provided in the form of roof gardens and terraces, which could also perform a biodiversity function. The Council will use its statutory powers (planning and others) to address issues of blight and harm to amenity. This will include: removal of hoardings and signage which detract from public amenity, especially those on the railway viaducts; addressing the poor condition of structures, especially the railway viaduct; removal of obstacles from footpaths; and securing dangerous structures.



Figure 7.5. Vauxhall Pleasure Gardens

Retail Innovation and Enterprise

7.53 The Council believes that the retail provision within the new vision for Vauxhall has an especially important role to play not only in providing jobs and opportunities for small enterprises but in securing a distinctive character for the Heart. The Council wishes to guard against two potential problems:

- New retail provision being over-dominated by national multiple chains which do little to generate special character.
- Extended periods of shop unit vacancy.

7.54 In delivery terms, this means:

- The Council recognises that in order to create viable concentrations of retail and catering provision, it needs to be prepared to consider proposals to adjust the normal requirement for active ground floors in all developments across the SPD area.
- Active ground floors will be required in key locations as set out in the character areas. Planning conditions imposed on developments in these designated areas will provide 20-25% of retail floor area as small units of less than 100m² in a range of unit sizes suited to independent traders.
- Within the new High Street, a group of small affordable retail units will be provided which will benefit from cross- subsidy funding arising from developer contributions across the SPD.

These affordable units will be offered to fledgling retail enterprises at 50% of the market rental value on lease terms which are flexible to allow for newly established businesses to progress and to move on to units offered at market rent levels, enabling the 6 affordable units to be a resource for a series of retail innovators over time. In detail, this means:

- There will never be more than 600m² of small affordable units made up of individual units of 100m² or less, situated as part of concentrated active retail frontages.
- They will be offered at 50% of the rental value for comparable units of a similar size in North Lambeth.
- The new Vauxhall CDT will be set up to act as landlord of these units and this will be provided for in the S106 relating to the high street scheme as well as in the CDT terms of reference which meet with state aid regulations.

- The CDT will operate an agreed Quality and Leasing Code which will guard against unsuitable operators who would detract from the value of other property in the vicinity. The CDT will agree this code with local landowners and developers.
- The CDT will market these units and will have a lease granted to it by the owner of the High street scheme.
- The length of this lease will be agreed at the time a planning permission is granted for the development of active retail frontage schemes and will be influenced by the amount of funding which has accumulated from S106 contributions prior to that date and any other funds the CDT has generated. It is likely that the lease will be between 3 – 5 years duration.
- The CDT will manage the affordable retail units such as to allow for vacant possession at the end of its lease term. Thereafter, these retail units can be re-let by the owner on the market with no restriction on rents.
- A flat rate developer contribution of £20,000 per scheme will be payable as a single one-off sum on grant of planning permission by all Vauxhall SPD area schemes with a total floor space of 2000m² or more. Small schemes will not be expected to contribute.
- Within the terms of reference of the new CDT it will aim to foster retail innovation, encouraging a vibrant mix of different operators to help ensure that Vauxhall is a distinctive and attractive retail destination.
- In addition to the operation of the affordable retail scheme, the CDT will offer its services to developers who may wish to secure meanwhile uses for ground floor retail and leisure accommodation as a voluntary arrangement.
- The Council will consult on the proposal that a new Vauxhall CDT would act as landlord for the new affordable retail units in order to comply with state aid rules. It is envisaged that there will be no more than circa 6 small (less than 100m²) affordable retail units.
- In addition, the Council will work with developers to ensure that any newly created retail units will avoid long periods of vacancy due to any initial lack of market demand, including introduction of flexible arrangements to allow for temporary occupation for meanwhile users as nominated or leased by the CDT.



Figure 7.6. Vauxhall gyratory

- The CDT, Council and landowner/developers will agree a Design and Leasing Policy for the small and affordable units which will control quality of shop fronts, fit out and choice of traders.

Licensing

7.55 In promoting Vauxhall as a vibrant place to visit and enjoy, with a wide choice of well managed venues providing entertainment and reflecting the cultural diversity of the area a number of interests must be balanced. Where new licensing applications or applications for variation of existing licences are necessary in development, the authority will take into account the impact of the activities concerned with a view to creating a safe and secure borough and preventing harm. Each application will be treated on its individual merit with consideration given to the impact of any application as it is relevant to the specific neighbourhood, and by type and nature of the premises subject to the application, against likely impacts and the density of existing licensed premises, including matters such as the hours of operation, the capacity of the premise and style of operation.

