BATTERSEA DESIGN & TECH QUARTER
ECONOMIC APPRAISAL & DESIGN FRAMEWORK
10-02-2020

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urban movement
RESEARCH | PLANNING | STRATEGY | DESIGN

GRAHAM HARRINGTON
PLANNING ADVICE

Stockdale

CONTENTS

Revisions tracker

Rev.	Date	Description
-	18-12-2019	Interim Draft
A	24-01-2020	Final Draft
B	04-02-2020	Final Report - issue 01
C	10-02-2020	Final Report - issue 02

EXECUTIVE SUMMARY

The concept of a Battersea Design and Tech Quarter draws on a strong existing design community in this part of Battersea, with creative enterprises such as Philip Treacy, Vivienne Westwood, and Foster and Partners as well as the expanding Battersea Campus of the Royal College of Art, including InnovationRCA, their incubator programme for design and tech start-ups. Furthermore, development in the wider Vauxhall Nine Elms Battersea (VNEB) Opportunity Area will see Battersea Power Station become a key focal point of development, along with the arrival of the UK HQs of Apple and Penguin Random House.

In recognition of the scale of change taking place at Nine Elms and Battersea, Wandsworth Council have identified an opportunity in the south-western part of the VNEB to deliver a distinct creative and economic cluster focused on the interaction between technology and design and capitalising on existing institutional and economic assets in the area.

This study provides a framework and strategic guidance on physical development and placemaking, along with an economic and commercial appraisal of the area that informs key recommendations for the concept and investment decisions required to move it forward and achieve its economic potential.

Proposals within this framework have been informed by site visits, a baseline urban appraisal of the study area and engagement with Wandsworth Borough Council, the local creative sector and landowners. This framework proposes a total of 231,050 sqm of floorspace and an estimated 10,800 jobs.

To deliver the scale and nature of change proposed, five interconnected drivers have been identified, which are described in more detail within this document. Each will deliver in summary:

Creative employment
A total of 126,682 sqm GEA of employment workspace delivering an estimated 3,000 jobs (FTE) catering to creative and tech sector uses is proposed across the Quarter. This includes a combination of traditional office-type space as well as creative workshops and studios accommodating messier, more production-focused uses.

Industry
The development framework aims for intensification of industrial uses within the Quarter, including a proposal of 91,922 sqm GEA of industrial space. The majority of new provision comprises of light industrial space within areas designated Industrial Business Park, while existing medium and heavy industrial uses on the site have either been retained – or on sites proposed for redevelopment, provision is intensified.

Transport and movement
A series of potential major improvements are proposed to improve connectivity across the Quarter. The framework identifies potential pedestrian and cycle links running north-south, connecting the three focus areas and creating better connections to the wider transport network. A proposal for the realignment of the Queenstown Road/Silverthorne Road junction seeks to better manage industrial and heavy vehicle movements through the area and relieve pressure on the existing road network. These interventions are also important to enable intensification of employment on the sites.

Public realm and open space
A network of attractive and accessible open spaces provide valuable amenity for those working in and visiting the Quarter. These spaces, linked by a network of neighbourhood streets prioritising pedestrians and cyclists, with improved wayfinding, contribute to a high quality public realm environment. Open spaces that support employment and industrial uses, including working streets and yards, ensure that proposed workspace uses can function successfully.

'Hub' spaces
The framework identifies key locations in the area for 'hub' spaces, key focal points for collaboration and public engagement, which serve as a visible public face for the Quarter. Intended as multi-functional spaces, these 'hubs' support employment uses by providing space for socialising, networking and marketing – which may include cultural activities.

1.0
INTRODUCTION

1.1 About this project

Wandsworth Borough Council wishes to promote a creative and technology hub in East Battersea/Nine Elms, building on a strong existing creative economy which is forecast to develop further with future investment in the Nine Elms area, including the arrival of the UK HQs of Apple and Penguin Random House.

The creative and technology hub falls within the Vauxhall Nine Elms Battersea (VNEB) Opportunity Area which is seeing the development of central London's newest mixed-use district, part of the Central Activities Zone (CAZ), with two new Zone 1 tube stations on the Northern Line Extension. The new district will be truly mixed use with a planning target of 20,000 new homes and 25,000 new jobs by 2031. Development is well underway, and these targets are on course to be met.

The study area contains sites that are subject to development pressure and likely to undergo some change in the foreseeable future. It also includes an Industrial Business Park (IBP) designation, which is currently being reconsidered as a policy designation.

Wandsworth Council has commissioned a multi-disciplinary team to devise a framework that sets out how the Battersea Design & Technology Quarter concept can be defined, mobilised and delivered in a way that maximises the opportunity to deliver a high performing economic and creative cluster which supports their vision for the area and the borough as a whole. This document forms that framework.

1.2 About this document

This Physical Development Framework is a future-facing analysis that can guide physical development. The purpose of the physical development framework is to provide a further level of detail on top of current policy regarding the nature and type of development that can support the Council's ambitions for a design and tech cluster in this area.

The purpose of the framework is to guide development aspirations in the area, inform scheme development and ensure co-ordination between different schemes to deliver a holistic and cohesive vision in line with the Council aims; it does not supersede current planning policy or carry statutory weight in its current form. The framework may inform longer term policy in the area through its incorporation in the current Local Plan review.

It draws upon the borough's new Employment Land policies, recent planning consents in the area, landowners' own ambitions for wider master planning, the VNEB OAPF, the Nine Elms Battersea Cultural Strategy and the recently commissioned place-making strategy.

This document has been delivered in parallel with a separate Employment Land and Premises Study, that provides supply and demand analysis of employment space across the borough.

1.3 About the team

We Made That
Role: Physical Development Framework (Lead consultant)

Established in 2006, We Made That is an energetic architecture and urbanism practice with a strong public conscience. We work with our public sector clients to prepare incisive urban research, to develop responsive area strategies and masterplans and to deliver distinctive architecture and public realm projects. All our work is public, and we aim to make imaginative and considered contributions to the built environment through socially engaged design processes.

Hatch Regeneris
Role: Economic & commercial appraisal

Hatch Regeneris specialises in social and economic research into places, communities and projects. We have established a reputation for providing high quality consultancy support and advice on economic development and regeneration, based on strong research and evidence. Hatch Regeneris is expert in the production of business cases and CPD accredited to provide training on Green Book appraisal. This has meant that they have undertaken a vast number of appraisals that have been used to secure over £750m of public investment in projects over the last decade.

Urban Movement
Role: Transport & connectivity advice

Urban Movement specialises in research, planning, strategy; design for streets, spaces and transport infrastructure. We are an inter-disciplinary team with all the skills necessary to work creatively and flexibly in all urban environments. We not only see from all angles, we're also very keen to work with all those whose own perspective can help ensure our designs have the necessary character and flexibility to enable the public realm of an area to shoulder the many and varied demands and aspirations placed upon it.

Graham Harrington Planning Advice (GHPA)
Role: Planning considerations

Graham Harrington runs a single-handed town planning consultancy, which he established in 2002. Graham's wide spread of experience enables him to provide total planning solutions across plan-making, development management and development promotion. He is advising on the planning policy framework and implementation strategy.

Stockdale
Role: Cost advice

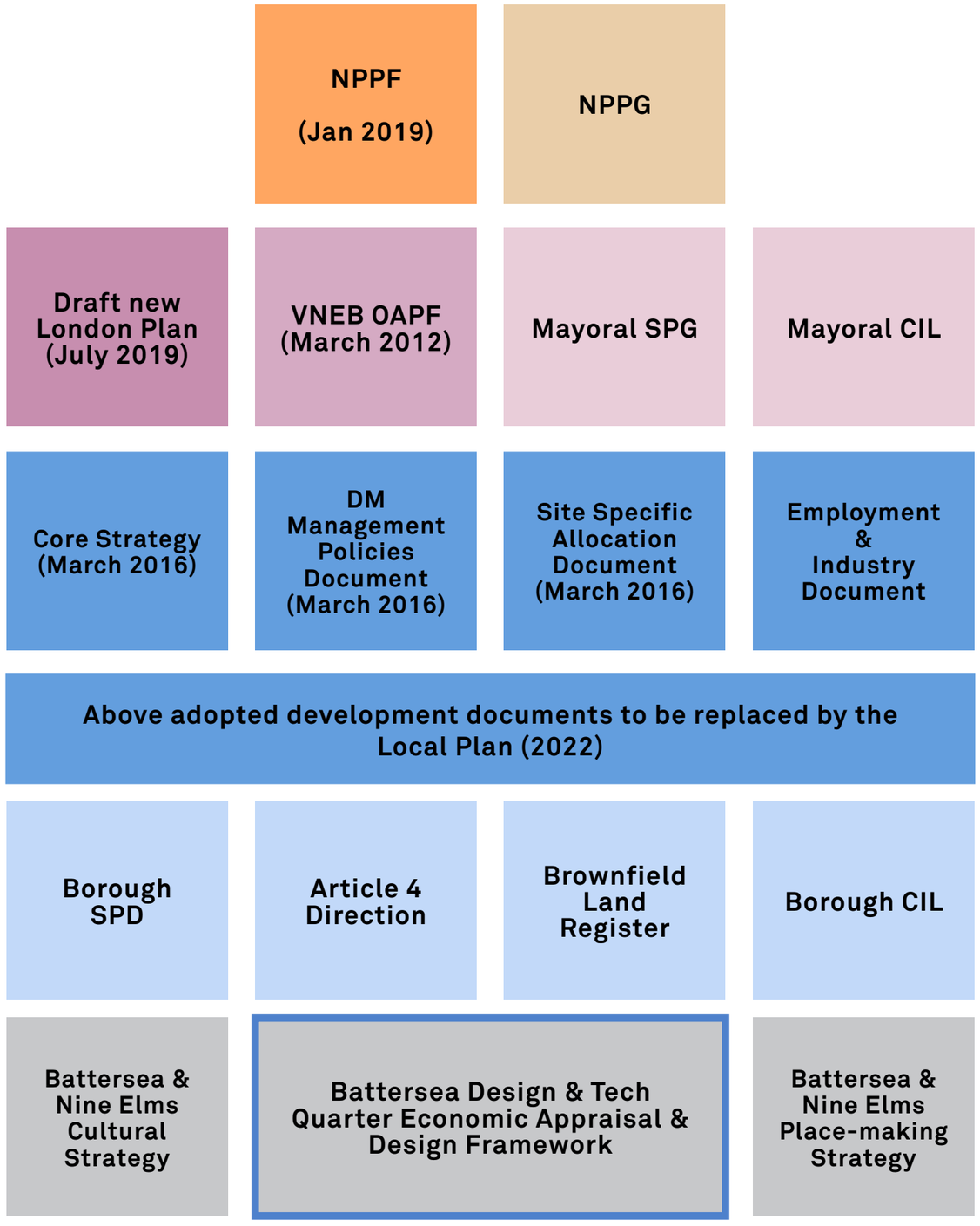
Stockdale is a quantity surveying consultancy. The primary aim of the practice is to facilitate quality building development within budget and on programme. To achieve this aim Stockdale works closely with acknowledged designers utilising an understanding and appreciation of design whilst applying specific expertise in cost management and procurement.

1.4 Planning policy structure

When the new London Plan is adopted, the London Plan and the Local Plan comprise the 'Development Plan' for Wandsworth as a whole. There are no current or emerging relevant Neighbourhood Plans.

LB Wandsworth has begun a full review of its Local Plan. In December 2018 it published a Regulation 18 Issues Document. This is the first of five identified stages in preparing a new unified Local Plan, which is currently expected to be adopted in Autumn 2022.

The Battersea Design & Tech Quarter Economic Appraisal and Design Framework currently sets out development aspirations for the area but carries no policy weight. It may however be incorporated into the current local plan review to inform longer term policy in the area.



2.0
DEVELOPMENT CONTEXT

Battersea Power Station under construction, 2019

2.1 Location and understanding the area

The study area, henceforth referred to as the Battersea Design & Tech Quarter (DTQ) is an area of change where LB Wandsworth are seeking to deliver a vision for high quality buildings and public realm that bring a modern and flexible workspace offer to the area.

The quarter is located at the western end of the Vauxhall Nine Elms Battersea (VNEB) Opportunity Area which is seeing the development of central London's newest mixed-used district, part of the Central Activities Zone (CAZ), with two new Zone 1 stations on the Northern Line Extension.

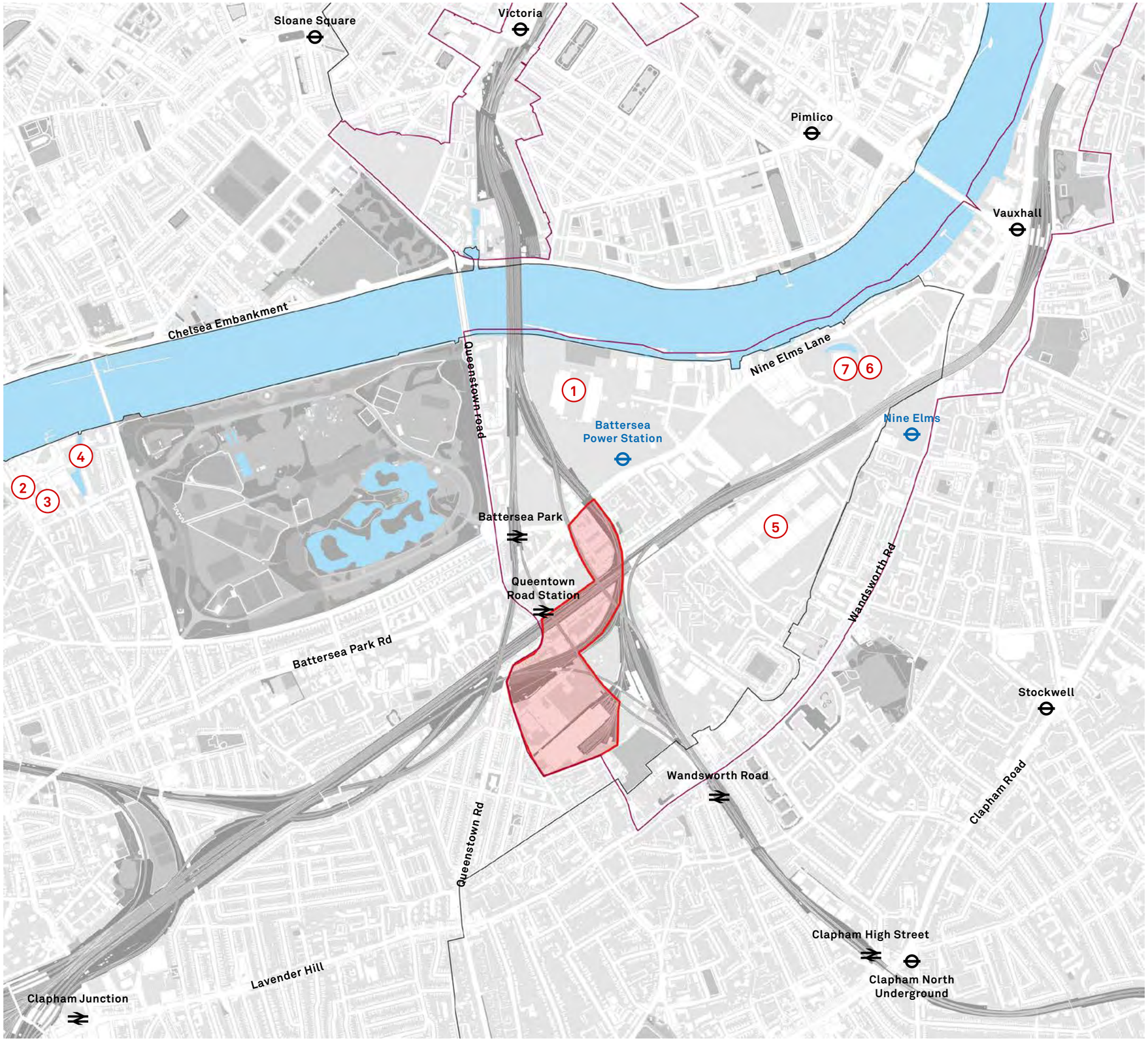
Battersea DTQ is building on a strong existing creative economy which is forecast to develop further with future investment in the Nine Elms area including the arrival of the Apple UK headquarters and Penguin Random House. The quarter also draws on a strong existing design community in this part of Battersea with creative enterprises such as Foster & Partners and Vivienne Westwood as well the expanding Battersea Campus of the Royal College of Art which provides a focus for design research and houses InnovationRCA.

KEY

1. Apple UK headquarters
2. Royal College of Art, Battersea campus
3. Innovation RCA
4. Foster & Partners
5. New Covent Garden Market
6. Penguin Random House UK
7. U.S. Embassy

Battersea Design & Tech Quarter boundary
Borough boundary
Opportunity Area boundary

N 0 250m



2.2 Planning policy context

The key relevant adopted and emerging planning framework for the Battersea Design Quarter is summarised in the diagram.

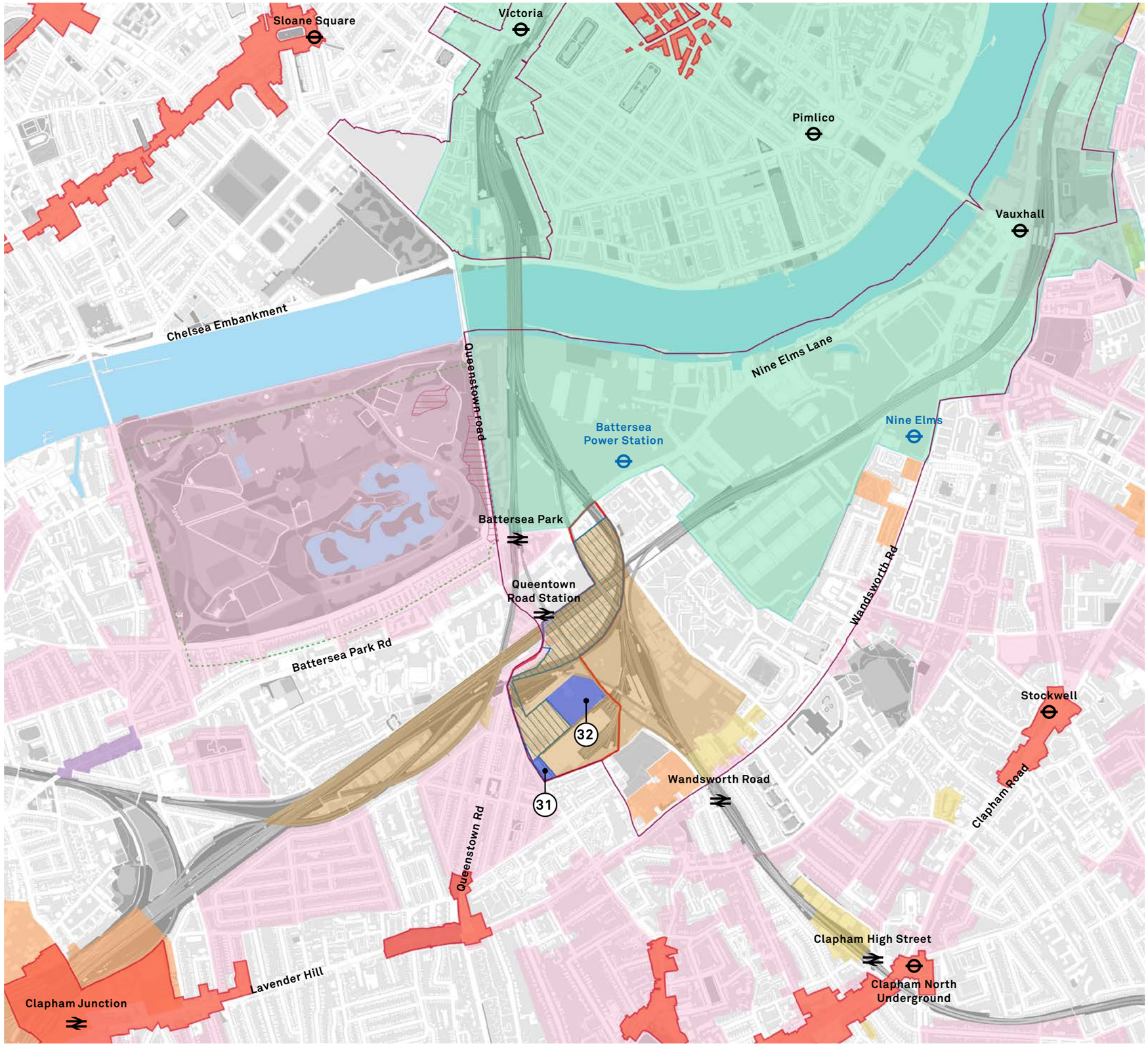
The study area is part of the London Plan Vauxhall Nine Elms Battersea Opportunity Area (VNEB). Most of the study area is part of the Local Plan (Employment & Industry Document) designated Stewarts Road Strategic Industrial Location (SIL) and is protected for industrial and waste uses; excluding a site on the northern edge that was released to deliver a mixed-use development. Part of the SIL is designated as an Industrial Business Park (IBP). The IBP is suitable for activities that need better quality surroundings including research and development, light industrial and higher value general industrial uses. The IBP creates a 'buffer zone' between the adjacent Queenstown Road Conservation Area and the heavier industrial uses situated in the centre of the study area.

There are two Local Plan (Employment & Industry Document) Site Allocations (Nos. 31 and 32) within the study area. No. 31 is within the IBP and is allocated for a range of business uses. No. 32 is allocated for transport use. Battersea DTQ will be served by the surrounding Town Centres, and Local Centres and Central Activities Zone (CAZ) which have retail, leisure and cultural offers. Whilst the VNEB Opportunity Area Planning Framework (2012) provides some relevant guidance for the implementation of policy, there is the need for up-to-date and more granular guidance for this part of the Opportunity Area.

KEY

- Strategic industrial locations (SIL)
- Locally Significant Industrial Locations (LSIL)
- Conservation areas
- Town centre
- Local centre
- Housing Zone
- Central Activities Zone (CAZ)
- Industrial Business Park (I.B.P)
- Local Plan Site Allocations 31 & 32 (within DTQ boundary)
- Battersea Design & Tech Quarter boundary
- Borough boundary
- Opportunity Area boundary

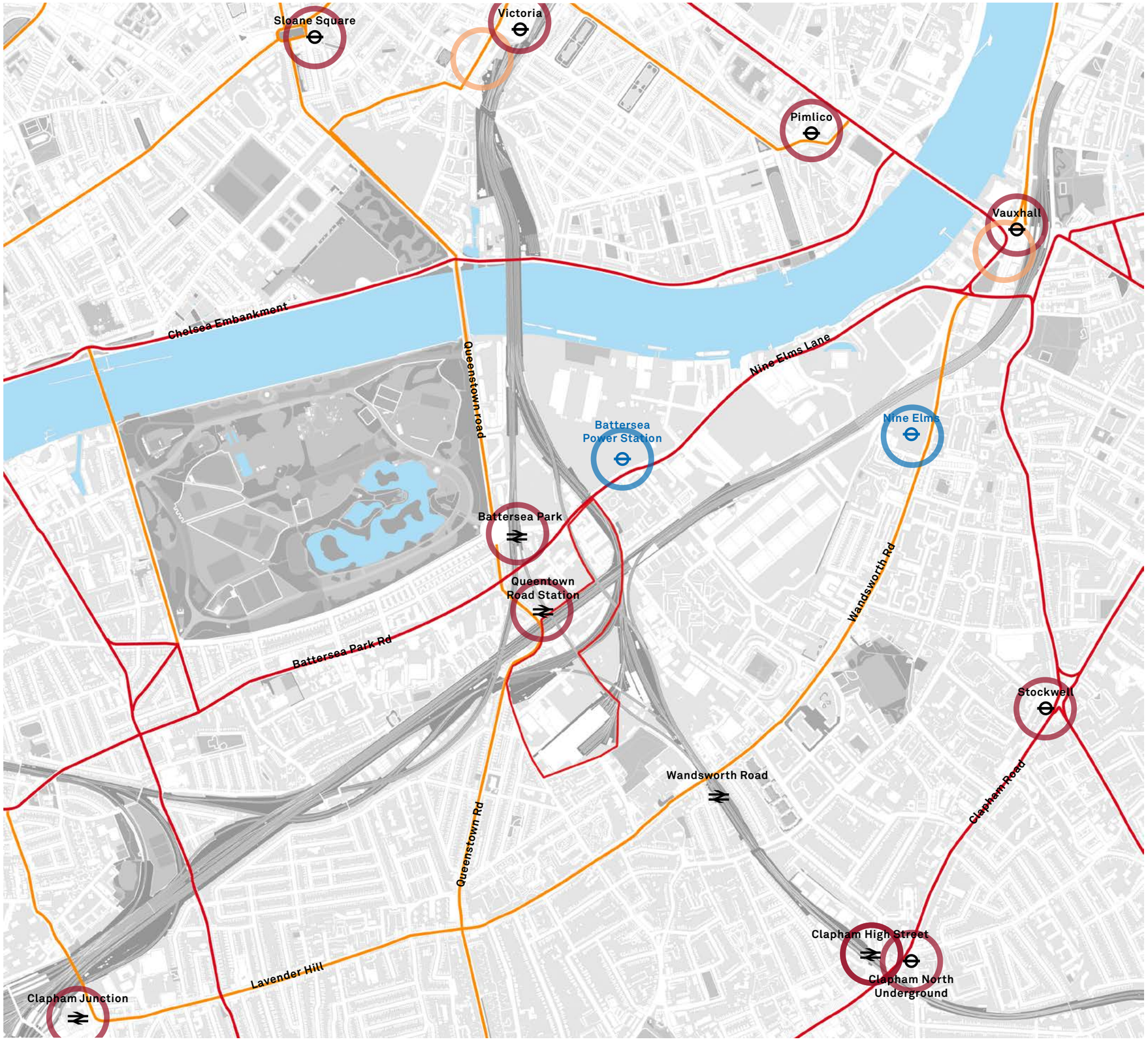
N 0 250m



2.3 Existing movement network

Battersea DTQ is served by three railway stations (Queenstown Road, Battersea Park and Wandsworth Road). With the Northern Line Extension, two new Zone 1 stations (Battersea Power Station, Nine Elms) will also improve the area's public transport connections from 2021

Queenstown Road is the main vehicular route along the west of the site. It takes traffic from central London across Chelsea Bridge southward to Clapham.