Employment and Training

7.56 The VNEB Strategy Board has agreed a high level commitment to this agenda through an Employment, Skills and Business Charter. This Charter highlights the importance of generating employment, skills and business benefits to:

- Ensure that surrounding communities, especially those suffering from higher levels of unemployment and disadvantage, are able to benefit economically from the investment.
- Ensure that the developments on the scale of VNEB can access skilled labour and play their part in contributing to replacing and increasing the skills base of the construction and related sectors.

7.57 A template ESP based on the industry driven National Skills Academy for Construction Client Based Approach is illustrated in Figure 7.7.

7.58 Within Vauxhall, this SPD will respect the Charter and make certain requirements of developers as part of their planning obligations. Specifically, an Employment and Skills Plan (ESP) will be created for each development to be enacted

through S106 agreements. For the construction phase, these agreements will follow the contractor endorsed National Skills Academy for Construction Client Based Approach, which has been developed and approved by contractors. The ESP will be agreed between the Council and landowner/developers and will represent a minimum expectation of opportunities to be delivered. The outputs will be aligned with public funding regimes in order to attract ‘fund holding’ organisations such as CITB-Construction Skills, colleges, training companies and DWP providers to deliver them.

7.59 This demonstrates the range of targets that developments will support against recruiting and training new entrants, up-skilling experienced workers and developing culture. Developers must refer to the published set of benchmark tables that have been developed by contractors in order to deduce the targets appropriate to the scale, type and value of their development.

7.60 The process for developing ESPs is shown below in Figure 7.8 and guidance for developers and contractors on how to respond to ESP targets to be embedded within S106 contracts or procurement contracts is available from the National Skills Academy for Construction via CITB-Construction Skills.

7.61 Developers via the ESPs will report on outputs generated as follows:

- Work Experience opportunities. Structured opportunities for a proportion of workforce from the local area.
- Apprentices. Individuals who commence an industry recognized Apprenticeship Framework (both new starts and existing workforce).
- Progression into Employment of Unemployed Persons both school, college and university students as well as unemployed people seeking to find a job.
- Student Site Visits For local schools (primary and secondary) and colleges.
- School Workshops.
- Research Projects.

7.62 In addition, it is expected that each ESP within Vauxhall will secure preferential notification of all VNEB related vacancies by developers and their supply chain through community partners and the VNEB brokerage service for a 48 hour 'window' before they are released to the wider job market, together with specific recruitment days / events in Vauxhall.

7.63 Developer contributions will be secured under two headings:

1. General Employment and Training contribution.
2. Local Labour in Construction contribution.

7.64 The intention is for these sums to be invested in initiatives which will benefit the development as part of Vauxhall. In particular, the Council will look to:

- Develop retail sector skills and will do so in partnership with the National Skills Academy for Retail. This will support retail innovation and enterprise in the new district centre and enable local people to have the best chance of accessing new jobs created within the high street and along the CAZ frontage.
- Fund a Built Environment Professions initiative to help Lambeth A Level students, via a sponsorship scheme, to access employment opportunities and high level apprenticeships with surveying firms, architects, engineers, housing managers and other similar careers.
- Provide training to Lambeth residents who are interested in working in the construction industry.

7.65 The VNEBOA Planning Framework envisages the provision of a training centre which would focus on the job-readiness of local people to enable them to participate in the large programme of physical regeneration due to take place across the Opportunity Area. Discussions as to the location and form of this training facility are on-going between the boroughs of Lambeth and Wandsworth and no final decisions have yet been made.

Subsidised Employment Floor Space

7.66 Where schemes include employment floor space, at least 33% of that space will be dedicated to the provision of subsidised start up space for new businesses originating within Lambeth. A specification for fit out of this space will be agreed as part of the statutory planning process. Developers will be obliged to offer this space to rent at 50% or less of the open market office rent, excluding any rateable value or service charge, for a period of 5 years commencing at the same time as remaining offices are being offered for occupation.

7.67 At the expiry of this 5 year term, the subsidised space can be re-let at open market rents with no further restrictions. Safeguards will be included within S106 Agreements to deal with situations where this space remains vacant despite genuine marketing efforts.

Figure 7.7. National Skills Academy for Construction Client Based Approach: Template Employment and Skills Plan

Employment and skills areas		Year 1	Year 2	Year 3	Year 4
	Work placement (16 - 19) - persons				
	Work placement (14 - 16) - persons				
	Curriculum support activities - individual engagement				
	Graduates - person				
	Apprentice starts - person				
	Existing apprentices - persons				
	Apprentices completions - persons				
	Jobs advertised through local employment vehicles - number				
	NVQ starts for sub-contractors - persons				
	NVQ completions for sub-contractors - persons				
	Training plans for sub-contractors - number				
	Supervisor training for sub-contractors - persons				
	Leadership and management training for sub-contractors - persons				
	Advanced health and safety training for sub-contractors - persons				

Figure 7.8. Process for developing ESPs