KEY

- Primary Road
- Secondary Road
- Train stations
- Future train stations
- Bus station
- Battersea Design & Tech Quarter boundary

N 0 250m

2.4 The site

The extent of the Battersea DTQ is shown on the aerial map opposite. The site occupies 17.68 hectares of land and is divided into 3 sub-areas for the purpose of developing framework proposals at a suitable scale and level of definition. These geographies have been identified for their unifying characteristics, and can intuitively be understood as distinct from one another on the ground.

— Site 1, Havelock Terrace addresses Battersea Park Road and is a gateway to the Design & Tech Quarter from the core Opportunity Area.

— Site 2, Ingate Place is characterised by small scale industrial buildings, making and creative production.

— Site 3, Silverthorne Road has the heaviest industrial uses in the quarter. It has key strategic industrial and transport uses in large sheds and yards, with some smaller scale workshops on the fringe and within arches.

KEY

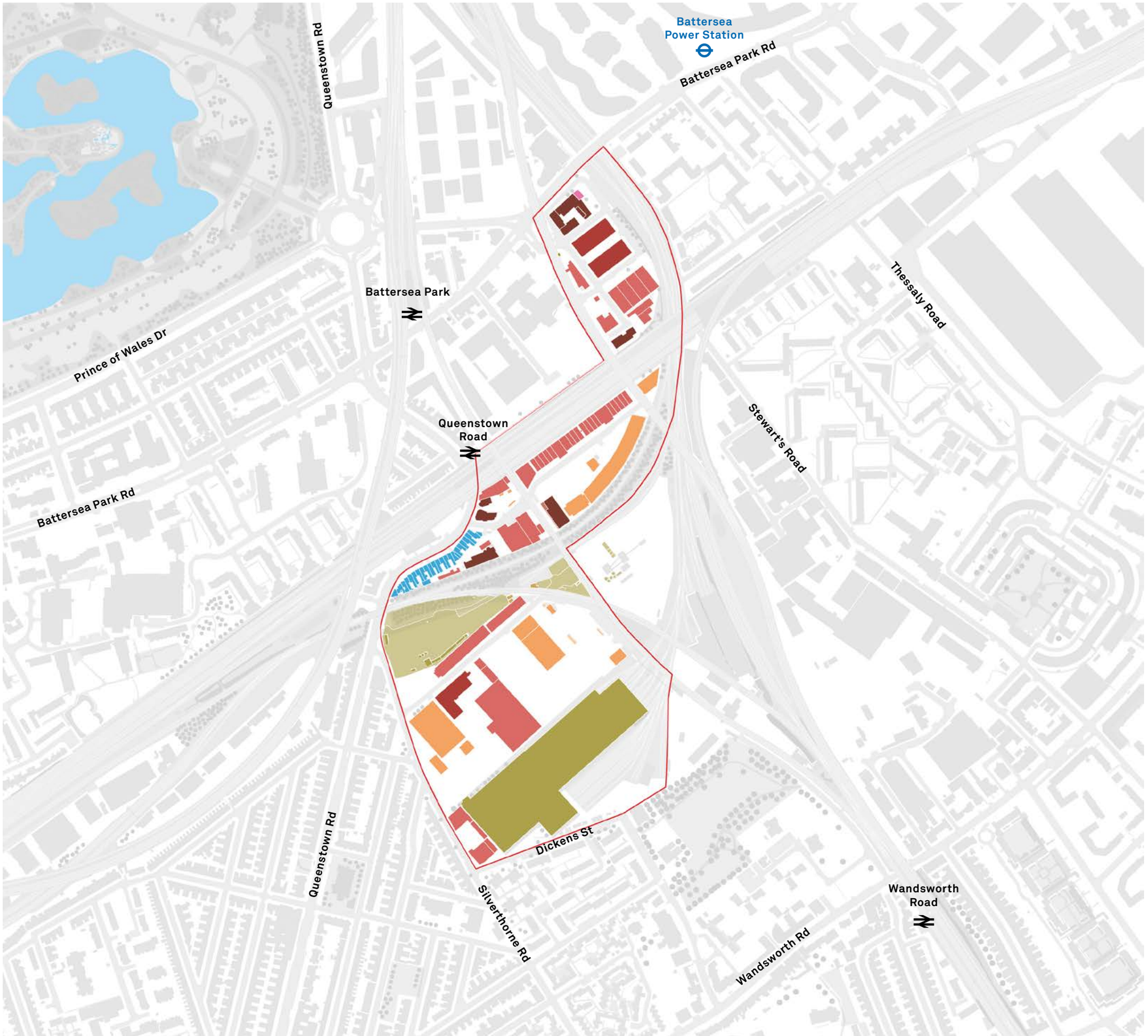
1. Havelock Terrace
2. Ingate place
3. Silverthorne Road

Battersea Design & Tech Quarter boundary

2.5 Existing dominant planning use

Current uses within the Battersea DTQ boundary are predominantly industrial, with the exceptions of a public house on the northern edge on Battersea Park Road, and a residential terrace along Queenstown Road.

Larger scale general industry, storage and distribution uses are clustered at the southern end of the area, while the northern part of the site is characterised by light industrial and mixed use buildings.



KEY

- A4 Drinking Establishment
- B1a Office
- Mix B1a/B1c office/light industrial
- B1c light industrial
- B2 General industry
- B8 Storage or distribution
- C3 Residential

- Study area boundary

N 0 200m

2.6 Proposed dominant planning use

Under construction

1. Battersea Exchange*: Mixed used development including 3,676sqm of employment use (A1-4/ B1a/D1-2)
2. 4 Ingate Place: Extension to existing to provide an additional 1,119sqm of B1a office floorspace

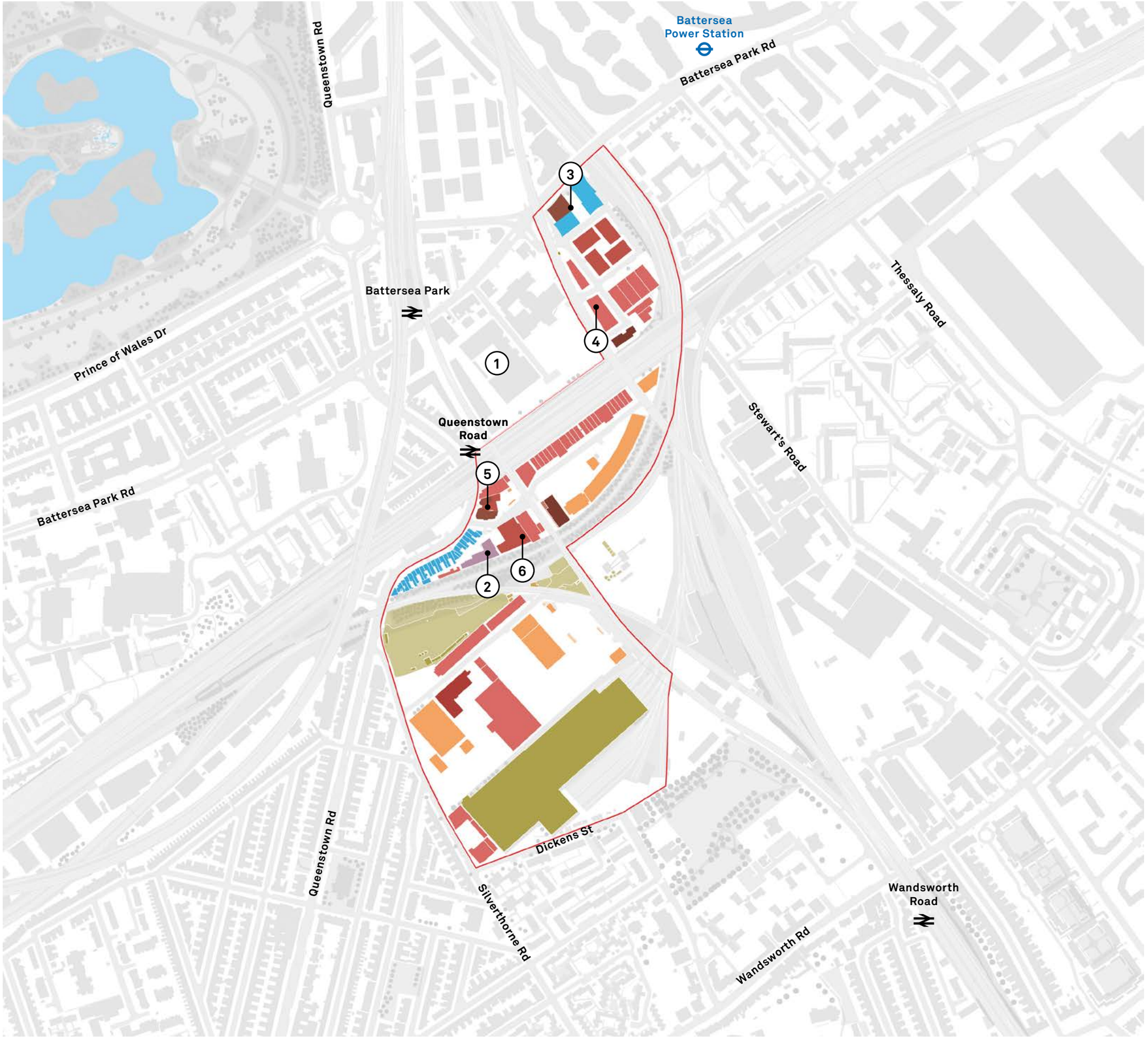
Approved

3. Palmerston Court: Mixed-use development including 623sqm of retail/pub space and 5703sqm of B1 office floorspace including 141sqm of affordable workspace.
4. 38 Havelock Terrace: Redevelopment to provide 544sqm of B1c light industrial floorspace, 3,000sqm of B1a office floorspace, 83sqm of shared B1a-B1c
5. Forum Auction House site: Conversion from office to residential (not implemented)
6. 6-10 Ingate Place: Demolition and provision of 6,931sqm of B1a office space, 1,212 of B1c light industrial and 1,474sqm of flexible office/light industrial (B1a/B1c).

Pre-application

There are a number of confidential pre-application discussions between owners/prospective developers and the Borough in relation to new development and revisions to approved schemes.

*not within study area



KEY

- A4 Drinking Establishment
- B1a Office
- Mix B1a/B1c office/light industrial
- B1c light industrial
- B2 General industry
- B8 Storage or distribution
- C3 Residential
- Study area boundary

N 0 200m

2.7 Existing open spaces & routes

Currently there are very few open spaces within the study area. Most outdoor space is used as operational yard space or parking areas. Most of the streets are used for loading and are occupied by industrial activities.

The main connections to Battersea Park and Heathbrook Park are through Queenstown and Silverthorne Roads.

Key

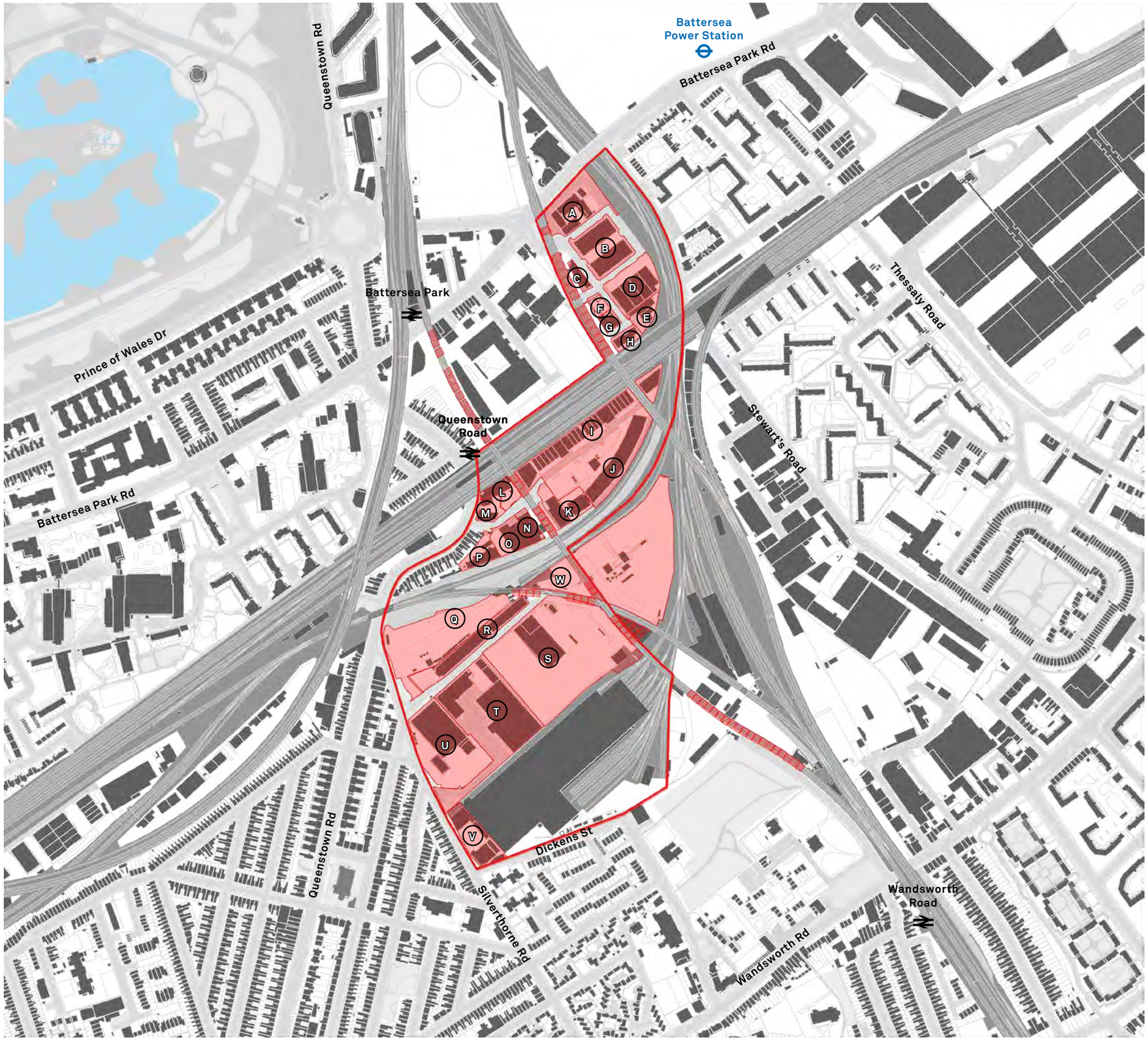
- Public green space
- Private green space
- Routes to green space
- Existing Trees
- Battersea Design & Tech Quarter boundary

N 0 200m

2.8 Existing plots

Site

A	Palmerston Court
B	Hewlett House, 5-7 Havelock Terrace
C	16 Havelock Terrace
D	Motor Village Service Centre
E	Rocket Foods
F	38 Havelock Terrace
G	48 Havelock Terrace
H	Henley Homes
I/J	Safestore
K	Fields Morris & Verdin
L	7 Ingate Place
M	220-222 Queenstown Road
N	12 Ingate Place
O	6-10 Ingate Place
P	4 Ingate Place
Q	Tarmac
R	British Rail Yard (Silverthorne Road)
S	Abellio bus depot
T	Battersea Studios
U	Bidfood Battersea
V	Network Rail (Silverthorne Road)
W	London Concrete



KEY

Existing plots

Study area boundary

N 0 200m

2.9 Assessment against draft London Plan Policy E7 (existing context)

Policy E7 of the Draft New London Plan requires new development in SIL areas to meet an industrial capacity of 65% plot ratio* or the existing industrial floorspace on site, whichever is greater.

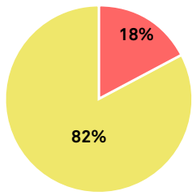
*Plot Ratio = Total Gross Floorspace / Total Site Area

The diagram opposite assesses existing sites against this figure, with the intention of revealing sites with the greatest capacity for intensification.

The SIL policy is assessed on a site-by-site basis, and so each landowner is responsible for making sure industrial uses are proposed in any development.

Once the SIL policy is adopted, any development coming forward on the sites coloured yellow will have to maintain or increase the current quantum of industrial floorspace. If the sites marked red are brought forward, the council must ensure that a suitable uplift in industrial floorspace is proposed.

*Sites S,Q and W (bus depot and concrete production sites) are technically non-compliant, however this owes to the fact that the current Policy definition has no allowance for solely yard-based industrial uses with no internal floorspace.

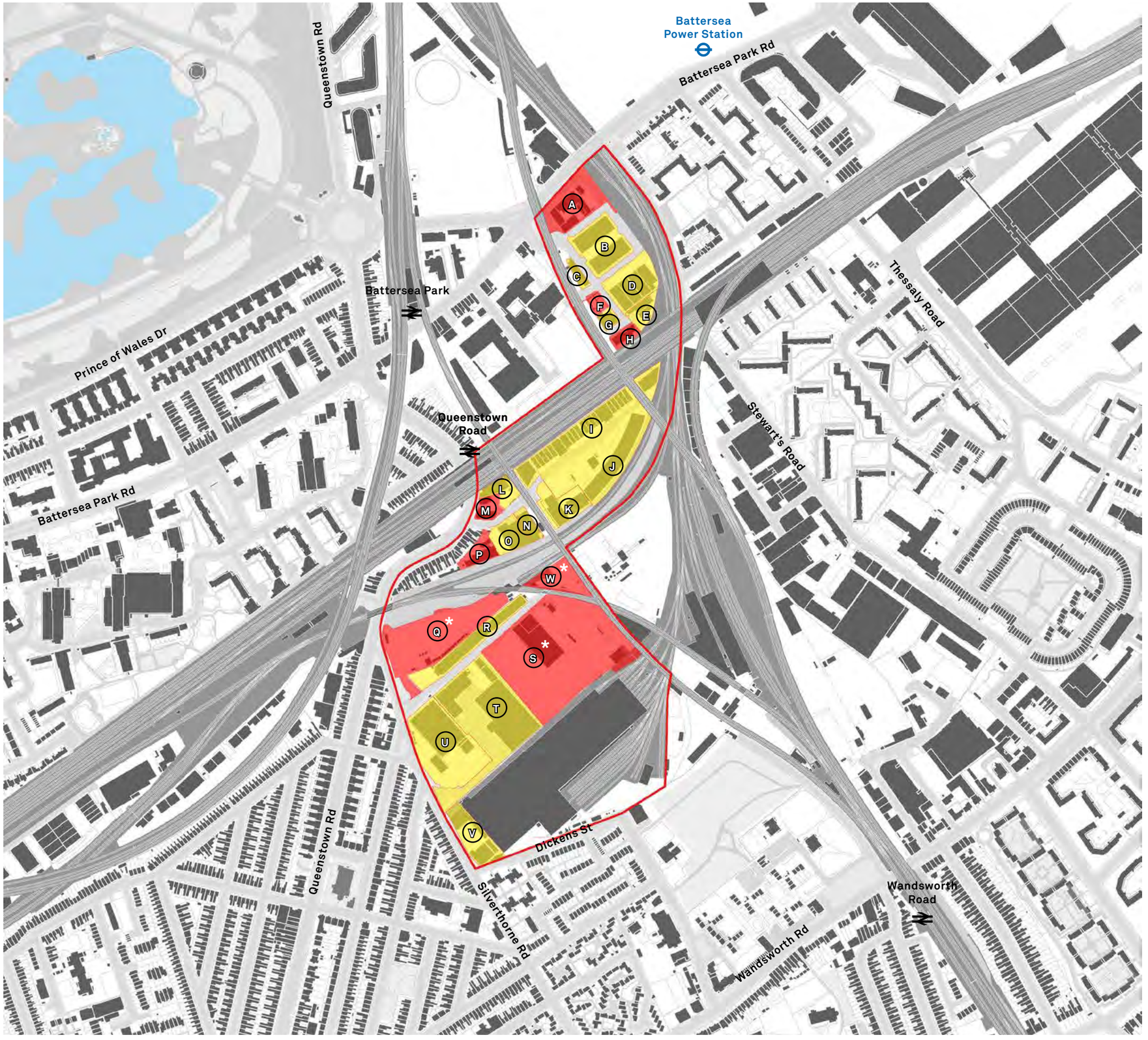


KEY

Compliant (industrial floorspace > 65% plot area)

Non-compliant (industrial floorspace < 65% plot area)

N 0 200m



3.0
ECONOMIC & COMMERCIAL CASE FOR BATTERSEA DTQ

Bidfood distribution yard, neighbouring Battersea Studios, Silverthorne Road, 2019

3.1
ECONOMIC CASE

Mixed performance of relevant sectors, albeit with signs of growth

The economic case for the BDTQ is built upon the desire to create a more diverse economy for Battersea, Wandsworth and South London. This means building on the area's relative strengths, addressing deficiencies within the existing business base and providing opportunities to accommodate sectors which are currently under-represented within the local economy.

In addition, the economic case seeks to ensure benefits are more inclusive and that the impact reaches as much of the borough as possible.

Evidence to support this case is set out as follows.

It is possible to use data from Companies House and ONS to provide an indication of the existing strength of the Creative, Tech and Design sectors on the site and in the wider Opportunity Areas (using definitions provided by DCMS, Tech Nation and Design Councils respectively). This allows each sub sector to be mapped and recent trends to be identified.

Creative Sector
Within the wider VNEB Opportunity Area there are around 3,000 creative jobs, around 10% of all jobs in the locality. The concentration of employment and business is higher than London, although the growth rate has been slightly lower than the city as a whole over the last five years.

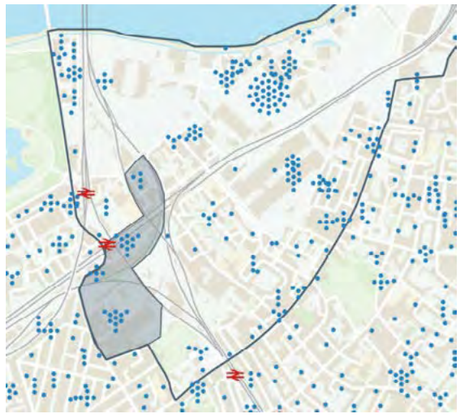
Prominent companies include:
- **Better than Paper**: Digital solutions transforming content publishing.
- **Candour Creative**: Branded films and short documentaries.
- **Rene Dekker Design**: Luxury interior design studio, specialized in high end interior designs for commercial and residential projects.

Design Sector
The Design Sector has a much tighter and specific definition than creative industries; as such, it only accounts for around 250 jobs and 30 businesses in the Opportunity Area. The concentration of business is 50% higher than London as a whole and employment has grown by 42% over the last five years (although the sector across Wandsworth has only increased by 9%).

Prominent companies include:
- **Recent Spaces**: 3D rendering studio working for developers, architects, branding agencies, interior designers, product designers and artists worldwide. Started in 2016.
- **Studio Noel**: Design agency, including strategy, branding, naming, digital, print, packaging, campaigns, signage and art-direction. Started in 2010.
- **Vyonyx**: Creative visualisation solutions for architects, designers and property developers. Incorporated 2007.

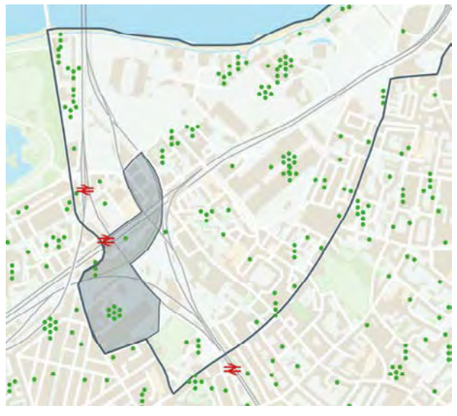
Tech Sector
There are almost 1,300 jobs in the Tech sector in the VNEB Opportunity Area. The concentration of these jobs is less than London as a whole and recorded employment in the sector has declined in the last five years. Some of this decline may be as result of displacement as a result of other development, whilst the impact of Apple's arrival has obviously yet to be realised. Indeed, it could be argued that the lack of prominent Tech sector needs to be addressed if the borough is to maximise the benefit of such a significant company coming to the area.

Prominent companies include:
- **Goldenboy Media**: Creative Digital Agency providing web designing, e-commerce solutions, brand strategy. Founded in 2009.
- **TravelAi**: Travel time platform providing insight and expertise on multiple travel modes to developers and entrepreneurs.
- **Vox Africa**: The only Pan-African bilingual news and general entertainment channel services on cable, satellite, internet, IPTV and hotels throughout Africa. Founded in 2007



Creative Sector

Design Sector



Tech Sector

Figure 1: Postcode location of businesses by sector

Start-up rates, survival and scale up rates are relatively low in Wandsworth

Start-up rates per thousand businesses in Creative, Design and Technology sectors are low compared to other sectors in Wandsworth (see figure 2 below). Overall business survival is also low compared to the average across London.

Compared to Lambeth, Wandsworth has a low level of scale up[1] businesses (90 v 110). According to Nesta's State of Small Businesses Wandsworth companies received around £37m in venture capital finance in 2016. This is only a third of the amount of investment achieved by companies in Lambeth.

[1] Scale Up businesses are those seeing 20% turnover growth for three consecutive growth.

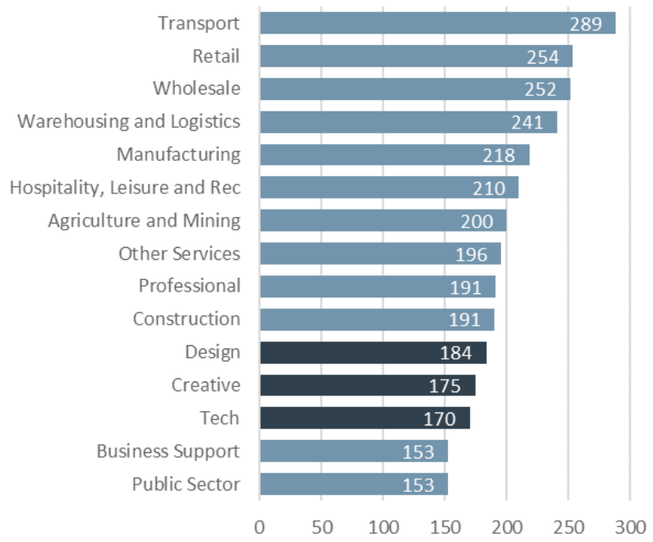


Figure 2: Start-up rate per thousand businesses by sector in Wandsworth and Lambeth, 2018

source: Companies House, 2019

Most businesses in creative and tech sectors are "micro" size and require supportive environments and partnerships to thrive

Micro businesses are defined as businesses with less than 10 employees. Around 97% of tech and creative businesses in Wandsworth are micro businesses.

These very small companies will require bespoke support in order to start and survive, including affordable workspace, collaborative networks and funding. Co-location and agglomeration are critical to supporting businesses to survive and scale.

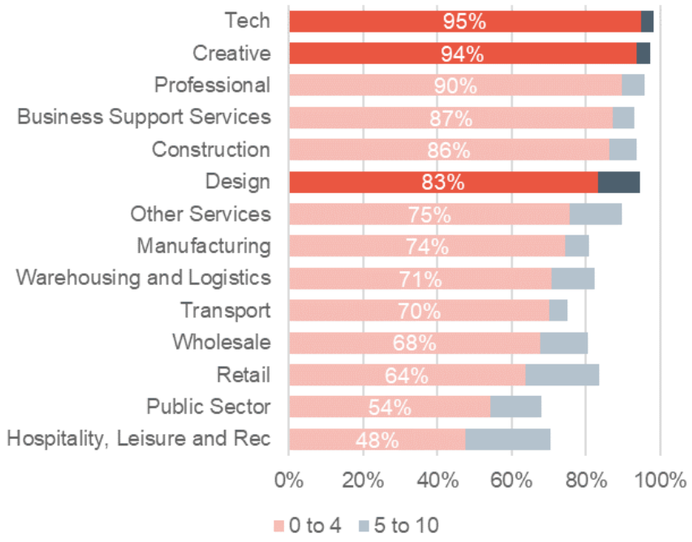


Figure 3: Proportion of Micro Businesses (0 to 10) by sector and size in Wandsworth, 2018

source: UK Business Count, 2019

High concentrations of businesses are required to develop successful design and tech clusters

For the BDTQ to be successful, it needs to differentiate itself from other clusters in London.

Successful CDT clusters across London such as Shoreditch, Croydon and the Great West Road have a high proportion of employment in these sectors , deliver high employment density and are proximate to public transport and in some cases educational institutions.

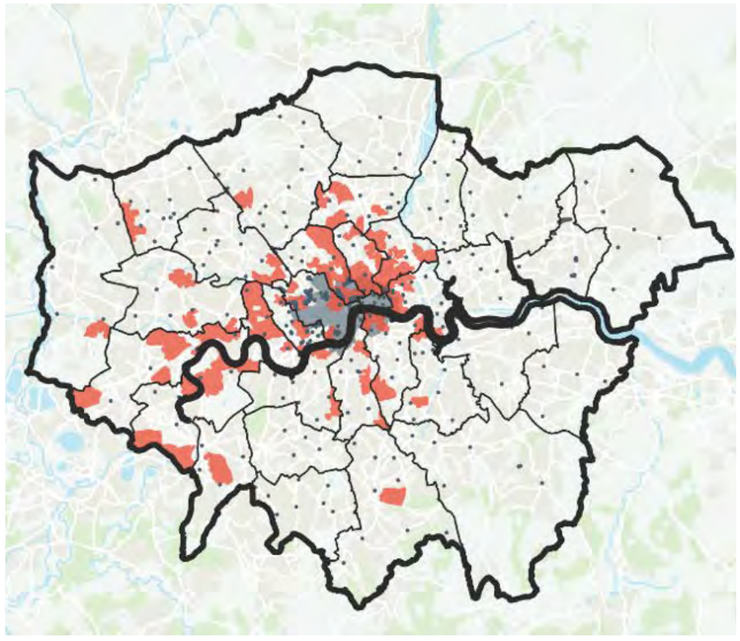


Figure 4: Areas with more than 15% of employment in CDT sectors (above average for London)

source: BRES, 2019

Wandsworth has a limited supply of workspace compared to other areas across London

According to data provided by Nesta[2] the borough is also lacking in terms of physical infrastructure: 0 accelerators, 3 incubators and 19 flexible workspaces, lower than other boroughs across London. Business funding is also lacking, with inward venture capital investment and private equity received by businesses in Wandsworth low compared to other boroughs in London.

[2]State of Small Businesses, Nesta, 2018

Implications for the evolution of the quarter

The economic case for intervention is clear. The conditions to develop a cluster are right, with the opportunity to capture the potential benefits from Apple, Penguin Random House and expanded RCA. Low rates of start-up and scale up in the borough however inhibit the realisation of these benefits being retained locally.

The Battersea Design and Tech Quarter provides an opportunity to take focussed and consolidated action to address some of the observed weaknesses, through collaboration between public and private sectors. Investment in the wider area, the evolution of these sectors in London and proximity to markets (enhanced by the arrival of the Northern Line) should provide further reassurance on the long term case for private sector investment.

3.2
COMMERCIAL CASE

Perhaps the most pertinent challenge for the delivery of the BDTQ is the diverse land ownership and the lack of land within direct control of public sector partners.

To enable to the project to generate momentum and progress, it is important that a clear case is made to landowners and investors to adopt appropriate behaviours and deliver upon the aspirations set out within this document. To do this an understanding of the prevailing commercial property market is critical.

The following analysis considers this in the context of London as a whole, and other comparator areas (selected for their proximity to significant regeneration areas).

Commercial values are below average for London

Office values for the Vauxhall Nine Elms Opportunity (£45/sq ft) are below the average for London whilst vacancy levels (12%) are above comparator areas (see figure 5 below).

With significant planned workspace within the Vauxhall Nine Elms Opportunity Area, there is a clear need for the BDTQ to differentiate itself and support an offer which complements and does not compete with new development.

In the context of London competitors, the fact that the area remains relatively affordable and will be increasingly well connected to markets, means that BDTQ can make a more compelling case to investors and potential occupiers.

Potential for greater job density on site

There are around 100 – 200 jobs per hectare in the site boundary, lower than the concentrations in the east of the Opportunity area (200 – 500 jobs per hectare) and areas in the CAZ (+500 jobs per hectare).

With the area performing below capacity, there is clearly scope to accommodate more business activity within the BDTQ boundary. Supporting existing landowners to understand the benefits of this and deliver additional (and more efficient) spaces, is a key element of the proposals set out within this report.

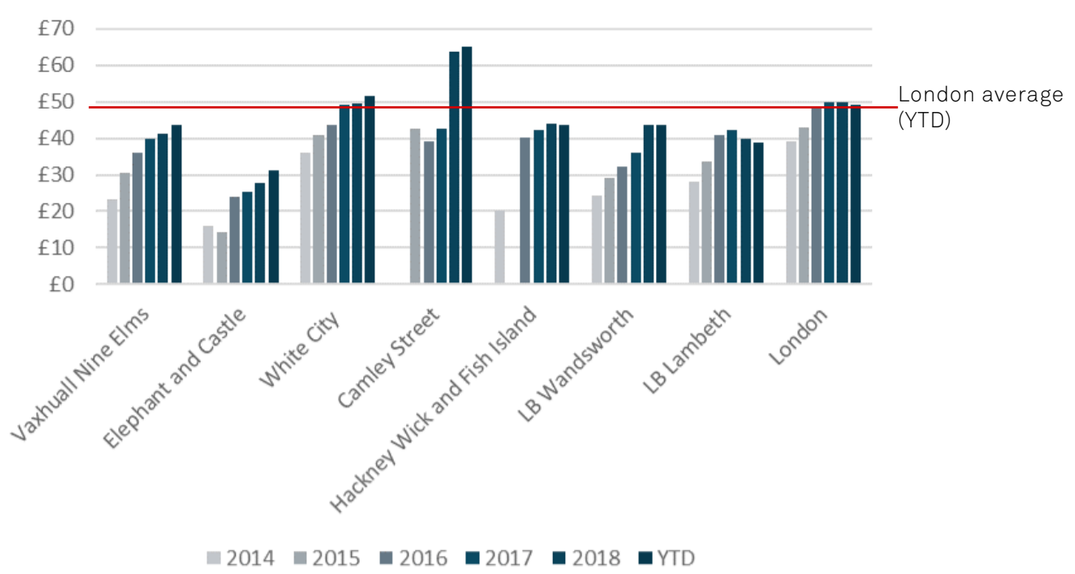


Figure 5: Average office rental values for Vauxhall Nine Elms opportunity area vs comparators, 2014 – 2018

source: CoStar, 2019

The local investment market is currently relatively static and requires stimulation

Within the site boundary there have been a low number of lease deals in recent years and relatively little churn. This indicates the market is relatively static and suggests that intervention is required in order to attract new tenants and operators. In response to this agents and investors consulted identified the following areas for consideration:

Pull factors

There is a need to define and articulate the reasons for creative businesses to move to the area. Specific sites are not currently attractive as business locations, with poor public realm and accessibility. Battersea Studios however, has been a great success in terms of value and atmosphere, delivering higher rents and a strong return to its owners.

Changing residential markets

Residential markets are changing. Whilst it is still the pre-eminent view that residential development offers better value than employment space, slower than predicted sales have led to some developments being re-profiled to deliver additional workspace in place of residential.

Raising awareness

BDTQ requires strong branding and awareness within a wider business community and across London. The area is not currently on businesses' "radar", and awareness of the influence of RCA and the arrival of Apple and Penguin Random House is limited.

Leveraging institutional stakeholders

Leveraging institutional stakeholders: There is a need to better articulate how businesses can benefit from key institutional stakeholders like Apple, Foster and Partners and the RCA Innovation. These are the anchors that will ultimately support the develop genuine clusters as opposed to the simple co-location of similar businesses. This story is not currently clear to developers or investors – the concept of the 'Quarter' will help simplify the direction of travel.

The type of workspace product required to support business continues to evolve

To support the diversification of economy and the continued evolution of the South London Innovation Corridor, the Quarter will need to provide a range of spaces and be adaptable to new products which may become available. The following spaces have been identified as most needed alongside a more 'traditional' office and industrial offer:

— **Hybrid Maker Space**: Provision of maker space and workspace studios around different sub-sectors, accommodating those businesses graduating from Innovation RCA.

  These would tend to require at least 20,000sqft, and would include specialist machinery, technology and workshop space.

  There was an appreciation among providers consulted that Maker Space can often be a challenging type of use in terms of making profit or even cover costs, therefore a level of subsidy would be required to make the project viable. Indeed the expectation from an operator would be to pay around £10-12psqft to mitigate the risk of initial investment and sunk costs.

— **Co-working space**: There is a general view that stand alone co-working space would work well given the success of Battersea Studios. That said, there is some nervousness given the amount of delivery in the wider area, that over-supply could be an issue in the future.

  Co-working space would require anywhere from 5,000-50,000sqft of space. Occupiers would be prepared to pay around £30psqft to secure and invest in the space

— **Creative Studio Space (potential with hybrid retail**: Artist studios (potentially with a gallery/ retail component) could help improve access and amenity, as well as providing an important addition for South London and city as a whole.

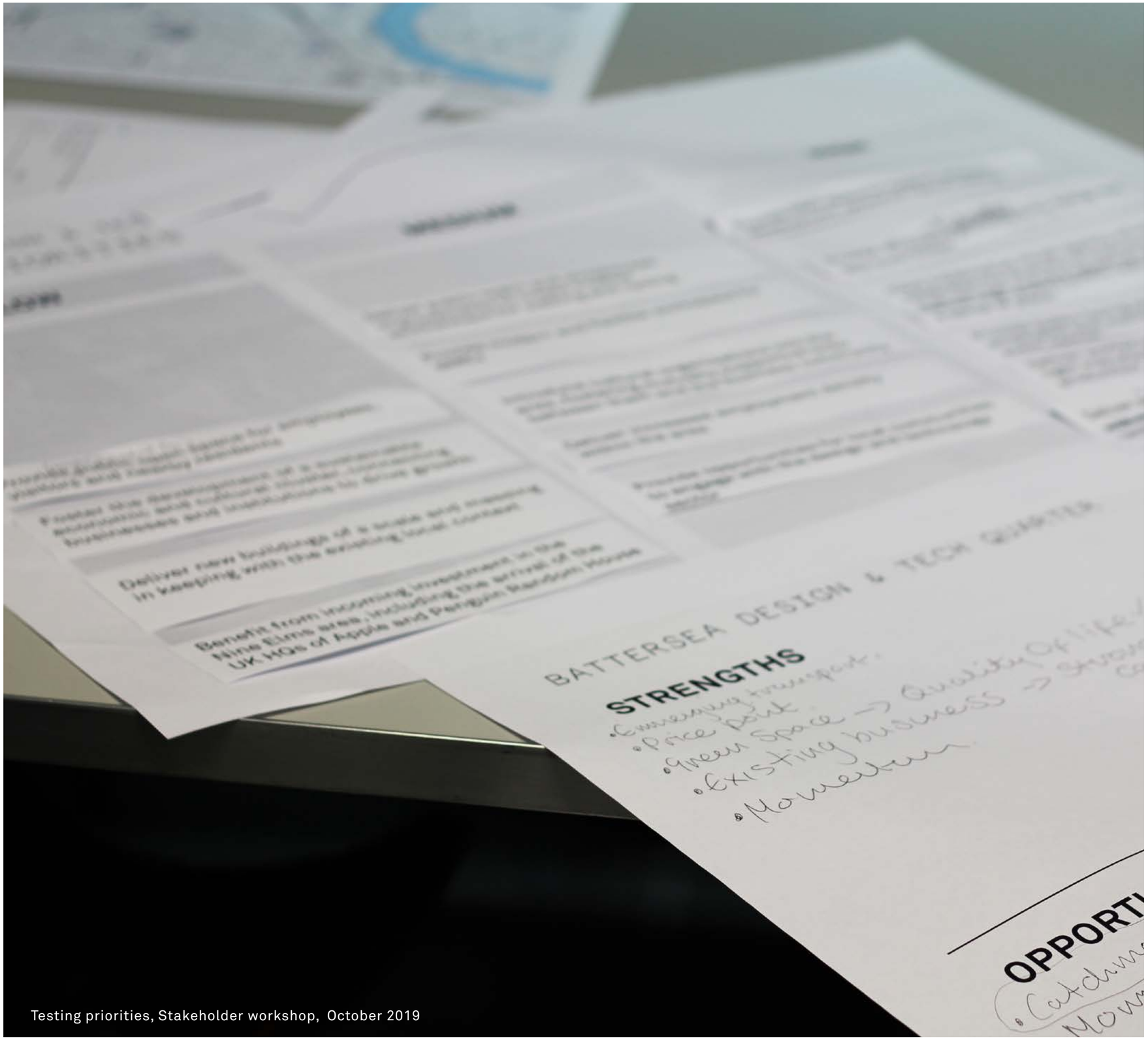
There is a shortage of affordable artist space at scale in London, which has led to the spreading of workspace to outer London and even out of the city altogether. This is mainly as a result of affordability, with specialist studios achieving rents of between £7 and £15psqft. This could be a possibility of partnering with the London Creative Land Trust to develop new studio spaces at BDTQ.

Implications for the evolution of the quarter

Whilst the economic opportunity is significant and the strategic case for coordinated investment is strong, the commercial case is trickier. The existing rents achieved, allied with the perceived risks of developing creative and design focussed workspaces in an evolving market mean that the initial returns will be below the expectations of the developers and investors.

If the BDTQ is to be successful, then there will need to be public sector subsidy in the early stages to underpin the case and ultimately stimulate the market into taking more innovative approaches.

4.0
CONSULTATION & ENGAGEMENT SUMMARY



Testing priorities, Stakeholder workshop, October 2019

4.1
Vision setting workshop

What:
A stakeholder workshop with the purpose of defining a vision for Battersea Design & Tech Quarter, and facilitating discussions about appraisal findings, key opportunities and potential constraints.

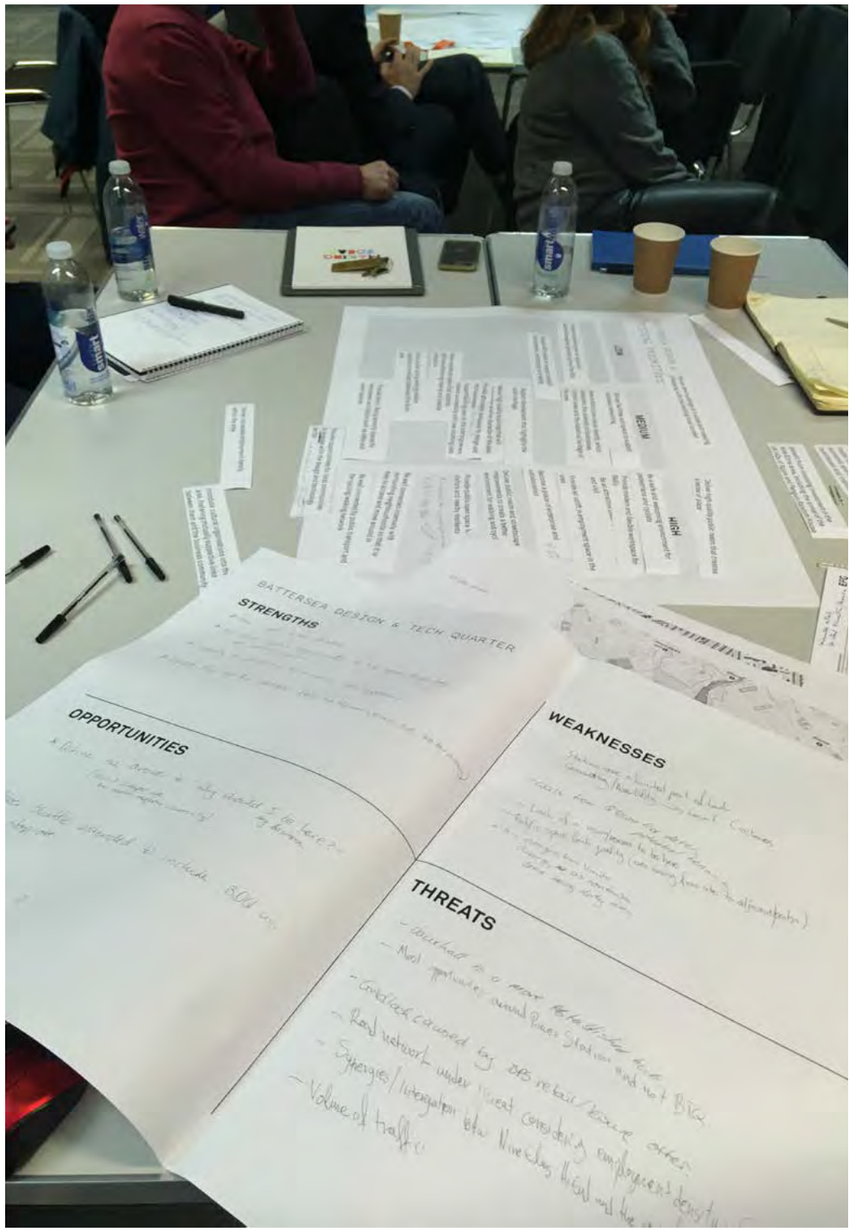
When:
w/c 29th October 2019

Who:
Local businesses and organisations, land owners, property managers and long-term leaseholders were invited to attend.

How:
The structure of the workshop was as follows:
- Project introduction and bigger picture
- Ambitions for a Design & Tech quarter
- Appraisal findings
- SWOT exercise for the study area
- Setting priorities for the Design & Tech quarter

A presentation of the wider project ambitions and the key appraisal findings was followed by group exercises analysing SWOT of the area and creating a hierarchy of priorities. This encouraged discussion between various stakeholders in an attempt to reveal and prioritise both individual and shared aspirations for the quarter.

Where:
Battersea Studios, 80-82 Silverthorne Road, SW8 3HE



SWOT analysis

The table opposite provides a summary of the key topics brought up in our SWOT workshop with land owners, property managers and long-term lease holders. The topics are organised in 3 categories: Workspace, Local character and Transport & connectivity. A number of the topics have also been highlighted within the preceding findings from the appraisal work.

	Strengths	Weaknesses	Opportunities	Threats
Workspace provision & uses	— Better value property to adjoining areas — Diversity of existing business ecosystem — Strong concentration /intense activity — Price point	— Lack of available workspace/ capacity for SMEs — Heavy industrial uses / Cement works — SIL designation limits change due to heavy industrial uses — Weak business networks — Lack of knowledge	— Potential intensification of industrial land — Potential re-location of industrial businesses from Nine Elms — Apple effect / supply chain — Higher levels of employment density — Population growth / New markets — Proximity to market food halls — Food & Horticultural Quarter relationship — Potential for creating a broader structure/network between businesses/ Meet ups	— Multiple landownership as a barrier to cohesive development — Loss of industry that is already growing — Lack of incentives for industries to relocate — Insufficient office floorspace to create critical mass — High rents in places — Ingate Place consent unlikely to be delivered due to lack of viability
Local character & development context	— Central location — Contained/ self-sufficient environment without distractions — Heritage assets — Good pub/cafe on corner — Battersea Studios set up amenities for communal meeting space	— No clear identity/ role as a strategic location — Lack of visibility / Easy to get lost — Unattractive / inactive pedestrian routes — Absence of sitting areas — Weaker amenity offers — Lack of open spaces — Poor perception of safety — Dark bridges / blank façades / dead-ends — Not welcoming frontages/ private fencing — No activity along Silverthorne Rd	— Lighting improvements under bridges — Industrial character due to arches and buildings — New green initiatives — Reuse of energy — Potential to create a catchment area — Re-use of Safestore buildings	— Confused brand and “identity” — More opportunities around Power Station and not BDTQ — Planning -change of use – leisure amenity — Proximity to adjacent conservation area — Unsuccessful transition from hi-end Nine Elms development to the rest of the areas
Transport, movement & connectivity	— No rush hour commute to the West End	— Limited public transport (over 10min walk) — Isolated area — Weak permeability through sites — Poor connection to Heathbrook park	— Northern Line / new stops in Nine Elms — Potential dedicated bus — New routes and pedestrian connections to stations — Possible Power Shuttle bus extension could include BDTQ as a stop-off — Connection to Heathrow via South Kensington — Connection to Battersea Park — Improvements to Queenstown Road station	— Tangle of railway infrastructure — Industrial traffic vs cycle pedestrian — Gridlock caused by BPS retail/ leisure offer

Testing Priorities

The table opposite provides a categorization of priorities for Battersea Design & Tech Quarter. Participants were asked to classify a number of priorities from high to low and add any further note.

HIGH

- Be an attractive place for people to work in and visit
- Be well connected by public transport and the cycling/walking network
- Deliver high quality public realm that creates a sense of place
- Deliver a mix of workspace types aligning with current and emerging needs in design/ technology
- Be well connected internally with surrounding neighbourhoods so that it is easy to access and move around in
- Provide attractive grow-on space for talented designers graduating from the RCA
- Have a distinctive visual identity which celebrates the diversity of businesses, cultural uses and the industrial heritage of the area
- Provide public open space for employees, visitors and nearby residents
- Foster the development of a sustainable economic and cultural cluster, connecting businesses and institutions to drive growth
- Provide affordable workspace for design and tech businesses
- Become a place of enterprise and collaboration
- Deliver workshop space that supports light manufacturing, making and creative production
- Deliver facilities and space to support business networking
- Provide public facing amenity spaces for employees and visitors such as cafés and event spaces
- Provide opportunities for local communities to engage with the design and technology sector
- Introduce cultural organisations into the area, fostering mutually supportive links between them and the business community
- Support existing uses on the site to grow and coexist successfully with new incoming uses
- Build on the strong existing creative economy in the East Battersea/Nine Elms area
- Be a safe and welcoming environment for pedestrians and cyclists
- Provide modern and flexible workspace for SMEs
- Provide an uplift in employment space in the area
- Deliver increased employment density within the area
- Benefit from incoming investment in the Nine Elms area, including the arrival of the UK HQs of Apple and Penguin Random House
- Deliver public realm and streetscape improvements to create a better environment for walking and cycling
- Provide R&D space to support product development, prototyping and testing
- Support development that highlights the area's heritage
- Support wider public engagement with the design & technology sector, especially for local communities

LOW

5.0
VISION FOR THE BATTERSEA DESIGN & TECH QUARTER

Yard spaces fronting on to Ingate Place road, 2019

What do we mean by Innovation Quarter, and what makes one successful?

Defining Innovation Districts
In recent years, innovation districts have been gaining prominence and attention from city leaders. From Philadelphia and Barcelona to Shenzhen and Melbourne, innovation districts are becoming a proven model to help create thriving places and boost local economies. Businesses are now moving away from corporate campuses and Science Parks to congregate and co-locate in these city-central, knowledge-intensive hubs.

Innovation districts are places which embrace the complexity, density and diversity of cities. As defined by the Brookings Institute, an innovation district is a hyper local enclave which attracts a critical mass of start-ups and entrepreneurs, educational institutions and lab space, incubators and investors to facilitate the creation and commercialisation of new ideas and to advance the prosperity of cities.

"All innovation districts contain economic, physical, and networking assets. When these three assets combine with a supportive, risk-taking culture they create an innovation ecosystem—a synergistic relationship between people, firms, and place (the physical geography of the district) that facilitates idea generation and accelerates commercialization"

The Rise of Innovation Districts, Brookings Institute

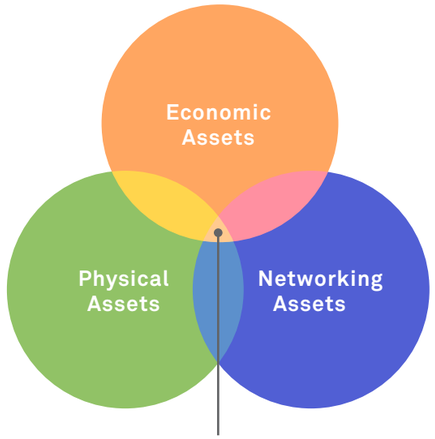


Figure 1: Innovation Ecosystem
source: Brookings Institute

Innovation processes are increasingly collaborative in nature

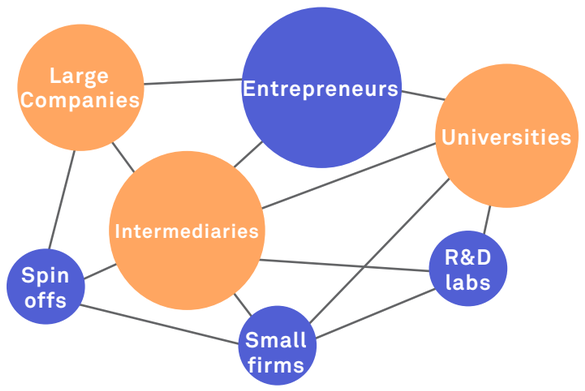


Figure 2: Innovation District Relationships
source: Brookings Institute

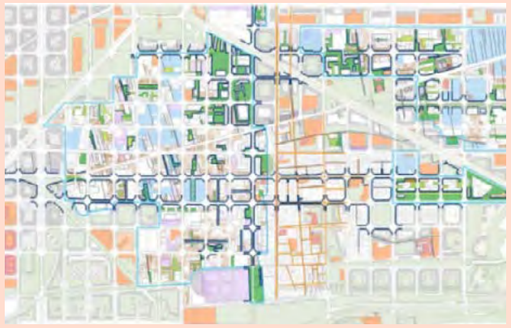
Physical assets

At first glance, a successful innovation quarter seems to be defined by a delineated geographical boundary and an assortment of physical assets, from offices to research centres.

However, successful innovation districts are not just attractive clusters of buildings and spaces. They are characterised by a strong sense of place, withheld by a mix of private and public land use with human-centred traffic management solutions. These can include cafés, plazas and parks, event and cultural venues, pedestrian streets and cycle lanes.

Designing places with people and social encounters in mind plays a crucial role in creating vibrant and innovative community, stimulating higher levels of connectivity, convergence and collaboration.

Case study 1 - Barcelona 22@



Barcelona 22@ is an innovation quarter located in the old industrial area of Poblenou. One of the focal points of the masterplan for this quarter was to create places which would stimulate genuine connections between different users. It defined public spaces as the "backbone of the urban structure, of relationships and activities".
The development of this district was therefore guided by a system of incentives where 30% of private land was turned into public land which would generate space for public amenities, green areas and contribute to the social development of the area. In addition, 10% of the district was allocated to new green space.

Lessons for the Battersea Design Quarter:
While the development of Barcelona 22@ took place on a much larger scale, development plans for the Battersea Design Quarter should adopt a similar logic, looking to ensure that public space renewal and the inclusion of green and collaborative spaces are at the heart of it. Adopting a place-based approach to the development of the quarter, while recognising the importance of physical assets such as pedestrian arteries, public squares and other public amenities will help guarantee the vitality of the area.

Economic assets

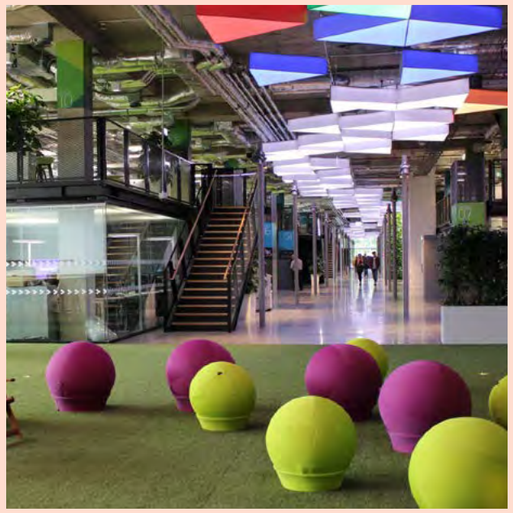
Innovation districts are further defined by the mix of economic assets they bring together: the firms, institutions and organisations that drive and catalyse the innovation ecosystem. Enabling these economic assets from different sectors and disciplines to converge further helps to supercharge an innovation quarter. Economic assets can be broken down into the following groups:

1. Innovation Drivers: these are the large firms and SMEs, research and medical institutions which act as the anchor institutions for the quarter, providing stability and defining the identity of the area;

2. Innovation Cultivators: these include venture capital initiatives, incubators, accelerators, shared working spaces, prototyping and training centres which maintain and catalyse the growth of companies and ideas;

3. Neighbourhood-Building Amenities: these are the services which act as a link between the innovation quarter and the local residents, enabling the activation of streets and meaningful public spaces and encouraging new social encounters. Some elements of this include walk-able streets, coffee bars, bookstores and local retail.

Case study 2 -Plexal QEOP



Purpose-built as a space to support innovation, Plexal QEOP is a co-working space dedicated to tech start-ups and scale-ups in East London. They have an in-house innovation service team, who deliver workshops, sprints, accelerators or incubators. They are home to the London Office for Rapid Cybersecurity and work closely with Innovate UK.

Lessons for the Battersea Design Quarter:
Having incubators or accelerators present on site will help develop and build on the economic specialisations of the quarter's innovation ecosystem and strengthen the capacity of actors to innovate. As a London example, Plexal is a benchmark from which BDTQ can learn and against which future success can be measured.

Case study 3 - Melbourne Innovation District

The City of Melbourne is in the process of creating an 'urban innovation district', which brings together the northern fringes of Melbourne's central business district and parts of Parkville and Carlton. The area already account for 21% of all knowledge economy sector jobs in Melbourne. The University of Melbourne and the RMIT University campuses sit in the middle of this area and will act as the anchor institutions for the district. Another innovation driver will be the Parkville West biomedical and hospital precinct. There are also several innovation cultivators present on site: the Queen Victoria Markets Biennial Lab Arts Incubator, the RMIT Activator, the University of Melbourne Accelerator Program and the seed capital-backed JiangSu-Victoria incubator.

To establish this innovation district, the City of Melbourne released an Urban Realm Action Plan for the area, which aims to "enhance the amenity and function of the urban realm to make MID City North a great place for all people". In addition to the neighbourhood-building amenities already on site (the Victorian State Library, the Queen Victoria Market, the Melbourne Museum and the Royal Exhibition Building), some new engagement sites are being considered: an urban agriculture plot, collective swing installations, innovation streets...

Lessons for the Battersea Design Quarter:
The proximity to significant business and education institutions in the surrounding Battersea area should be leveraged to create partnerships, specifically with actors like the RCA, Apple, and Penguin Random House, which could act as innovation anchors or innovation cultivators for the quarter. The Quarter needs to reflect the ethos and image of these companies, reflecting the role they play in the wider area, making it easy for anchors to play a more fundamental role in the evolution of their locality.

Networking assets

Networking assets are an often-overlooked asset in the making of an innovation district. Developing the soft infrastructure which underlies the physical assets and economic assets of an innovation quarter is a crucial step in providing opportunities for collaboration and innovation.

This soft infrastructure takes the form sustained relationships between individuals, firms and organisations within the district, which have the "potential to generate, sharpen and accelerate the advancement of ideas (...) fuelling innovation because they strengthen trust and collaboration within and across companies and industry clusters, provide information for new discoveries and help firms acquire resources and enter new markets" (Brookings Institute, The Rise of Innovation Districts).

Leveraging and sustaining these networks requires taking a proactive approach to networking curation, where opportunities are created for people to meet and collaborate through organised events. There is also the idea that these networks can be supported in a more organic way through the spatial design of the quarter which can facilitate spontaneous chance encounters.

Case study 4 - Venture Café Foundation,

Located within the precinct of the Massachusetts Institute of Technology, the Venture Café Foundation is a non-profit aiming to grow and accelerate innovation in the Greater Boston region. It offers a mixture of innovation meeting space and innovation programs, which aim to build relationships between entrepreneurs, investors, and innovators. Some of the key initiatives include:

Café Nights: innovation community networking event that facilitates relationship building among entrepreneurs, investors, and innovators through office hours, workshops, product demos. Open Mic Nights: pitching ideas to solicit support from innovation partners Cambridge Innovation Center in Kendall Square: gives local community organisations the chance to use the space for free for community events once a week.

Roxbury Innovation Centre is a neighbourhood innovation centre focused on community entrepreneurship and economic development, offering programming and rental space to catalyse entrepreneurship and innovation within the Roxbury community

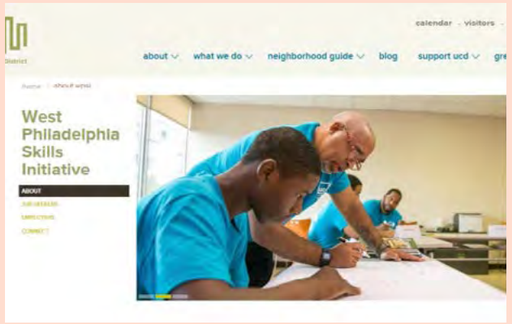
Lessons for the Battersea Design Quarter: According to The Global Institute on Innovation Districts, "Disconnected districts that have not gone through an exercise of developing a shared agenda are far less able to use their physical assets as innovation enablers." It will be important to set up activities and programs which contribute to the growth and development of companies in the Battersea Design Quarter. Helping to create networking opportunities for the actors on site can lead to the establishment of new collaborations, knowledge-sharing opportunities and the generation of innovative ideas and practices.

Innovating with inclusivity

A recurrent criticism has emerged from the literature surrounding innovation districts, relating to the tension between innovation and gentrification. When innovation districts spur economic growth, the question around inclusive growth arises. Innovation districts will inevitably need to attract large companies, leading to rising land values and affordability issues for the wider area

Recent thinking around innovation districts is now starting to re-conceive innovation as a lever for civic engagement and the creation of social value. Central to this idea is the need for active community links to be created between actors of the innovation district and residents of neighbouring areas.

Case study 5 - West Philadelphia Skills Initiative (WSPI)



Philadelphia's University City-Center City Innovation District has put in place a programme which aims to directly connect employers seeking talent with local residents seeking opportunities in the district. Based out of the University, the programme's place-and-employer-based model has successfully placed 90% of its graduates into jobs.

The WSPI further works directly with employers to develop individualized curricula for occupations in which they struggle to retain workers, and then trains local residents to fill those positions. They do this by providing training on soft skills, technical skills, and on the-job training.

Case study 6 - Bethnal Green Ventures

This accelerator programme, located in Bethnal Green, is on a mission to support tech-based solutions for social and environmental innovation. Launched in 2011, it became one of the first early-stage tech for good VC in Europe.

Bethnal Green Ventures have since then invested £2.6m in 107 tech for good companies, and the realised and unrealised valuation of its investments at December 2018 was £4.9m. Every year, they take on two cohorts of 10 people and support them through free workspace for up to 3 years. In the past, they have supported projects like Good Gym, Fair Phone and DrDoctor.

Lessons for the Battersea Design Quarter:
These examples demonstrate how the Battersea Design Quarter could create local value which permeates beyond the geographical boundary of the innovation district. Skills brokerage programmes are an effective way to ensure that active community links are developed between actors of the innovation district and residents in the wider area, while generating new up-skilling opportunities for the local community.

How could this be applied in Battersea?

Successful innovation quarters are characterised by economic, networking and physical assets. A high-level assessment of the site identified as the Battersea Innovation Quarter shows that:

— There are strong economic assets already existing in the area. The arrival of Apple alongside Penguin Random House and the existing presence of RCA create a credible clustering of high-profile actors which are significant not only to the local area, but for London as a whole. There is also a high proportion of micro businesses in the tech and creative sectors already present in the area, providing the basis for grassroots/bottom up activity.

— The development taking place around Battersea Power Station, Embassy Gardens and the New Covent Garden Market is a testament to development momentum in the area. The development of the physical assets which make up Battersea Design Quarter would play an important role in contributing to the wider spatial transformation taking place around the Nine Elms and Battersea area, while at the same time enhancing the perception of Wandsworth as an attractive place to live and work in. The strategic leadership of LB Wandsworth will help the quarter drive more local involvement on both the site and in wider developments.

— Wandsworth Council been a an early adopter of sustainable growth and innovation, supporting appropriate development through strong dialogue with investors and developers. There is potential for the Council to build on this role by coordinating the area's economic assets and physical transformation, helping to bring forward the networking assets which will help underpin the Battersea Design and Tech Quarter.

By seeking to balance these assets through strong stewardship, LB Wandsworth should be able to secure a range of economic benefits to the area, from high-value local employment creation and accelerated growth for start-ups to the emergence of innovative tools, technologies and materials for the wider London economy. The BDTQ can also act as a spatial lever to enhance social integration and community engagement within LB Wandsworth.

Statement of intent

The Battersea Design and Tech Quarter will be a place for designing, producing and scaling.

It will be focused upon product, prototyping and innovation; a genuine locus for knowledge exchange, built upon collaboration and co-creation between businesses, institutions and the Royal College of Art.

It will provide a range of spaces which enable companies to scale and stay locally to achieve their ambitions.

It will offer high-value local employment and champion innovation with inclusivity, fostering active community links between businesses and residents of neighbouring areas.

Illustrative vision for the Battersea Design & Tech Quarter

Unique in London, Battersea Design & Tech Quarter will be:

A product test-bed and prototyping platform

Where ideas can be developed, scaled and commercialised, helping to brand Battersea as London's destination for product design and innovation

A design community

A network of individuals and companies coming together to benefit from the proximity and the sharing of ideas, through actors like the RCA or Apple

Supporting mission-oriented innovation

Innovation with an environmental purpose, catalysing new ideas for the green tech, circular economy and climate resilience sectors

A space to spur inclusive economic development

Designing advancements and innovation into local economic prosperity and social development through connections to communities located in the wider Battersea and Nine Elms area. A space acting as more than a tech test bed: a social test-bed balancing tech innovation with human needs innovation

A place for open collaboration and co-creation

Supporting value creation as a collective and engaging process between local residents, universities, businesses and institutions

An attractive and liveable place with high quality public realm and green space

A quarter which champions human interaction, energy efficiency, sustainable transport and pedestrian and cycle friendly streets, making LB Wandsworth a more attractive place to live and work in.

Guiding Principles

A number of ‘Guiding Principles’ set out overarching objectives against which strategies and development proposals should be tested. Focused on the study area, these principles form the backbone of the Development Framework Principles for the Battersea Design & Tech Quarter masterplan.

The quarter currently suffers from poor connectivity, particularly in the north-south direction. Each of the 3 sub-areas - Havelock Terrace, Ingate Place & Silverthorne Road - function almost as island sites severed by the tangle of railway infrastructure.

How to deliver on this principle:

— New north-south link
— Junction improvements on Queenstown Road & Silverthorne Road
— Introduce wayfinding to improve legibility
— Safeguard future routes

With the exception of Battersea Studios, creative workspace is limited in the area. Nearby however, institutions such as the RCA, Fosters, as well the planned arrival of Apple and Penguin Random House offer potential for supportive growth.

How to deliver on this principle:

— Provide the physical infrastructure for creative and innovative work in the quarter
— Deliver hub spaces that provide opportunities for networking and the exchange of ideas
— Promote open collaboration/co-creation between universities, businesses, institutions
— Provide incubator space and space for SME’s
— Create a product test-bed/prototyping platform where ideas can be developed, scaled and commercialised
— Build a network of individuals and companies coming together and benefiting from proximity and the sharing of ideas as a design community
— Supporting mission-oriented innovation; social and green tech/circular economy/climate change focus etc.
— Create space to spur inclusive economic development; not just a tech test-bed but a social test-bed balancing tech innovation with human needs.

Change is coming to the area, with a number of sites brought forward for planning or under consideration for redevelopment. Multiple land ownerships however, mean there is a risk of piecemeal development rather than delivering a holistic vision.

How to deliver on this principle:

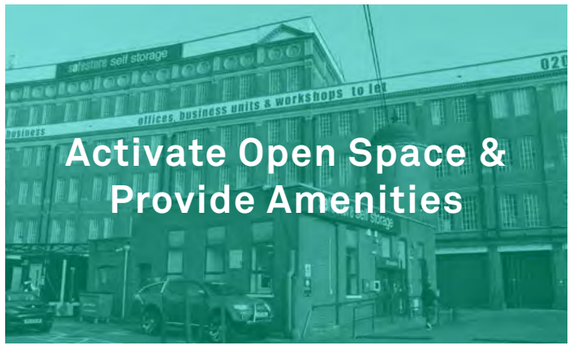
— Provide design guidance for ground floor uses
— Set clear expectations for pre-apps
— Develop an implementation strategy
— Develop a massing & land use strategy to guide applicants

Diversify & Grow Industry and Employment

The majority of the site is designated Strategic Industrial Location, with particular areas defined as Industrial Business Park. There is a lack of affordable workspace on the site in both existing and planned new development. Forthcoming developments indicate a trend towards primarily office-type space, risking homogeneity in the workspace offer.

How to deliver on this principle:

— Re-provide industrial space in new developments
— Offer variety in the typologies of new workspace
— Support a diverse range of employment uses
— Seek opportunities to intensify employment and industrial space in underused or vacant buildings



Activate Open Space & Provide Amenities

There is a significant lack of amenity for the people working in the design quarter area. This includes amenity in the form of green/open space, as high quality public realm, as well as places to eat, drink, socialise & come together as a business community.

How to deliver on this principle:

— Introduce 'hubs' that provide amenity space
— Separate heavy industrial vehicle movement to free up areas that prioritise pedestrians/ cyclists
— Provide amenity yards and green pocket parks
— Activate ground floors with public facing uses
— Seek to create liveable places with high quality public realm and green space
— Develop a Quarter which champions energy efficiency, sustainable transport and pedestrian and cycle friendly streets

Leadership, Partnership & Networks

There are many intangible layers which act as critical success factors to innovation districts. This "soft infrastructure" is key in generating the critical mass on which innovation districts rely:

— Leadership: there is a need for an overarching structure which defines the direction, goals and strategy of the innovation district
— Partnerships: attracting anchor institutions to an innovation district is one of the most important steps. The clustering of key actors in one same geographic precinct can act as the innovation spine for the BDTQ. Drawing on the area's existing assets and actors helps foster a more organic growth for the district.
— Networking: a proactive approach is needed to provide opportunities for collaboration between different groups, institutions and organisations.

How to deliver on this principle:

— Innovation Council: set up a leadership group in charge of bringing forward new and existing partnerships through a networking event programme, as well as championing civic innovation through local engagement
— BDTQ Agora: create a network for businesses on site with a dedicated event space and symposium for discussion
— Increase visibility of the quarter by creating a distinct identity or brand to attract business
— Foster ties with RCA to promote investment, via either programming or taking up space directly
— Identify and pursue other sector partnerships

Foster Local Engagement & Participation

Anchor institutions and businesses can be encouraged to play a role which goes beyond business as usual. Their role should be articulated within the wider local area, pro-actively engaging with local communities to generate new knowledge and products which can serve their needs.

How to deliver on this principle:

— Youth Entrepreneurship: partnering up with local groups or local schools to provide advice, mentorship and space
— Work & Give: Use social value leases to support employees to engage with local communities through volunteering
— Public Space: provide free-to-use and accessible event space for local community groups.
— Connect to Compete Skills Initiative: connect employers seeking talent with local residents seeking opportunities
— Civic Innovation Challenge: Expand upon the Mayor of London's Civic Innovation Challenge

6.0
DEVELOPMENT FRAMEWORK

Rocket Food, Havelock Terrace, small industrial units with office space, 2019

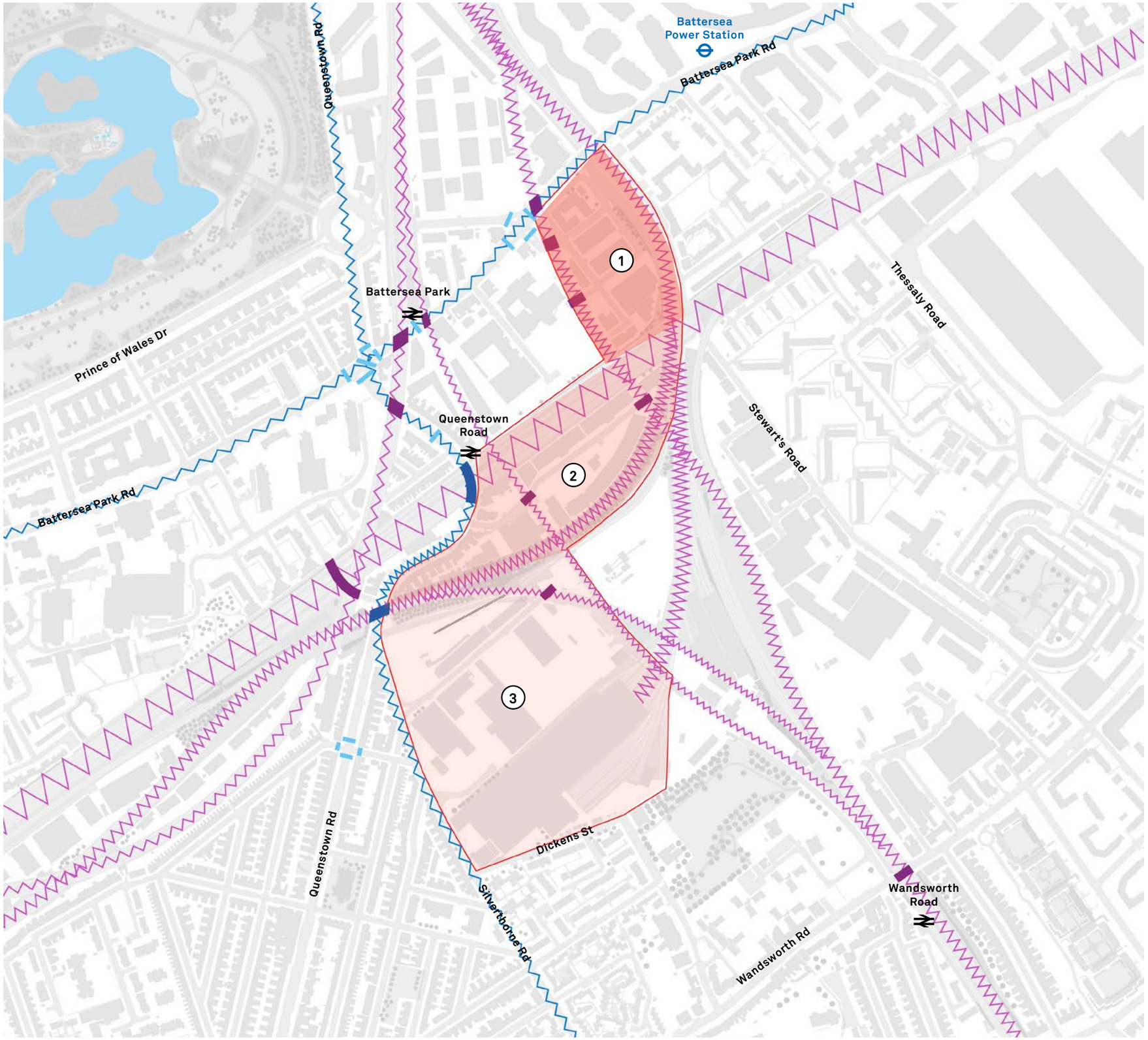
6.1
CONNECTIVITY & MOVEMENT STRATEGY

Current condition, thresholds and severance

The area is severed by roads and railway infrastructure. Elevated railway lines also create challenging level changes and as a result, movement bottlenecked and the site is divided 3 sub-areas that feel and operate like islands.

The main routes connecting the 3 sub-areas, Havelock Terrace, Queenstown Road and Silverthorne Road, are heavily trafficked, and the sub-areas are disconnected from each other with poor permeability through them.

Arches in the railways create a number of threshold crossings through these boundaries. These are key sites for public realm improvements.



KEY

Sub-areas

- 1. Havelock Terrace
- 2. Ingate place
- 3. Battersea studios

Thresholds and severances

- Severance caused by roads
- Severance caused by rails
- Formal crossings
- Threshold crossing of severance
- Threshold crossing with level difference
- Battersea Design & Tech Quarter boundary

N 0 200m

Potential new connections

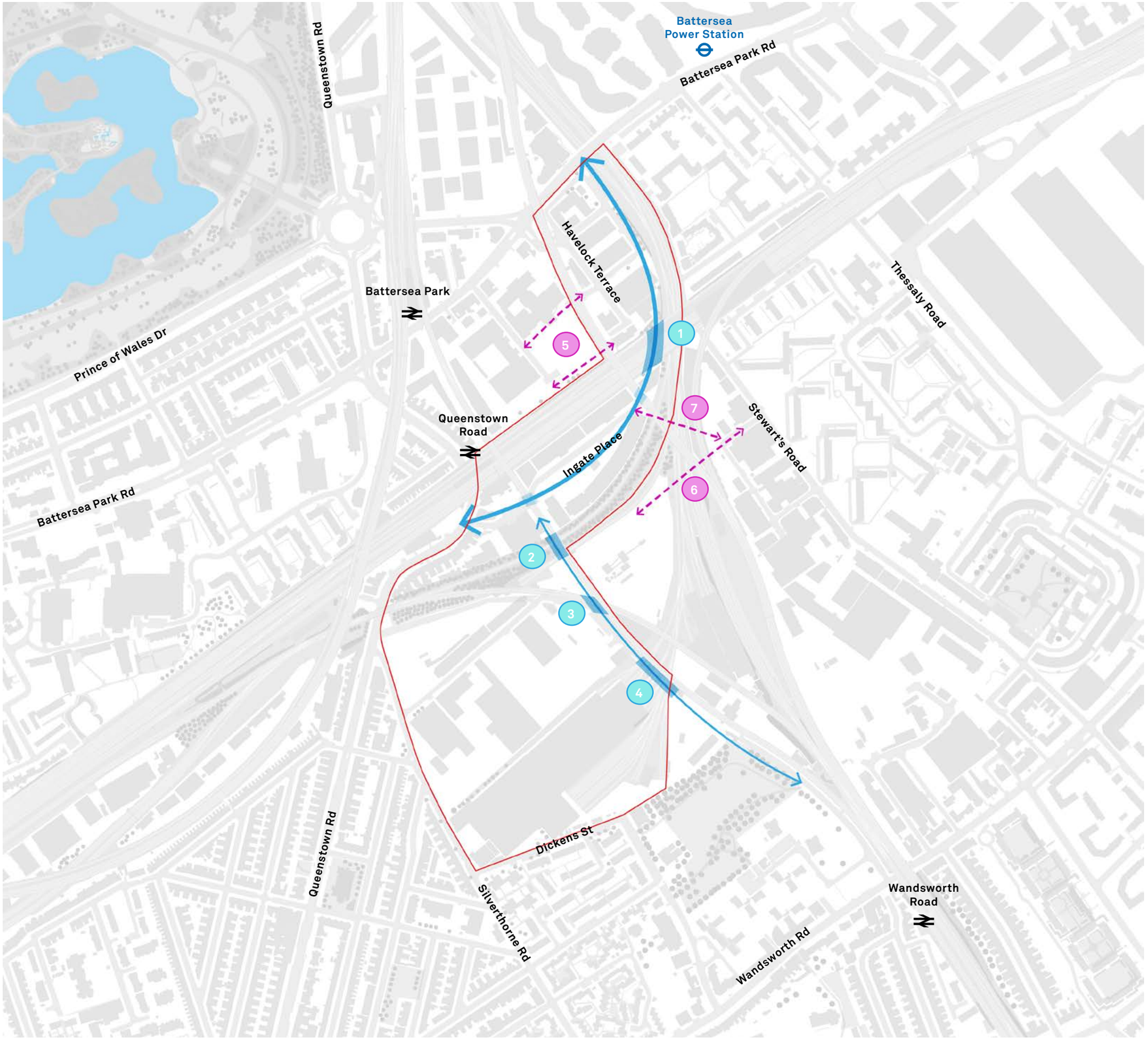
Improved permeability through the sites will be key to delivering a successful Design and Tech Quarter. Sites for connectivity interventions have been tested, assessed and are summarised below:

Possible connections

1. Tunnel connecting Havelock Terrace with Ingate Place
2. Bridge connecting Ingate Place with London concrete site
3. Open arch to connect London Concrete site to Stewarts Lane
4. Reopen existing footbridge connecting Stewarts Lane to Heathbrook Park

Other connections have been considered but **discounted** due to combination of relatively small benefits and significant cost. These have included:

5. Havelock Terrace to Lockington Road (currently blocked by Newton Preparatory School)
6. London Concrete site to Corunna Terrace
7. Ingate Place to Corunna Terrace



Potential connections - primary
Potential connections - secondary
Potential connections - discounted
New tunnel/bridge connection required
Battersea Design & Tech Quarter boundary

N 0 200m

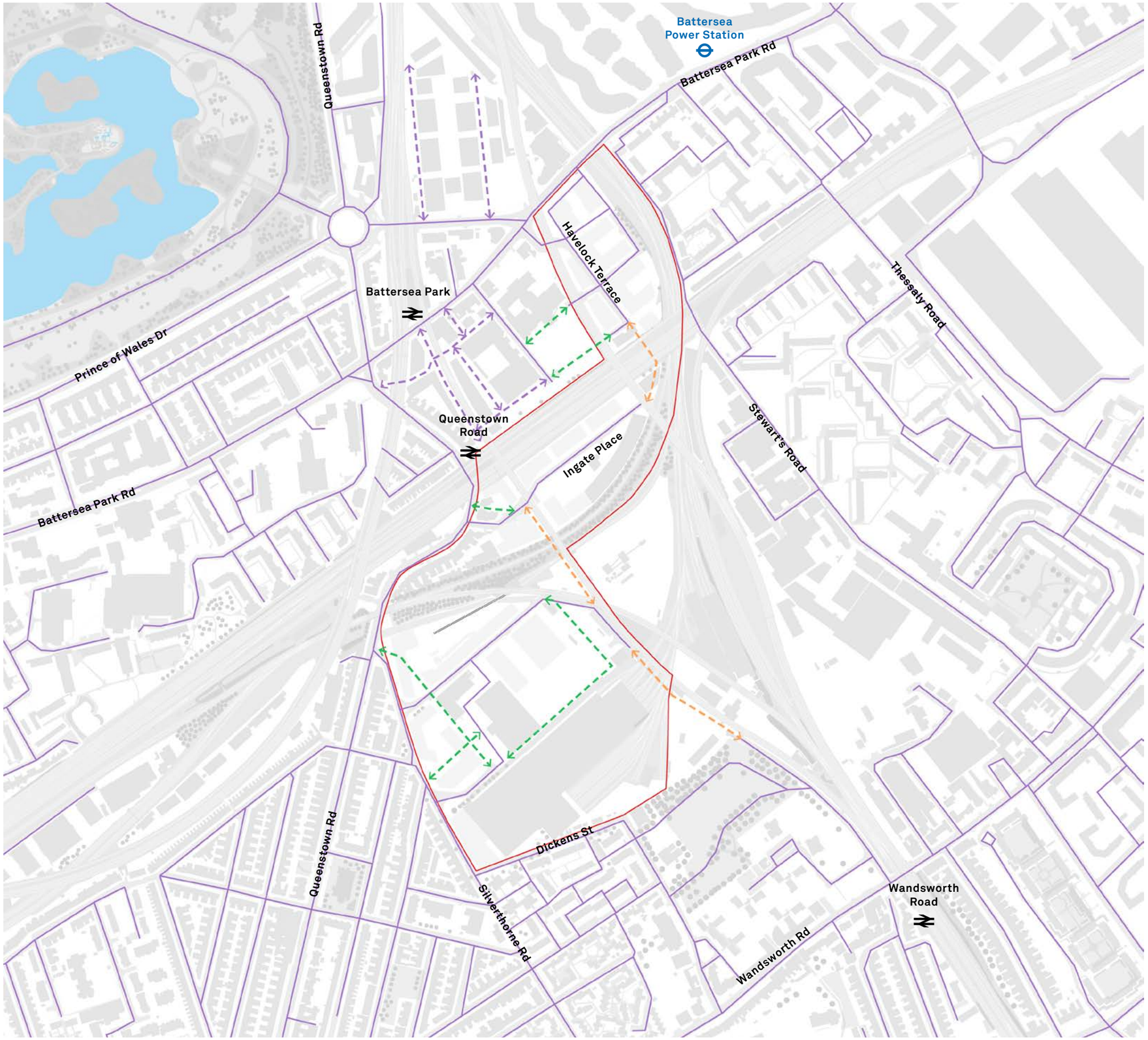
Existing & proposed pedestrian routes

New pedestrian routes including tunnel and bridge connections are proposed to improve the pedestrian experience of the public realm.

Currently, Havelock Terrace is bounded by a railway line to the south and the only route to Ingate Place is a loop around Battersea Exchange via Battersea Park Road Queenstown. A new bridge/tunnel connection between Havelock Terrace and Ingate is proposed to significantly reduce walking times.

A pedestrian bridge or tunnel is also proposed along the railway arches to connect Ingate Place to Silverthorne Road area. This creates a direct route to Wandsworth Road railway station from the heart of the Design and Tech Quarter.

The diagram shows a number of potential new connections to improve permeability within the quarter (in green). It will require stakeholder liaison to coordinate these public passages and through-routes within private ownership boundaries.



KEY

- Existing pedestrian network
- Pedestrian connection (under construction)
- Potential pedestrian connections
- Potential tunnel/bridge connections
- Battersea Design & Tech Quarter boundary

N 0 200m

Potential intensification & junction realignment (option 1)

One of the key challenges in mitigating the impacts of the industrial use is to provide HGV access into and out of the site of directly onto A roads and thereby avoiding negative impact on residential areas.

The strategy proposes a main access route from Queenstown Road into the heart of the industrial site and uses (see Key Interventions - Section 7.3). This access would require significant coordination with Network Rail and could unlock currently underused land alongside the railway sidings. If this new access is not viable, then a strong coordinated approach from Queenstown Road should be explored.

1. Silverthorne Road Sites
Both the Site Allocation SA1, Bidfood and the front part of the Tarmac site could be redeveloped to create a better, more active frontage to Silverthorne Road and would also help to reduce the number of large HGV movement along this street

2. Concrete Sites
The Tarmac and London Concrete/Day Aggregates sites perform important roles for London and the nearby development sites. Their current location bounded by railway lines mean that their potential negative impact on adjacent uses is limited/ mitigated. A similar argument can be made for Abellio site, therefore these should remain.

KEY

- New access route for heavy vehicles - option 1
- Concrete sites
- Silverthorne Road sites
- Battersea Design & Tech Quarter boundary

N 0 200m

Potential intensification & junction realignment (option 2)

A second, more compromised option may also be considered. This option suggests a new weight and/or width restriction on Silverthorne Road. Located immediately to the south of Battersea Studios, it would prevent HGVs from this site and the Abellio site from heading south along Silverthorne Road and instead force them on to the more strategic Queenstown Road.

KEY

- New access route for heavy vehicles - option 2
- HGV restriction
- Concrete sites
- Silverthorne Road sites
- Battersea Design & Tech Quarter boundary

N 0 200m

6.2

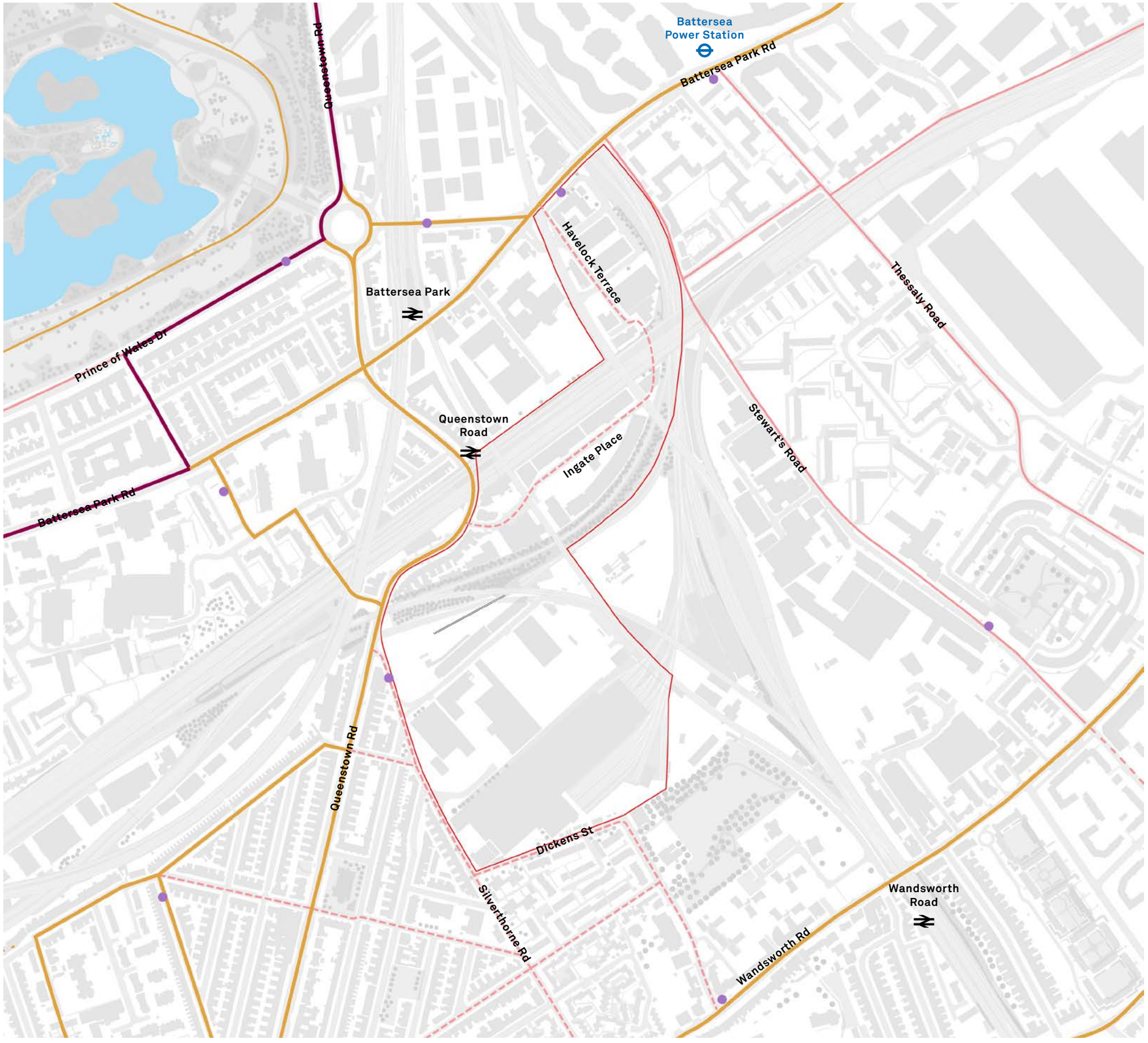
PUBLIC REALM & PLACE MAKING STRATEGY

Existing & proposed cycling routes

Building on the Nine Elms and South Bank cycling strategy the proposal shows a new network of quietways connecting Battersea Design & Tech Quarter with the existing cycling network.

New routes proposed are:
1. A quietway along Silverthorne Road
2. New cyclist/pedestrian connection between Ingate Place and Havelock Terrace avoiding traffic congestion at Queenstown Road

These new routes will support the uplift in employment, and make it safer and more convenient to travel to the Design & Tech Quarter by bicycle. This will have a positive impact on public realm by potentially reducing the number of vehicles moving through and parked in the area.



KEY

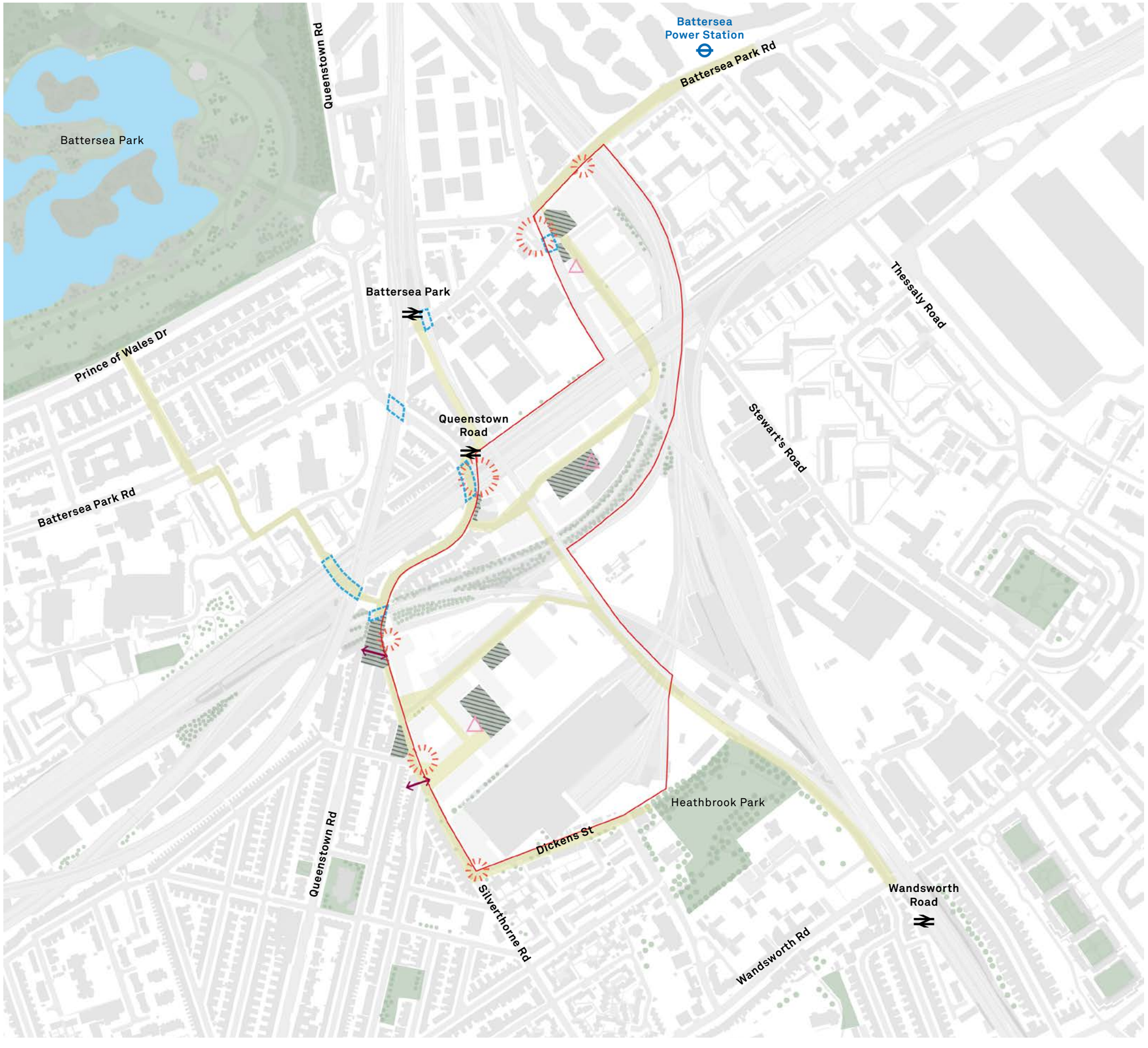
- Cycle superhighway
- London cycle network
- Proposed quietway (NESB cycling strategy)
- Potential new quietway
- Existing Santander stops
- Battersea Design & Tech Quarter boundary

N 0 200m

Public realm and open space

A network of neighbourhood streets (pedestrian and cycle priority) is proposed connecting the Battersea Design & Tech Quarter with the adjacent parks and stations.

There are also a number of amenity yards proposed within plots. These offer staff and visitors outdoor amenity which is currently not provided anywhere within the site boundary. The proposed amenity yards punctuate the neighbourhood streets and are connected with key sites for public realm improvements to bridges and underpasses.



KEY

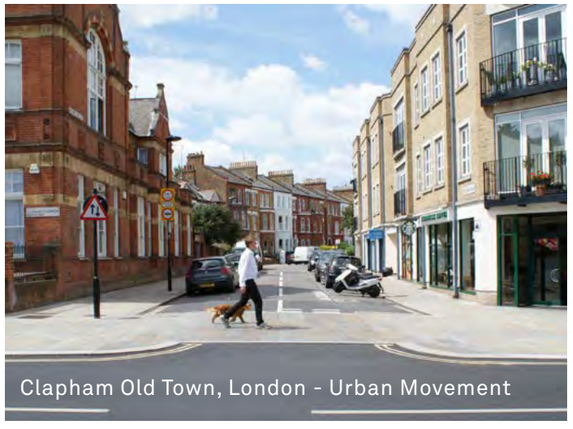
- Amenity yards
- Neighbourhood street - pedestrians & cycle priority
- Bridge /underpass improvements
- Wayfinding & signage improvements
- Proposed shared amenity
- Proposed crossings
- Existing green spaces
- Battersea Design & Tech Quarter boundary

N 0 200m

PUBLIC REALM COMPONENTS

Neighbourhood street

University of Liverpool



Clapham Old Town, London - Urban Movement

↑ **Precedents:** These elements provide amenity for workers to improve the liveability of Battersea DTQ

Key elements include:
- Seating
- Material continuity for pedestrian routes
- High quality paving materials
- Street vendor areas on designated streets
- Social space
- Cycle store/ parking
- Lighting

Amenity yards

Here East, Queen Elizabeth Olympic Park, Stratford

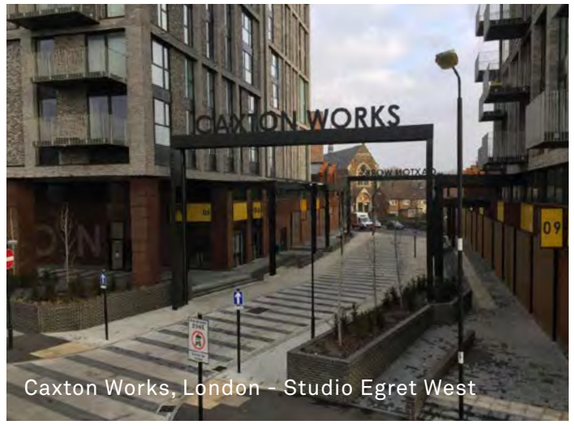
Pop Brixton, London

↑ **Precedents:** Green infrastructure within the streetscape or new development can be both through incremental modification or comprehensive change.

Key elements include:
- Street trees
- Rainwater garden
- Permeable hardscape material
- Air quality improvement

Working street

Ingate Place, Battersea, London



Caxton Works, London - Studio Egret West

↑ **Precedents:** These create a legible identity for Battersea DTQ that supports the operational requirements of an industrial area and integrated placemaking.

Key elements include:
- Large scale lettering
- Zone maps
- Zone sign
- Directional sign
- Consistent graphic identity
- Re-purpose heritage
- Local history establishing place brand
- Bridge enhancement
- Feature illumination
- Creative commission

Working yards

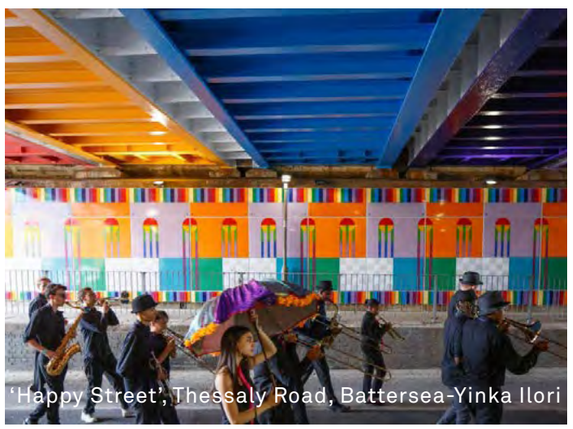
Paintworks, Bristol

Kaap Noord, Amsterdam

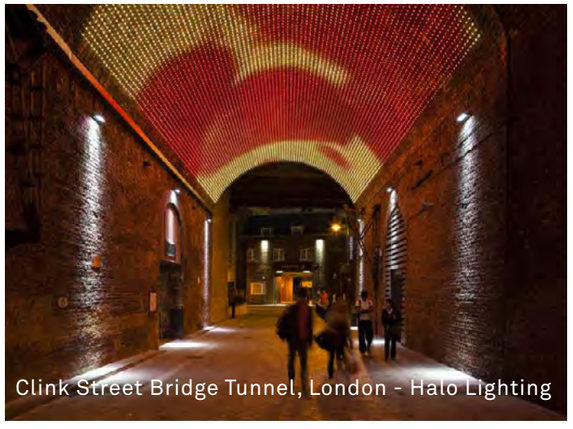
↑ **Precedents:** Shared 'Spill out' areas for light industrial activities. Used communally by occupants, these spaces can be vibrant and create opportunities to meet and share. These improve the edge conditions of industrial uses and the areas in which people spend time in and move through.

Key elements include:
- Robust ground materials
- Pedestrian friendly routes, demarcated on the ground
- Enhanced industrial façades
- Access bridges

Underpass/tunnel



‘Happy Street’, Thessaly Road, Battersea-Yinka Ilori

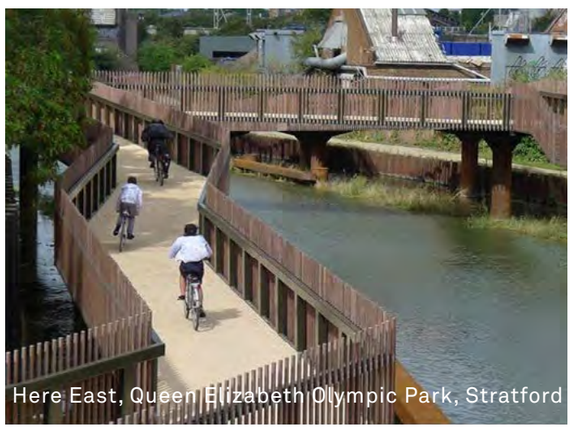


Clink Street Bridge Tunnel, London - Halo Lighting

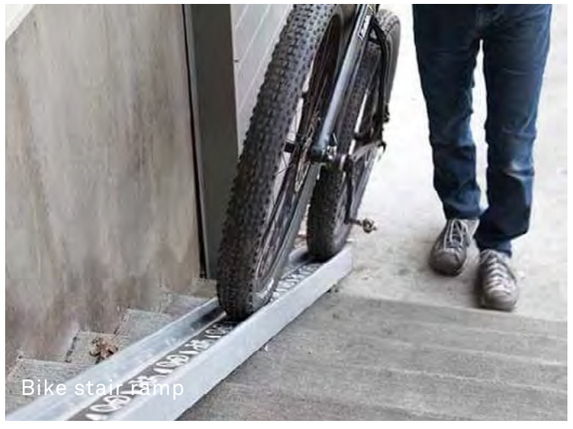
↑ Precedents: Enhanced public realm in the tunnels and underpasses will create attractive thresholds into the Design and Tech Quarter.

Key elements include:
— Lighting
— Colour or artworks
— Articulated pedestrian/vehicle surfaces
— Information / history which celebrates the character of the area

Pedestrian & cycle bridges



Here East, Queen Elizabeth Olympic Park, Stratford



Bike stair ramp

↑ Precedents: Lightweight bridges for pedestrian and cycling use will improve permeability across the sites.

Key elements include:
— High quality balustrades
— Bicycle access ramps

Signage & wayfinding

Graphic inlays to pedestrian and cycle paths

Lockwood Way Industrial Estate - We Made That

↑ Precedents: Signage and wayfinding features will enhance the public and help to create a legible Design and Tech quarter identity.

Key elements include:
— A coordinated graphic identity
— Signage integrated into surface design
— Clear signage for buildings and clusters

Temporary amenity

Blackhorse Lane public realm - We Made That

Informal seating and amenity space

↑ Precedents: Temporary amenities like food vans can serve workers and visitors to the Quarter and help to activate public spaces. They can also provide existing food businesses and new start-up vendors with entry level opportunities to test the market.

Key elements include:
— Visually appealing identity
— Seating area
— A small canopy

6.3
MIX OF USES & SCALE OF DEVELOPMENT

The following proposal for provision of uses across the masterplan site has been informed by a combination of current proposals for development submitted for planning approval, a commercial viability review carried out by PRD, Hatch Regeneris' economic demand analysis, engagement with local institutions, and engagement with the local creative sector businesses and landowners.

These provide a framework for the of the mix of use classes, spatial typologies, quanta, building heights and massing that would be needed to establish and a successful Design and Tech Quarter.

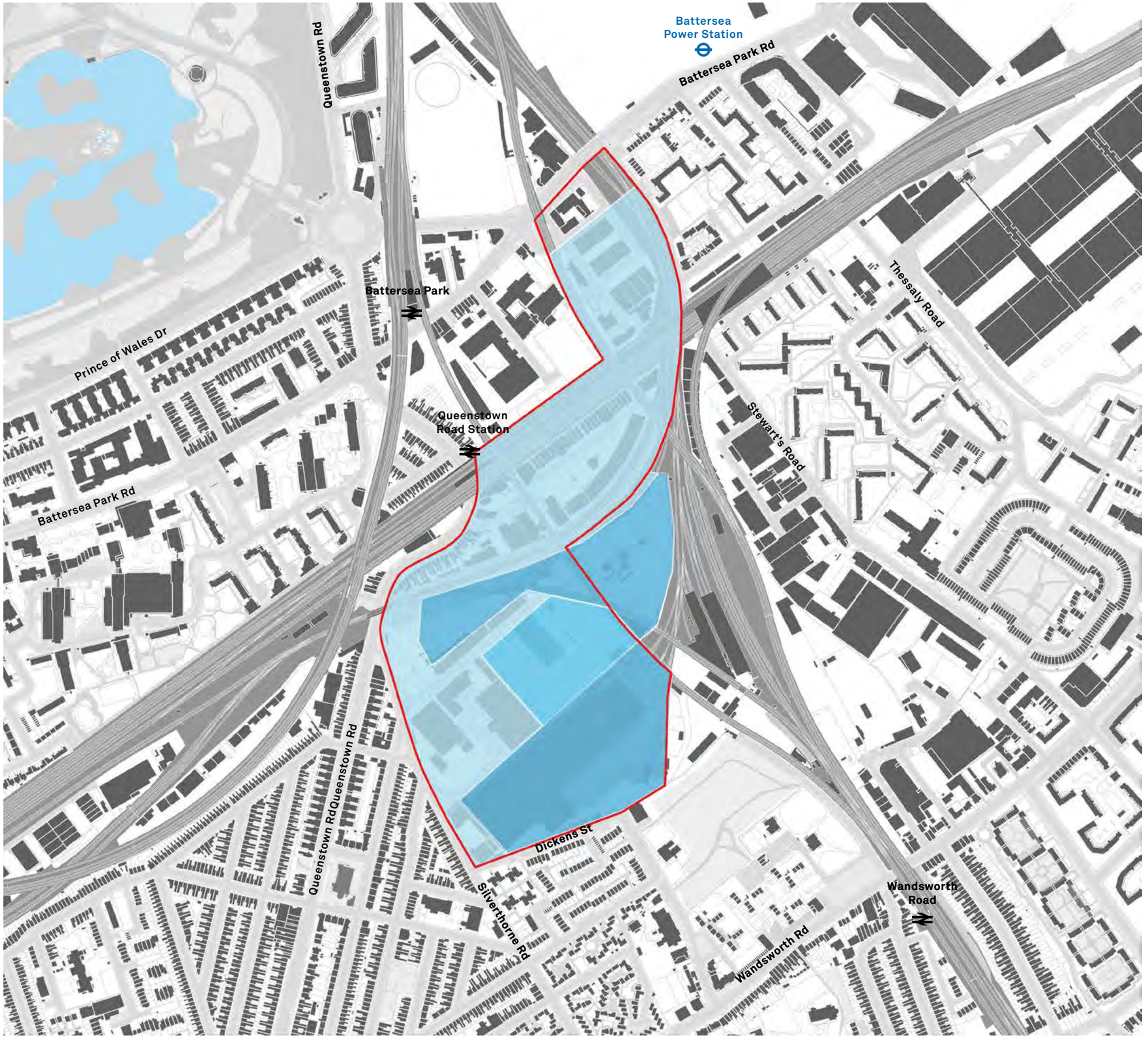
Ingate Place, small industrial units with office space above, 2019

6.3
MIX OF USES & SCALE OF DEVELOPMENT

Industrial transition strategy

The strategy proposes a gradual transition from heavy to light industrial uses. Heavy industrial uses related to the tarmac and concrete aggregate sites are situated to the east of the study area, adjacent to the rail lines. Medium industrial uses that are appropriate around transport infrastructure are at the core (Abellio site). Light industrial uses are situated within the Industrial Business Park (IBP) designated area, providing a buffer zone between the adjacent Conservation Area and the rest of the SIL.

A3/A4 uses provided on the site should be complementary, localised amenities that support the employment uses, such as an improved food & beverage offer.



KEY

Proposed strategy

- Heavy - General industry, storage/distribution and associated uses (B2, B8, sui generis)
- Medium - Industrial and storage (B1c,B2, sui generis)
- Light - Mixed industrial, storage/distribution, offices and innovation and associated uses (B1, B2, B8, A3/A4, D2, sui generis)

Battersea Design & Tech Quarter boundary

N 0 200m

Building types by floorspace summary

This page provides a floorspace summary of the existing, forthcoming (including approved schemes & pre-apps) and proposed floor space for each building typology.

	Existing (GEA m²)	**Forthcoming** (GEA m²)	**Proposed** (GEA m²)
Workshops & studios	15368	7686	32840
Small industrial	28545	30708	35297
Medium industrial	5072	5072	5000
Large industrial	18785	18785	18785
Office	16041	39767	93842
Residential	1400	19033	1400
Retail/leisure	315	623	315
Hub*			1470
Yard space	40398	40924	34920
Parking	8584	10157	1700
Public space	0	0	5478
Total	**134508**	**172754**	**231047**
Estimated gross employment (FTE)	**4500**	**6700**	**10 800**

*Hub - multi-functional spaces that support employment uses by providing socialising, networking and marketing spaces which may include cultural activities

KEY

Building Types

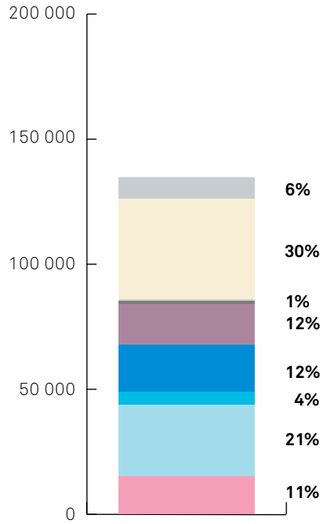
- Workshops and studios
- Small industrial
- Medium industrial
- Large industrial
- Office
- Residential
- Hub

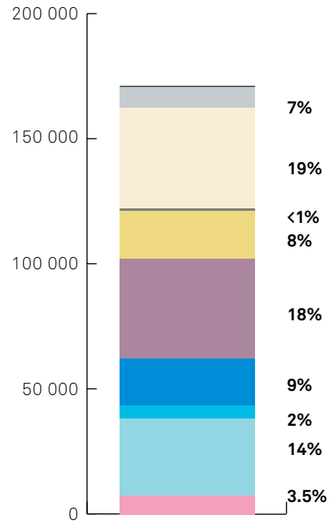
Other uses

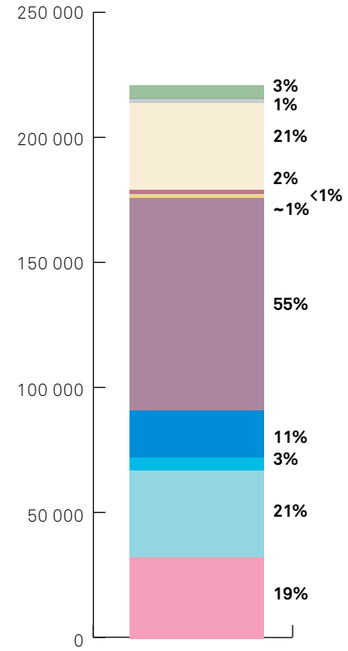
- Green/amenity space
- Operational yard space
- Parking area

Other

- Study area boundary







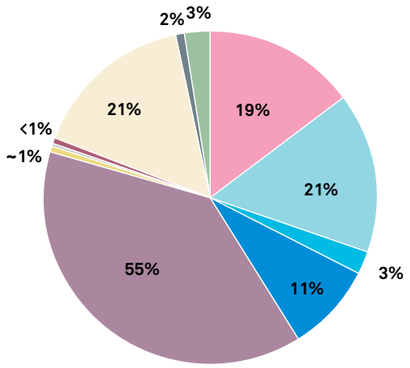
Existing

Forthcoming

Proposed

Land uses and spatial strategy

Intensification of industrial sites across Battersea Design & Tech Quarter will result in a growing number of businesses and at least 5,000 new jobs. It will be critical to ensure that the right type and range of amenities and infrastructure to support this growth is delivered alongside it.



KEY

Building Types

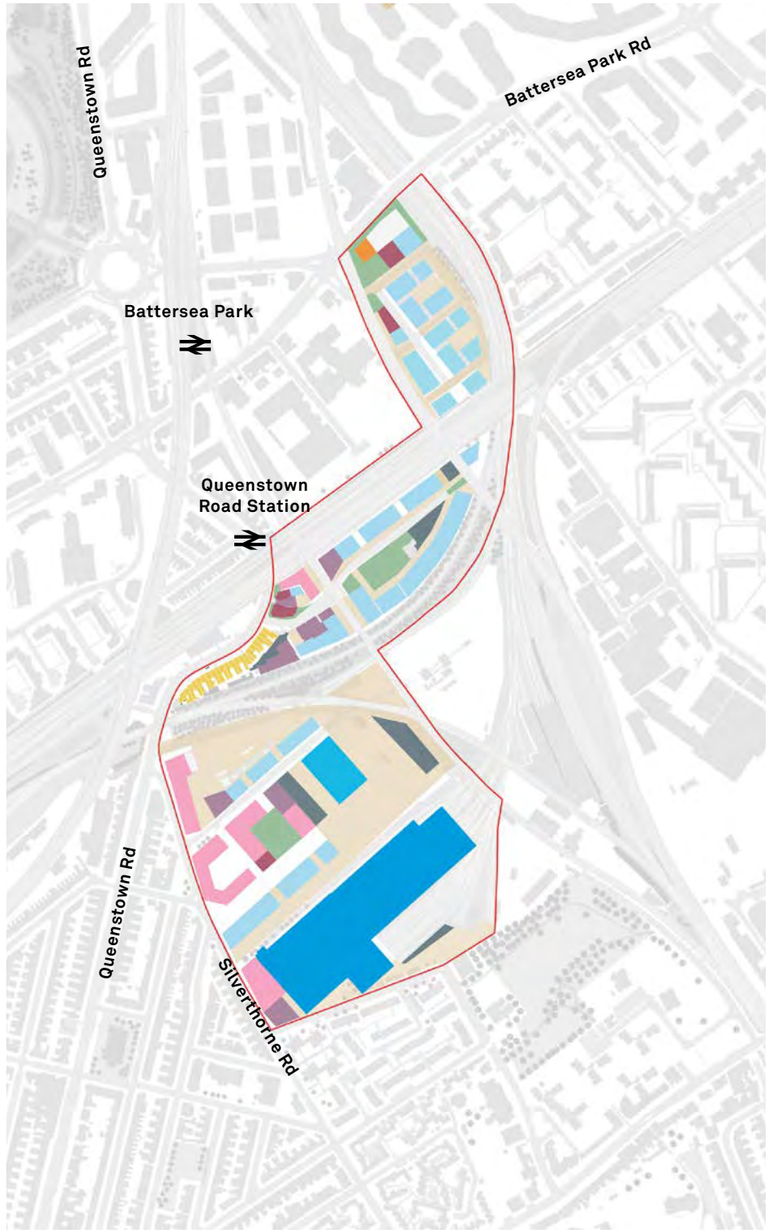
- Workshops and studios
- Small industrial
- Medium industrial
- Large industrial
- Office
- Residential
- Hub

Other uses

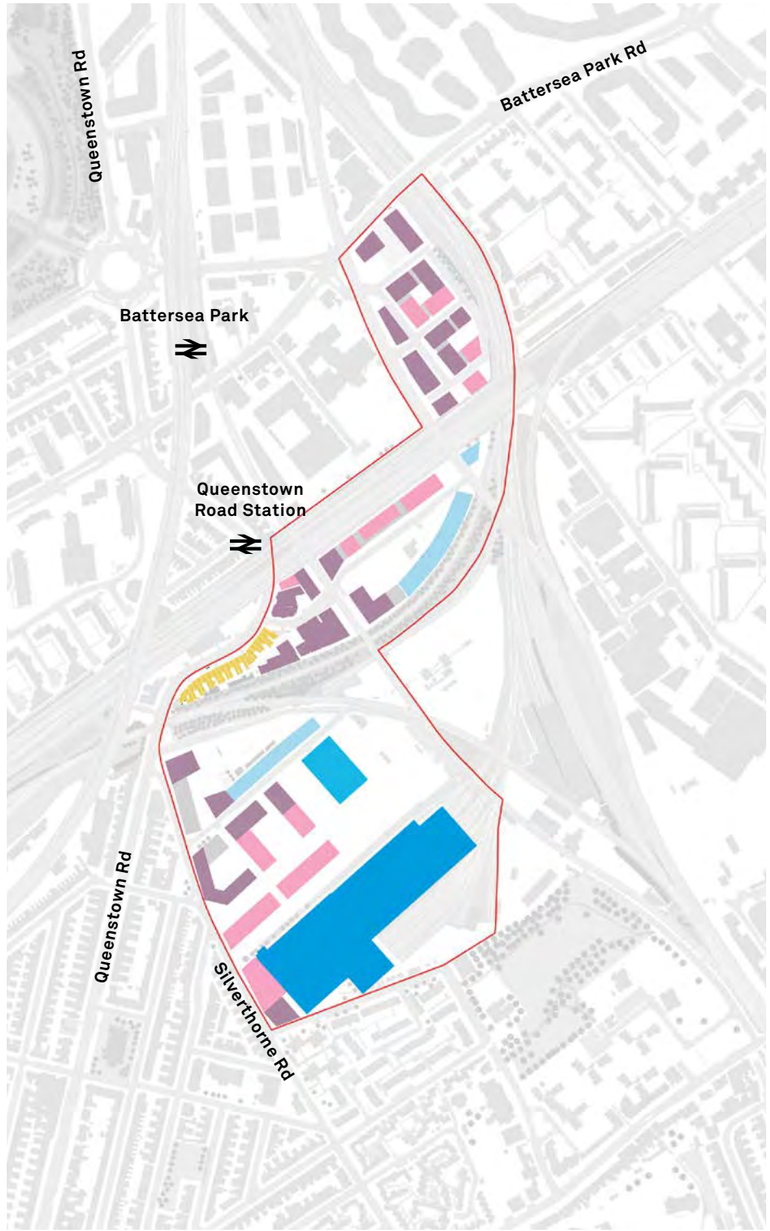
- Green/amenity space
- Operational yard space
- Parking area

Other

- Study area boundary



Ground floor plan



Typical upper floor plan

Small & medium industrial units

The masterplan seeks to ensure industrial floorspace is maintained. Maintaining a mix of space types and sizes to meet the needs of current and future businesses will be critical to ensure a range of employment uses.

39,800 sqm small and medium industrial space
These industrial spaces are characterised by large floor plates and taller ceiling heights, with the potential for subdivision. Particular operational requirements such as large delivery servicing and mechanical extraction may be necessary for these units. Provision of space for SMEs is particularly important as part of a mix of different sizes and types of space within the Battersea Design & Tech Quarter.

Key aspects:
1. Proposed workspace should meet identified needs for small and medium sized enterprises (SMEs) or new emerging industrial sectors.
2. These spaces can accommodate a wide range of activities from creative production and manufacturing to specialised printing and last mile logistics.
3. Situated on the ground floor these units should have direct access to working yards or working streets.
4. Stacked small and medium industrial units at the upper floors should all be provided with wide corridors and goods lift.

Typical Use Class
B1c "Light industry", B2 "General industrial" or B8 "Storage and distribution"

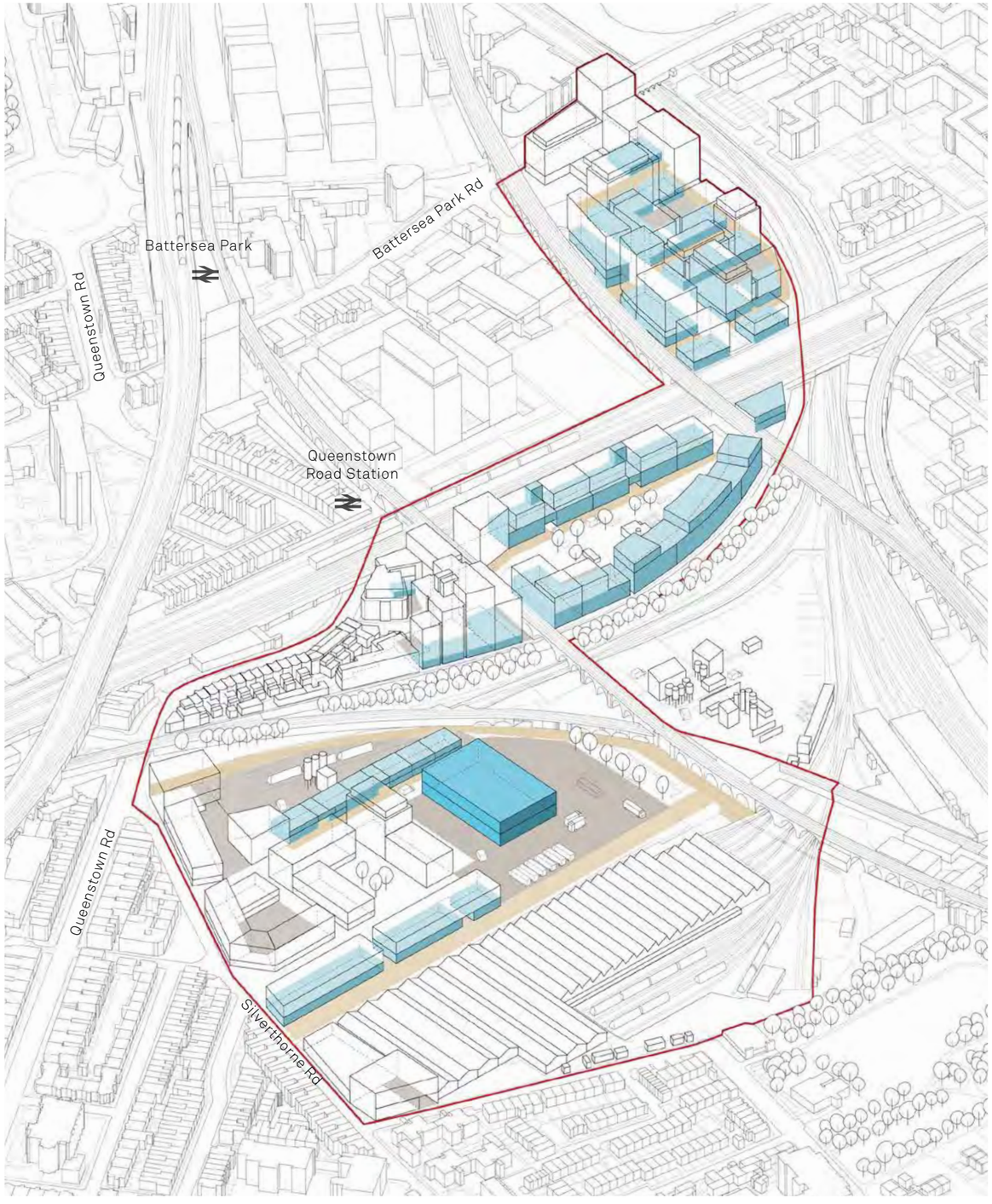
KEY

Building Types

- Small industrial
- Medium industrial
- Working street
- Working yard

Other

- Study area boundary

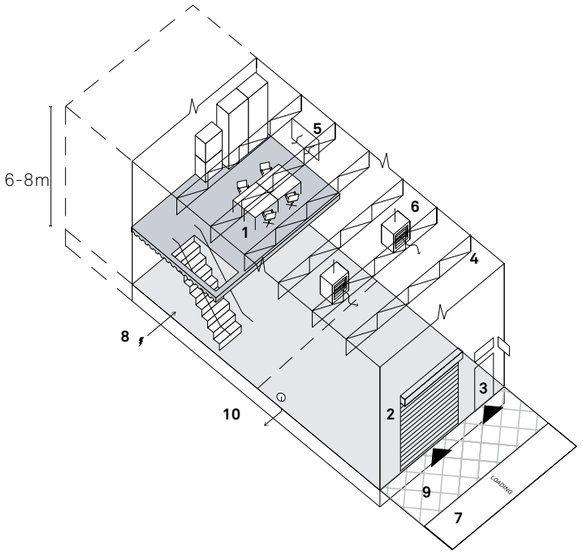


Stacked industrial
Kaap Noord, Amsterdam, VSAP Architects

High density small units
Gewerberhof Laim, Munich, Bogevischs Buero

Bus operations and maintenance facility
MTA Division 13,Stantec

Small industrial space: Specification

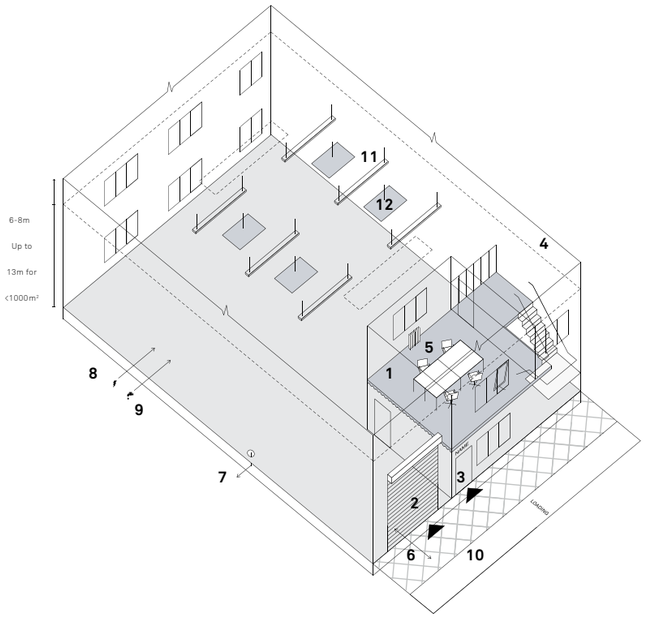


Key:

1. Double height ceiling allows for administration mezzanine. May also be provided adjacent to loading doors in wider units
2. Roller-shuttered doors for deliveries (min. height 3.7m and min. width 2.4-3m)
3. Separate staff/ visitor access with signage
4. Spanning structure creates flexible internal layout
5. Radiator heating to office areas
6. Blow air heating for work areas
7. External loading area
8. 3 phase power
9. 7.5 ton vehicle access and occasional articulated vehicle access
10. Drainage from floors areas (suited to food production/ brewing)

	General design requirements	Additional requirements	Additional mixed industrial-office requirements
Dimensions	**Area** — Area per unit = 500-1000m^2 — Typical floor plate dimensions = 20 x 40m **Height** — Ceiling height = minimum 4 - 8m **Mezzanine levels** — Option if double height space (minimum 6m) — Typically 10% of floor area	*For maker spaces :* — Individual units typically 150-200m2 (1,615-2,153sq.ft), with larger floorspace usually occupied by larger organisations - open access or educational uses. — For intensive manufacture, high stacking, overhead hoists or mezzanine floors a minimum height of 7.5 m recommended.	**Area comparison** — Units approx 3 times less the size of typical office floor plate.
Access & servicing	**Access** — Roller-shuttered doors for deliveries — Opening with height of 3.7m and width of 2.4-3m — Separate staff/visitor access **Yard space** — 16m yard depth for LGV access — Shared loading area for occasional HGV access (27m loading depth for one HGV) **Services** — Radiator heating to office areas — Blow air heating to work areas — 3 phase power supply required — Water supply — Drainage from floor areas	— Wet fired heating system providing space and water heating to ancillary areas – offices / lavatories / etc. and work areas. — Facility to take any production service (water, steam,gas, electrical power, etc.) to any point within production area with minimum disturbance to building, and therefore production. **Upper floors** — Wide corridors minimum 3500mm to allow for two forklifts to pass (consider inclusion of passing space for pedestrians) — Goods lift(s) for vertical material movements (minimum 500kg - 4000kg loading) — Ramped access for direct vehicular access to upper level units (optional)	**Office access** — Dedicated pedestrian entrance directly from the street and segregate servicing and pedestrian routes. **Yard space** — Yard or loading space is usually required to allow regular servicing and deliveries, as well as some external operations e.g. keg washing and fabrication of out- sized items. This should be located away from the street edge towards the middle or rear of the site.
Environmental considerations	**Noise** — Sound mitigation by careful design to minimise flanking sound transmission — Hours of operation likely to require control due to management/ supervision arrangements. — Highly insulated windows with baffled vents to provide trickle air supply **Emissions** — Extract system for noxious outputs, with screened noise attenuation treatment. — Boundary structures minimum height / specification.	— Key design factors include glazing, doors, ventilation, building orientation, external walls and roof, separating walls, internal walls and floor performance, reverberation controls and room acoustics, external noise acoustics, protection from plant rooms/zones, communal areas. All are mitigated by careful design to minimise flanking sound (direct/indirect) transmission. — Consider obtaining attenuation from planting, canopies, arcades and setting back façades.	**Noise** — Above 43 Rw dB - concrete floor of mass greater than 365kg/m^2

Medium industrial space: Specification



Key:

1. Double height ceiling allows for administration mezzanine. May also be provided adjacent to loading doors in wider units
2. Roller-shuttered doors for deliveries (min. height 4m)
3. Separate staff/ visitor access with signage
4. Spanning structure creates flexible internal layout
5. Radiator heating to office areas
6. Smooth surface for internal to external movements
7. Petrol interceptor for drainage
8. 3 phase power
9. Water supply with min. 1Bar at boundary, with local boosting possible
10. External spaces should allow a min. of 15m for local bay and a clear min. height of 5.03m for approach routes
11. High bay lighting
12. Radiant heating panels

	General design requirements	Additional requirements	Additional mixed industrial-office requirements
Dimensions	**Area** — Area per unit = 1,000-5,000m^2 — Average floor plate dimensions = 40x80m **Height** — Ceiling height = minimum 6 - 8m — For larger footprint buildings the height may increase to minimum 10 - 13m for warehousing operations **Mezzanine levels** — Option as a result of high ceiling heights Usually 10% of floor area	— For intensive manufacture, high stacking, overhead hoists or mezzanine floors a minimum height of 7.5 m recommended.	**Area comparison** — Units approx 1,5 times the size of a typical office floor plate
Access & servicing	**Access** — Loading doors for deliveries — Openings should be large enough for delivery of goods and equipment: roll-up doors with minimum height of 4m and width of 2.4-3m — Separate staff/visitor access — Dock levellers expected for units above 2,300sqm **Yard space** — 27m yard depth for HGV access to individual units **Services** — Radiator heating to office areas — Radiant heating panels — 3 phase power supply required — Water supply — Petrol interceptor for drainage — High bay lighting	— Wet fired heating system providing space and water heating to ancillary areas – offices / lavatories / etc. and work areas. — Facility to take any production service (water, steam,gas, electrical power, etc.) to any point within production area with minimum disturbance to building, and therefore production. **Upper floors** — Wide corridors minimum 3500mm to allow for two forklifts to pass (consider inclusion of passing space for pedestrians) — Goods lift(s) for vertical material movements (minimum 500kg - 4000kg loading) — Ramped access for direct vehicular access to upper level units (optional)	**Office access** — Dedicated pedestrian entrance directly from the street and segregate servicing and pedestrian routes **Yard space** — Yard or loading space is usually required to allow regular servicing and deliveries, as well as some external operations e.g. keg washing and fabrication of out- sized items. This should be located away from the street edge towards the middle or rear of the site.
Environmental considerations	**Noise** — Sound mitigation by careful design to minimise flanking sound transmission. — Hours of operation likely to require control due to management/ supervision arrangements. — Highly insulated windows with baffled vents to provide trickle air supply. **Emissions** — Filtered extract systems with capability for noxious outputs, with screened noise attenuation treatment. — Boundary structures minimum height / specification.	— Key design factors include glazing, doors, ventilation, building orientation, external walls and roof, separating walls, internal walls and floor performance, reverberation controls and room acoustics, external noise acoustics, protection from plant rooms/zones, communal areas. All are mitigated by careful design to minimise flanking sound (direct/indirect) transmission. — Consider obtaining attenuation from planting, canopies, arcades and setting back façades.	**Noise** — Above 43 Rw dB - concrete floor of mass greater than 365kg/m^2

Workshop / Studio units

32,800 sqm of workshop / studio space

These spaces accommodate small scale industrial uses, with lower servicing and operational requirements. Maintaining a mix of space types and sizes to meet the needs of current and future businesses will be critical to ensure a range of employment uses.

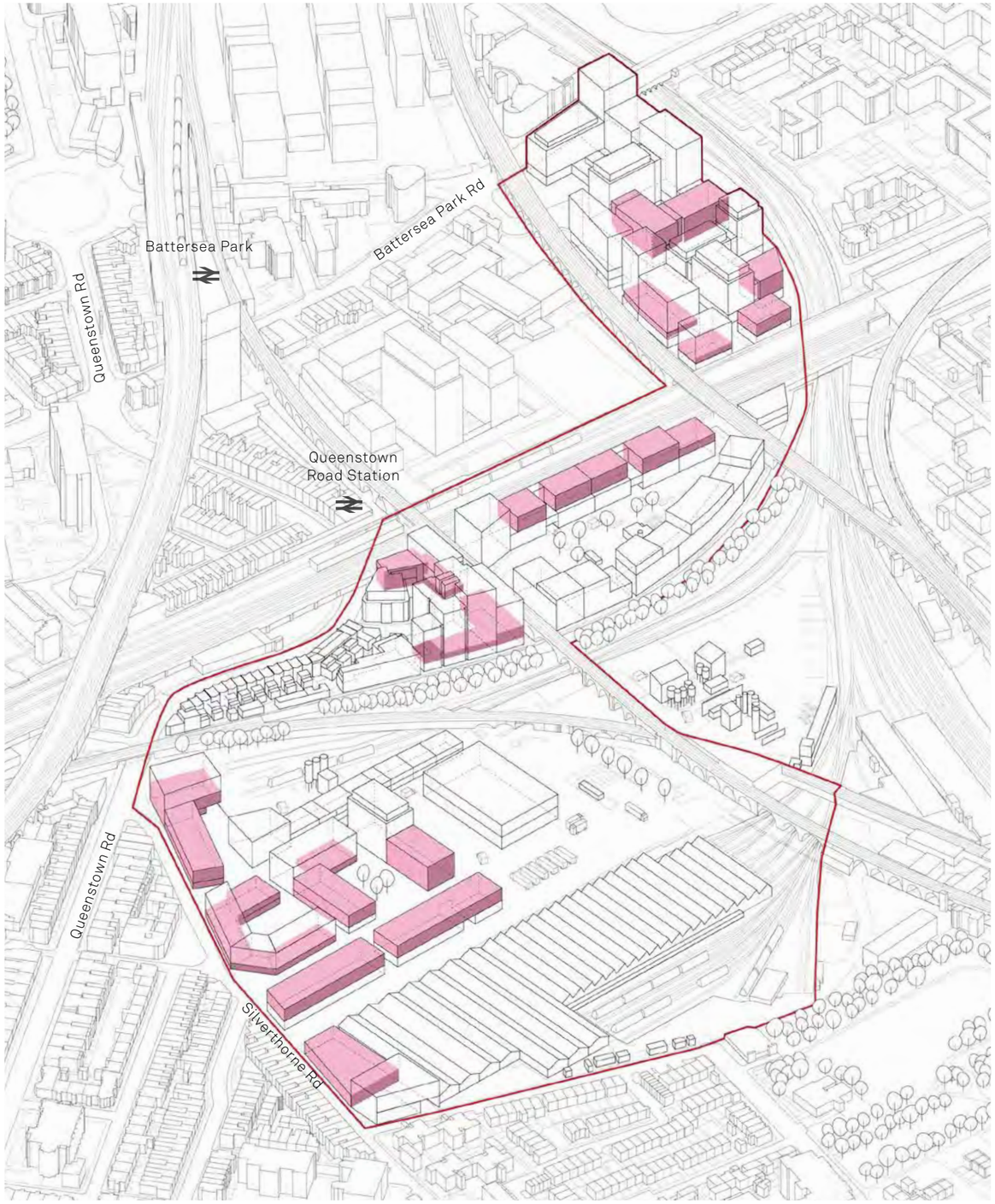
A variety of small scale making uses are supported in key areas where industrial and office uses co-exist. This diversity helps to create opportunities for businesses to start-up, and grow-on to larger premises over time and ultimately to remain in the area.

Key aspects

1. Situated on the ground and upper floors these spaces require occasional servicing/deliveries related to production materials
2. Larger scale, more efficient buildings create a critical mass and keep rent and running costs as low as possible.
3. Generally minimally disruptive, low-noise level neighbours

Typical Use Class

B1b, “Research and development of products or processes” or B1c, “Light industry”



KEY

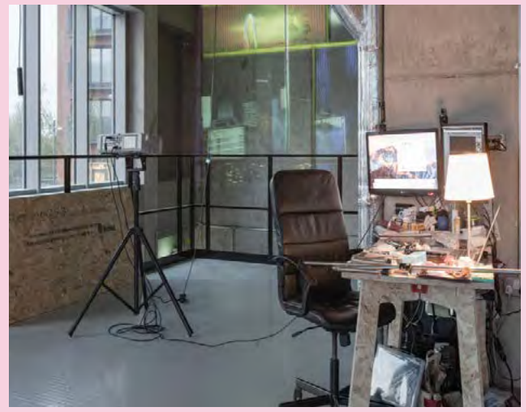
Building Types

Workshops and studios

Other

Study area boundary

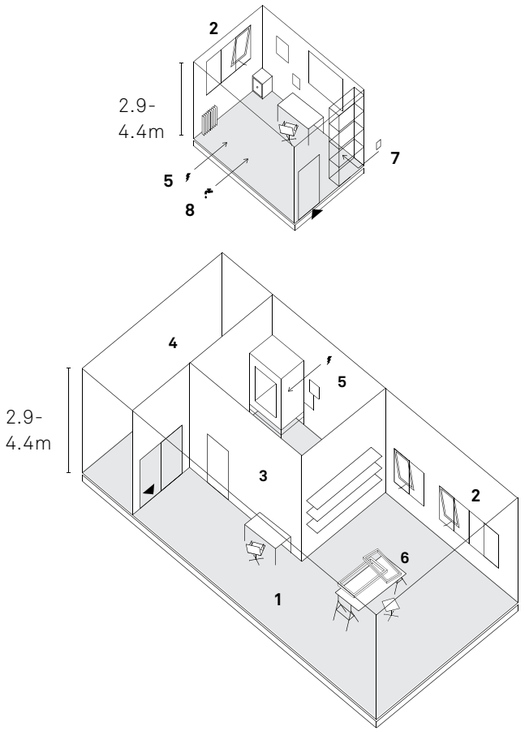
Artists studio
Bow Arts, Royal Albert Wharf



Affordable creative workspace
Arbeit Studios, Glenn Howells Architects

Studio cluster
Great Western Studios, Bryden Wood

Workshop & studio space Specifications



Key:

1. Floor loading between 3.5-5kN/m²
2. Natural cross-ventilation with manually operable windows
3. Larger space allows for additional storage of materials
4. Slide-able / non-load-bearing division walls to enable subdivision
5. Specialist equipment may require 3 phase power, e.g. ceramics studio / kiln
6. Specialist large scale equipment to be considered in fit out
7. Potential for sub-metered servicing
8. Water supply with min. 1Bar at boundary, with local boosting possible

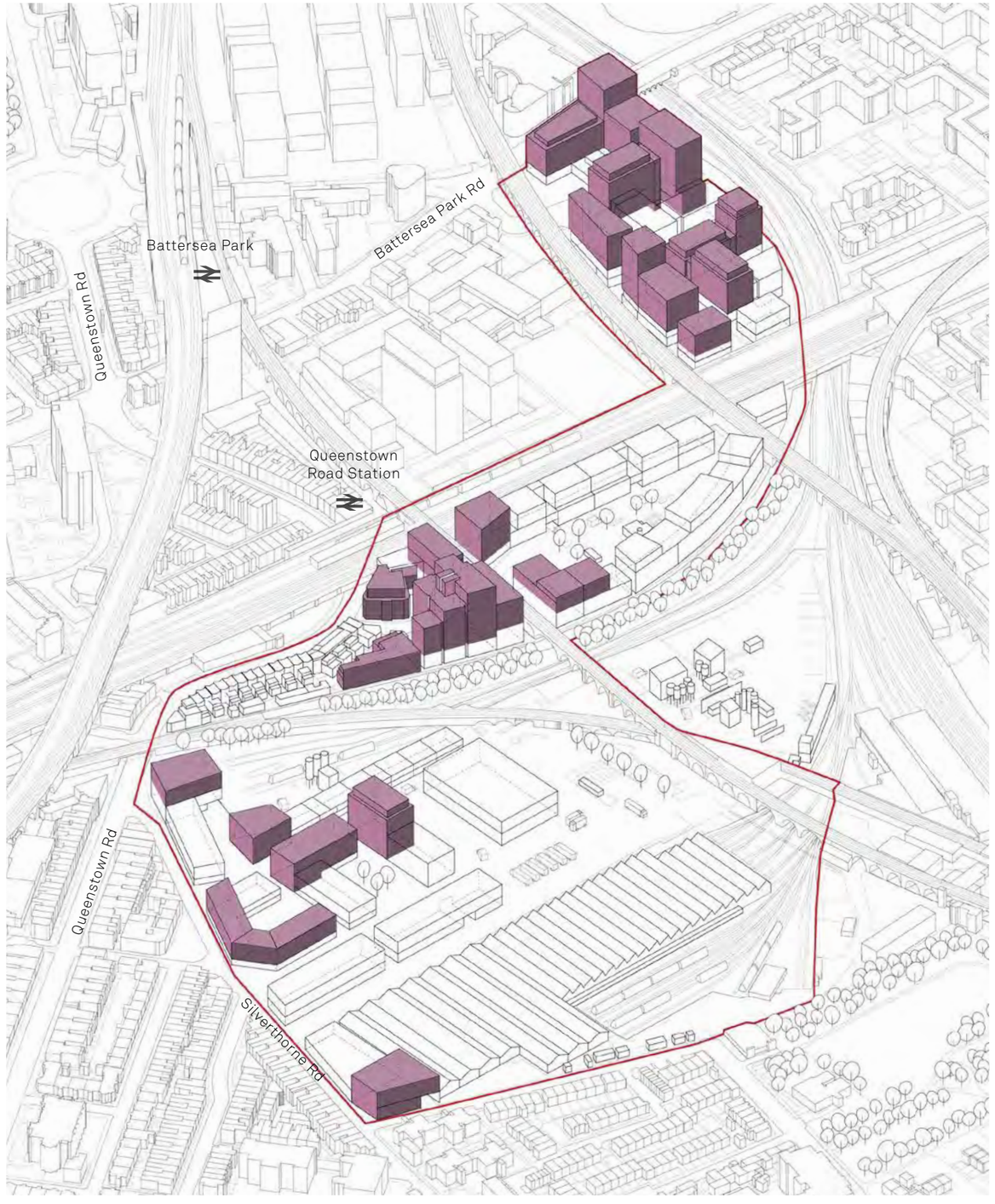
	General design requirements	Additional requirements	Additional mixed industrial-office requirements
Dimensions	**Area** — Area per small unit = 10-32m² — Typical floor plate dimensions = 3 x 7m — Area per large unit = 32-500m² — Typical floor plate dimensions = 12 x 25m **Height** — Ceiling height = minimum 3.5 - 4.4m	— Generally a minimum of 15 studios required to create a critical mass	**Area comparison** — Small units approx 100 times less the size of typical office floor plate — Large units approx 6 times less the size of typical office floor plate
Access & servicing	**Access** — Locking door for individual units — Minimum opening width of 0.9m **Yard space** — 16m yard depth for LGV access — Shared loading area for occasional HGV access (27m loading depth for one HGV) **Services** — Heating of spaces either through a wet system (boiler and radiators) or space heaters. — 3 phase power supply preferred — Standard inclusion covers: small power, lighting, emergency lighting, fire and smoke detection, security systems for perimeter and studios, internet access and comms, water supply	— Specialist provision may include: Gas for heating and creative equipment zones (firing kilns), 3 phase power for creative equipment zones (welding). — Provision of additional services access points can allow sub-division of larger spaces. **Upper floors** — Wide corridors minimum 1800mm to allow for one forklift truck (consider inclusion of passing space for pedestrians) — Goods lift(s) for vertical material movements (minimum 500kg - 1000kg loading)	**Office access** — Dedicated pedestrian entrance directly from the street and segregate servicing and pedestrian routes
Environmental considerations	**Noise** — Hours of operation can be outside conventional working hours (24 hour). — Generally low noise-level creative/ making functions, some need for particular sound insulation. **Emissions** — Centralised extraction system (including scrubber unit where applicable) for removal of possible solvents etc.		**Noise** — Above 43 Rw dB - concrete floor of mass greater than 365kg/m²
Exterior & interior	**Design** — Non-structural dividing walls for maximum flexibility — Sliding and lockable division walls to enable sub-division of spaces	— Communal/break out spaces encourage interaction and foster a creative community but do not generate revenue and have a negative impact on floorspace efficiency. — External yards can provide opportunities for making of over- sized works, where available.	**Facade Treatment** — Compatibility with surrounding office uses may require higher specification facade treatment

Office space

85,300 sqm of office space
This typology relates to predominantly desk based activities and is expected to accommodate business and research space that is suitable for SMEs (including flexible co-working). Office uses will need to be compatible with the industrial character of the area and could complement the anticipated digital cluster focussed in the emerging Battersea Power Station town centre.

Key aspects:
1. Situated on the upper floors, these spaces require individual access/lobby, ideally facing the neighbourhood streets.
2. Let as individual units, or multiples thereof, typically on conventional lease arrangements.
3. Managed by specialised workspace providers.
4. Providers report that typically +2,500m2 (26,910sq.ft) floorspace is required for viable operation.

Typical Use Class
B1a “Offices” , B1b, “Research and development of products or processes”



KEY

Building Types

Office

Other

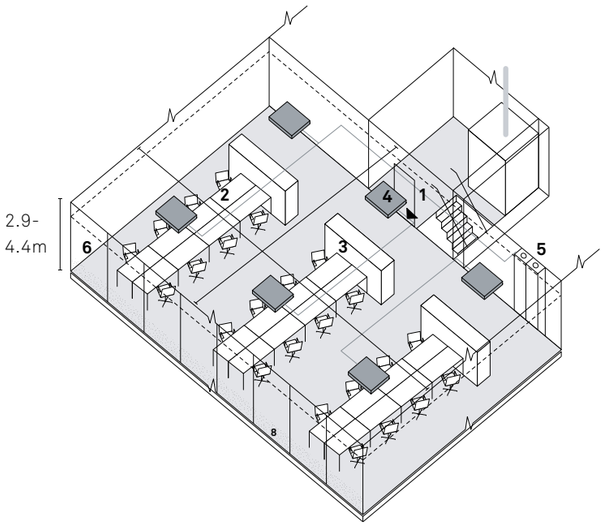
Study area boundary

Brooklyn Navy Yard, Brooklyn, USA

Workspace accelerator
Huckletree West, Allies and Morrison

Incubator/accelerator space
Pennovation Center, University of Pennsylvania , Hollwich Kushner

Office space specification

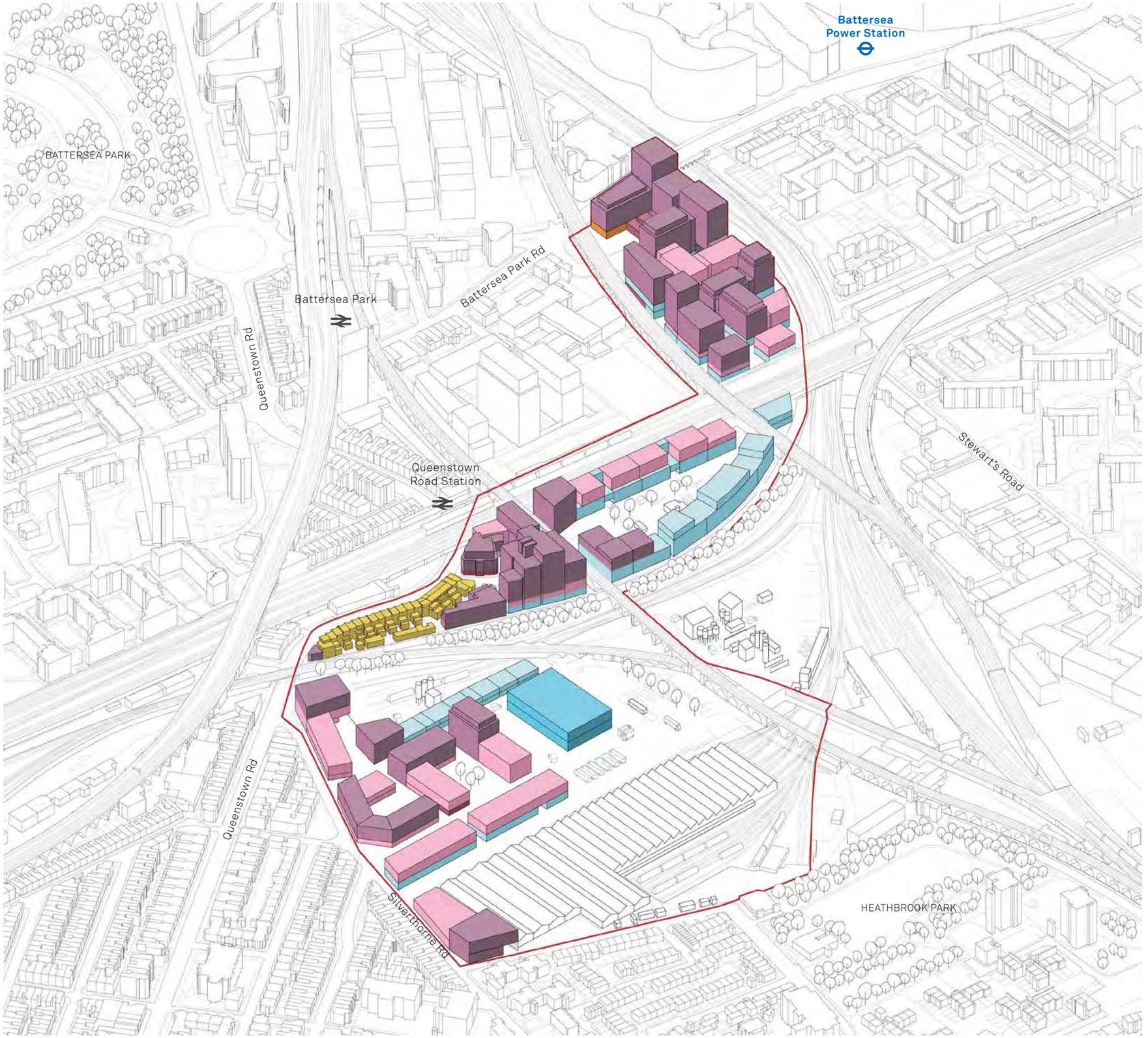


Key:
1. Unit-specific entrance
2. Desk-based working
3. Storage
4. Ducted ventilation system/ VRF where passive ventilation not possible
5. Service riser 2% of floor area
6. Street facing fenestration and privacy screening

	General design requirements	Additional requirements	Requirements for managed workspaces and Incubator Accelerator Spaces (IACS)
Dimensions	**Area** *For Small, Medium :* — Area per unit : < 500m² (5,382sq.ft) *For Large, XLarge :* — Area per unit : >500m² (5,382sq.ft) **Height** — Ceiling height = 2.9 -4.4m ceiling height — Allow raised floor depth of 175mm for flexible servicing.	*For Micro businesses :* — General rule: less than 10 employees use up to 200m2 (2,153sq.ft). *For Small business :* — General rule: 50 employees = up to 1000m2 (10,764sq.ft), 50-25 employees = 5,000m2 (53,820sq.ft). **Mezzanine levels** — Assume floor depth of 300 to 500mm (depending on materials) with minimum floor to ceiling requirement of 2.5m.	*For managed workspaces:* — Individual units generally range from 15-200m2 (162-2,153sq.ft) but some larger units can be up to 2,000m2 (21,528sq.ft). *For IACs:* — Spaces range from 30-150m2 (323 1,615sq.ft), clustered in a group of minimum 5 units.
Access & servicing	**Access** — Need for staffing / client access only. — Intermittent servicing with small (transit-sized) vehicles. — Vehicle and cycle parking provided in line with The London Plan. **Services** — Need for good broadband and telephonic infrastructure. — Electrical heating is the most common for simple, dry installation and low capital costs and limited vertical servicing between spaces. — Passive ventilation where possible.	— Shared reception is desirable for multi-tenanted buildings. — Individual tenants may also require dedicated reception areas within their demise. — Heating of spaces either through a wet system (boiler and radiators) or space heaters. — Risers for voice, data and other services, should be no less than 2% of gross floor area — A communications room measuring 2.0 x 2.0m should serve each 500m2 (5,382sq. ft) of GFA.	*For IACs:* — Need for good broadband and telephonic infrastructure. — Electrical heating is the most common for simple, dry installation and low capital costs and limited vertical servicing between spaces. — Access with 10m flat-bed truck may be required for removals. — Additional cycle parking may be desirable. Showers and changing areas should also be provided.
Environmental considerations	**Noise** — Hours of operation within conventional working hours (8am-7pm). **Emissions** — Generally no disruptive or noxious emissions associated with this typology.	— Key design features that reduce the type of noise generated in an office environment include glazing, doors, ventilation, building orientation, separating walls, internal walls and floor performance, reverberation controls and room acoustics, external noise acoustics, communal areas. All are mitigated by careful design.	
Exterior & interior	— Generally higher spec, institutional and high quality, growing influence of BREEAM ratings. — Flexible open plan space. — Goods lift servicing for multi-storey developments (with a minimum loading of 500kg). — Dedicated service entrance.	— Glass-to-core depths of 9-12m allow room for cellular office space or open plan plus storage space. — Glass-to-glass depths of 13.5-18m, allow two or three zones of space or open plan plus storage, office and support space.	*For IACs:* — Enough built-in capacity to allow companies to take up less/ more space as their enterprise develops (need daily flexibility). — Need for some enclosed meeting/ projects areas for private meetings.

Proposed massing & illustrative views

Achieving a vibrant mix of uses at an appropriate scale across the masterplan site will be key to a successful Design and Tech Quarter. This section of the framework illustrates the principles set out earlier in the document, to indicate how a forward thinking approach to massing on individual plots can give each sub area a coherent and distinct character.



KEY

Building Types

- Workshops and studios
- Small industrial
- Medium industrial
- Large industrial
- Office
- Residential
- Retail
- Hub

Other

- Study area boundary

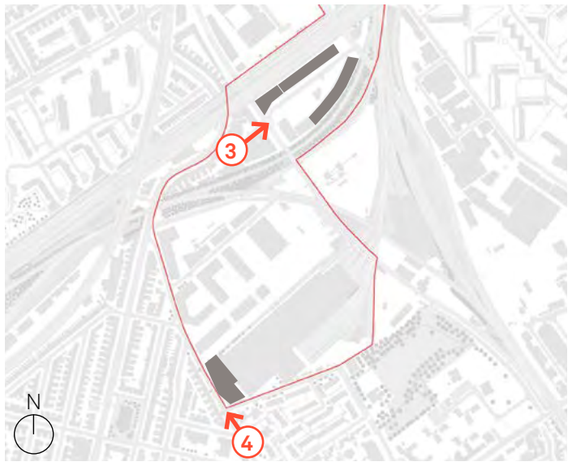
↑ 1. Havelock Terrace (looking west)
Multi-storey mixed-use workspace typologies facing Havelock Terrace. Hybrid typologies offer office and workshop/studio spaces on the upper floors and light industrial spaces on the ground floor. Inner looking units spilling out activity on the neighbourhood street, with servicing taking place from the rear of the site.

↑ 2. Queenstown Road (looking east)
View from Queenstown road facing consented scheme at 4 Ingate Place. Taller elements are focused around this multi-storey building. A new extension at 220-220 Queenstown Road allows for more employment density creating the ground for a potential new hub.

KEY

Building Types

- Workshops and studios
- Small industrial
- Office
- Retail
- Hub



↑ 3. Safestore - Spaces Business Centre (looking east)
Provision of new amenity space for a wide array of adjacent uses. Placed at the heart of Ingate Place, the shared space serves the large existing working population from the surrounding industrial areas and supports the anticipated levels of growth. Ground floor workspace will also benefit from the ability to spill out onto working streets creating a vibrant environment.

↑ 4. Silverthorne Road (looking north)
A mix of public-facing workspace, open-access facilities creating a positive frontage along Silverthorne road. A range of sizes including smaller- scale units that create a buffer to residential uses. Street planting can be employed as noise and air pollution buffer between Battersea DTQ and the adjacent conservation area. Marker building and wayfinding signage placed at one of the key corners of the site.

KEY

Building Types

- Workshops and studios
- Small industrial
- Office
- Shared amenities

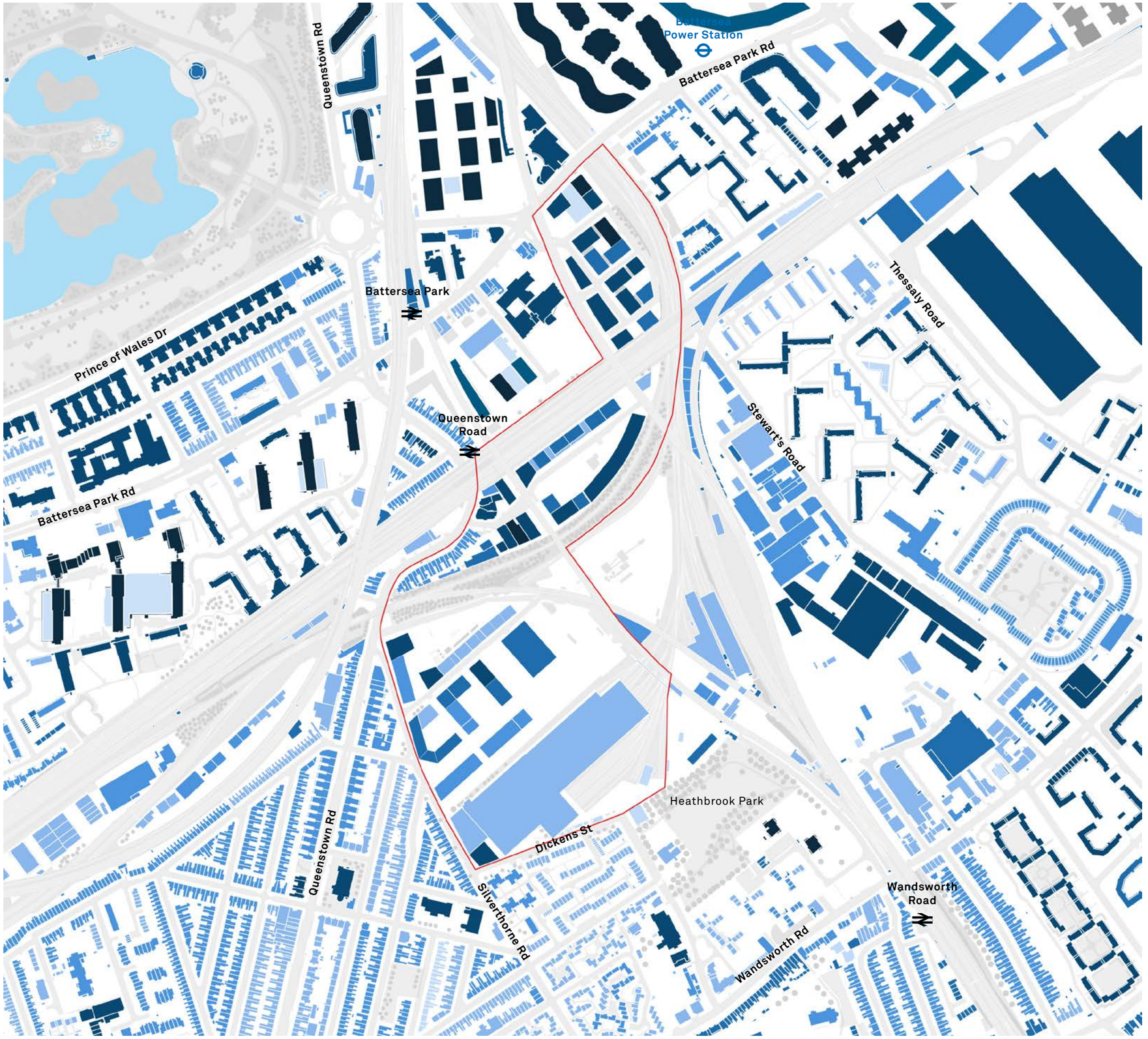
Proposed building heights

In the context of the Battersea Design & Tech quarter, height is not a pre-requisite of visual impact. The predominant shoulder height of development could be within the range of 4-10 storeys. Lower heights combined with more intimately scaled streets and yards could provide a distinctive environment for workers and visitors.

Building heights illustrated within this masterplan are indicative. Precise heights for proposed development on individual sites will be subject to pre-application negotiations. The overall approach is to ensure variety in building heights to avoid monotony and the creation of 'canyon-like' streetscape in the Battersea Design & Tech Quarter.

Very tall schemes coming forward for planning approval are often not commercially viable. Landowners may be seeking to increase land value without intention to deliver them.

Ensure that the heights of individual building are conducive to a coherent streetscape and contribute to the high quality of public realm that the Battersea Design and Tech Quarter seeks to deliver.



KEY

- 1 storey
- 2 storeys
- 3 storeys
- 4 storeys
- 5-9 storeys
- 10-15 storeys

N 0 200m

6.4 Implementation strategy

Land and buildings in the Design Quarter are in various ownerships, none of which are under the control of the Council (other than public highway). The Framework needs an appropriate implementation strategy so that the Council as Local Planning Authority, Highway Authority and lead regeneration partner can manage and co-ordinate development effectively in order to deliver the spatial strategy for the area.

It is in the interest of individual land owners to buy in to and adhere to the principles set out in the Framework, so that the overall development potential of the area (including land that they own) is optimised and that the whole is greater than the sum of its parts.

Fragmented ownership
Land and buildings in the Design Quarter are in various ownerships, none of which are under the control of the Council (other than public highway). The Framework needs an appropriate implementation strategy so that the Council as Local Planning Authority (LPA), Highway Authority and Economic Development partner can manage and co-ordinate development effectively in order to deliver the spatial strategy for the area.

It is in the interest of individual land owners to buy in to and adhere to the principles set out in the Framework, so that the overall development potential of the area (including land that they own) is optimised and that the whole is greater than the sum of its parts.

Specific interventions
The Council will work with land owners, the GLA, Transport for London and other partners, where necessary, to implement the specific interventions set out in this framework that will transform streets and spaces in the area so that they are more attractive, safer and more pleasant.

Pre-application discussions
Pre planning application discussions provide the most effective way of shaping development and finding solutions to problems. Planning case officers should liaise effectively with colleagues across Planning, Regeneration, Licensing, Highways etc. and, where appropriate, pro-actively help to broker agreement with developers and third parties. To help with this, a pre-application checklist is attached as Appendix 1.

Design Review
To help ensure delivery of the spatial strategy and ensure the best possible design quality, major and strategic schemes will be subject to review by the Wandsworth Design Review Panel at pre-application stage and, depending on the nature of the scheme and the Panel's comments, at application stage.

Status of document and use at the application and decision-making stage
The Development Framework comprises strategy advice to the Council. It is recommended that it is endorsed by the Nine Elms Partnership as its preferred spatial strategy for the Design Quarter. This would help to ensure that it is a material consideration when determining planning applications. It is recommended that, subject to the agreement of the GLA, the LPA develops this Framework in to a Supplementary Planning Document (SPD) to give it statutory status and significantly increase its weight as a material consideration particularly on matters of interpreting and applying policy in relation to land use, scale and massing, movement and the use of s106 obligations and CIL. This is likely to take about 12 months.

The pre-application checklist (Appendix 1) summarises policy requirements in relation to securing employment uses and workspace and cultural space. When granting planning permission, the Council should continue to use planning conditions and s106 obligations to secure such spaces.

Planning Conditions
Planning permissions need to be the subject of a condition that specifies the time limit within which the development must be begun. Otherwise, boroughs are able to impose 'such conditions as they think fit', although this power must be interpreted in light of the NPPF, planning practice guidance, relevant case law and other material considerations. Conditions are generally aimed at ensuring the development is built as approved, to mitigate any potentially harmful impacts and to require the approval of additional details to ensure high quality development.

The NPPF encourages agreeing conditions early on in the process, and it is a statutory requirement to agree 'pre-commencement' conditions with the applicant prior to issuing a planning decision. Paragraph 55 of the NPPF makes clear that conditions should be kept to a minimum and should only be imposed where they are:

- Necessary
- Relevant to planning and to the development to be permitted
- Enforceable
- Precise
- Reasonable in all other respects

Future use of planning conditions

The Council should use conditions to (amongst other things) secure the following:

1. Construction Management Plans – to minimise dust and noise.
2. Construction Logistics Plans – to minimise highway and traffic disruption.
3. Restriction of use to B1(a), B1(b), B1(c), B2, B8 or appropriate sui generis employment use and removal of permitted development rights - to augment the Council's Article 4 Direction that is in place for the area removing permitted development rights for the change from B1a (offices) to C3 (dwelling houses).
4. Scheme-specific conditions to manage use, approve details (building, materials, landscape) etc.

S106 Obligations

Background
S106 obligations are legal obligations entered into to secure policy objectives, support the provision of infrastructure and mitigate any potentially harmful impacts. Planning Practice Guidance makes clear that s106 obligations should only be used where it is not possible to address unacceptable impacts through a planning condition.

There are two types of s106 obligation:
1. Those included in planning agreements negotiated between the borough and the applicant (and entered into with the borough and everyone who has a legal interest in the land) and
2. Those included in Unilateral Undertakings offered up by the applicant at the application stage or at appeal.

These are entered into just by those that have an interest in the land.

Section 106 of the Town and Country Planning Act 1990 makes clear that s106 obligations can be used for the following:
— Restricting the development or use of the land in any specified way;
— Requiring specified operations or activities to be carried out in, on, under or over the land;
— Requiring the land to be used in any specified way; or
— Requiring a sum or sums to be paid.

Planning obligations must only be sought where they meet all of the statutory tests set out in Regulation 122(2) of the CIL Regulations 2010 (as amended). This states that an obligation may only constitute a reason for granting planning permission for the development if the obligation is:
— Necessary to make the development acceptable in planning terms;
— Directly related to the development; and
— Fairly and reasonably related in scale and kind to the development.

The Mayor and boroughs negotiate two types of obligations to facilitate a proposed development:
— In-kind contributions, including the provision of particular facilities within a development (such as cultural facilities and/or workspace) and/or
— Financial contributions which fund works and initiatives as necessary to mitigate adverse impact of the development and/or secure policy objectives

Given that the Council has a Community Infrastructure Levy (CIL) regime in place, the use of s106 obligations must be scaled back to relate only to site-specific impact mitigation.

Employment uses and workspace
Section 6 of the Council's draft revised Planning Obligations SPD (2020) sets out requirements in relation to the provision of flexible and affordable commercial spaces within developments. It also sets out requirements on employment and training for local residents and the use of local goods, suppliers and sub-contracts by the developer.

Managed Workspace
Policy EI 4 makes clear that applicant's for schemes of less than 1,000sqm should set out how managed workspace will be viable and contribute to wider policy objectives and provide a range of unit sizes (unless a large co-working space). Supporting text notes that to achieve a critical mass of businesses and secure local economic benefits, such schemes should provide a minimum of 400sqm or 10% of gross economic floorspace (whichever is the greater).

Affordable workspace
Policy EI 4 states that schemes that provide 1,00sqm or more should provide 10% of gross economic floorspace capped at a rate of 20% less than the prevailing market rate for comparable premises in the borough. (N.B. This may need to be higher in VNEB to make premises affordable).

The emerging Planning Obligations SPD sets out points that need to addressed, including:
— Landlord's ability to manage space as affordable workspace
— Basis for selecting tenants
— Initial rent
— Management Plan – including how space will cater for SMEs, range of units, details of flexible leasing arrangements, measures to minimise overheads, fit out, measures to maximise local opportunities, building management, business support, retention of existing businesses, marketing, and (where applicable) financial contribution to the Nine Elms and Battersea Opportunity area annual arts and events programme)
— Restrictions on sub-letting
— Restrictions on service charges
— Leases to have protection of the Landlord and Tenant Act 1954

Policy EI 4 supporting text and the draft Planning Obligations SPD make clear that workspace that meets the specific needs of the creative, digital, and food and drink industries will be encouraged, including artists, makers and other creative and cultural production or rehearsal space. It goes on to require cultural, creative workspace within the Battersea Design Quarter. Details of this should be set out in a scheme's Management Plan.

In addition, developers of 1,000sqm of commercial space/100 dwellings or more are expected to enter in to a s106 Agreement to secure the following:

Local Employment Agreement to include:
— Construction phase - Employment and Skills Plan setting out overall approach to target local employment, notification of vacancies, trainee/ apprenticeships and construction phasing to match work with local labour
— Construction phase - financial contribution (to be calculated as set out in the SPD)
— End use phase - financial contribution (to be calculated as set out in the SPD)
— End use phase - Local Procurement Plan where scheme value exceeds £5m (based on a target of 20% of the value of supplies to be from companies based in the borough)

Cultural space
The draft revised Planning Obligations SPD accepts that, in circumstances agreed by the Council, then a commuted sum will be sought to enable the Council to meet local requirements generated by the proposed development. Such commuted sum contributions will be based on the Arts Council England benchmarking guidance as follows:
— Public Arts: £400 per dwelling and £20,000 per 10,000sqm of non-residential floor space* (NB this only applies for schemes exceeding 10,000sqm, with the price applied proportionally to any additional floorspace over this value - e.g. a scheme of 15,000m2 would result in a contribution of £30,000).
— Arts and Cultural Infrastructure (such as affordable cultural and creative space, workspace and associated support - e.g. through subsidised capital lease, subsidised rent and/or fit out): £600 per dwelling and £20,000 per 10, 000sqm of non-residential floorspace).

NB these only apply for schemes exceeding 10,000sqm, with the price applied proportionally to any additional floorspace over this value - e.g. a scheme of 15,000sqm would result in a contribution of £30,000.

The emerging Planning Obligations SPD goes on to make clear that, where further information on cultural needs is available which indicates and supports that a higher cost is required to meet needs, then these additional figures will be used as the basis for the planning obligation calculation in accordance with the planning obligation tests.

S106 Obligations

Existing in-kind and financial contributions
A review of extant planning permissions (set out in Appendix 2) reveals that the following s106 contributions (in addition to Borough CIL) has been secured for approved schemes in the area:

- Affordable workspace as part of the Palmerston Court scheme (approx. 122sqm)
- A cultural space as part of the approved Palmerston Court scheme (approx. 268sqm)
- Additional publicly accessible open space as part of the Palmerston Court scheme (1,650sqm)
- Site-specific highway works
- Cultural strategy financial contributions of approx. £70,000
- Overall employment, skills and enterprise financial contributions of between approx. £110,000 to 199,000
- Public realm financial contributions of approx. £50,000
- Signage financial contributions of approx. £12,000
- Cycle docking station financial contribution of approx. £110,000

Future s106 in-kind and financial contributions

The Council should:

1. Continue to use s106 obligations to secure managed workspace and affordable workspace, with particular focus on workspace for Creative Industries.

2. Review the size and format of the cultural space proposed to be included on the Palmerston Court site as part of discussing any revised scheme, to ensure that it is fit for purpose to act as a ‘ hub’ for the Havelock Terrace area of change and secure its provision by way of s106 obligations.

3. Continue to use s106 obligations to require the implementation of cultural strategies for other emerging schemes (in line with the draft revised Planning Obligations SPD) by:
   - Prioritising the on-site provision of one ‘ hub’ in the Ingate Place/Safe Store area of change and one ‘ hub’ in the Battersea Studios/ Silverthorne Road area of change;
   - Once a ‘cultural hub’ in each of these sub-areas is secured, prioritise financial contributions to support cultural activities to be carried out from the proposed hub.
   - Allow for the use and operation of the hubs to be managed by an approved Management Plan and allow for such plans to be reviewed and updated as necessary

4. Pool financial contributions and ring-fence these monies for use within the Battersea Quarter to improve the physical and social environment of the area and maximise local employment and business opportunities.

Borough Community Infrastructure Levy (CIL)

Background
Borough CIL can be used to fund a wide range of infrastructure (as justified by Infrastructure Delivery Plans), including cultural and community facilities and should not be used to remedy pre-existing deficiencies, unless they would be made more severe by the approved development.

CIL Monies
CIL is intended to help fund the infrastructure requirements of the wider area, rather than address specific infrastructure requirements of particular schemes, and as such is pooled. In 2018/19 payments of just under £3m were made towards the delivery of strategic infrastructure to support the development of Nine Elms. In March 2019, the Council had £28,508,731 of available Strategic CIL related to the VNEB area. The balance of Nine Elms strategic CIL is committed to a number of projects in the Nine Elms delivery programme, with, as at March 2019, over £17m anticipated to be spent during 2019/20 in relation to:

— Increasing Bus Capacity
— Pimlico Footbridge
— Thames River Path
— Key Gateways
— Nine Elms Lane/ Battersea Park Road
— Utilities
— Nine Elms Delivery Team
— Improvements to Battersea Park Station
— Thessaly Road
— Nine Elms Corridor
— Primary school expansion and Land Costs

The Council is committed to contributing towards the cost of the Northern Line Extension, including payments relating to DIFS S106 and CIL receipts in the area

What Borough CIL can be spent on
The Council's current Regulation 123 List (what CIL can be spent on) is linked to the VNEB Development Infrastructure Finance Study (DIFS) (October 2010) that supports the OAPF. The summary of requirements, costs and funding set out in Section 17 of the DIFS is extensive and addresses transport, education, health, open space, community, emergency services, employment, utilities and administration. It does not refer to Cultural Infrastructure.

Given the scale and pace of change in the area, the DIFS is becoming increasingly out of-date and the Council has commissioned further infrastructure planning work. Amendments to the CIL Regulations that came in to force in September 2019 require the Council to prepare an annual borough-wide Infrastructure Funding Statement, with the first one being required by December 2020. Such statements must report the way in which revenues from developer contributions have been used and set out how future revenues from developer contributions will be applied in the future.

Spending decisions
Decisions on spending DIFS contributions is taken by the Nine Ems Programme Board, which is chaired by LBW chief executive. Due to the scale of development over an extended period of time in the VNEB, and the high infrastructure requirement as a consequence of that, the Council has decided that all CIL collected in VNEB is ring-fenced to be spent on projects and activity in the VNEB area.

The CIL Regulations require that 15% of CIL (25% where a Neighbourhood Plan is in place) is spent in line with local priorities. This 'neighbourhood portion' is known as the Wandsworth Local Fund (WLF) and the Council has established a process for spending this money. However, since 2014, the Council has ring-fenced all of the CIL raised in the Nine Elms area to fund and support the wider development programme being undertaken in Nine Elms and this has not been made available for the submission of bids from the WLF process.

Recommendations for future use of CIL

1. When preparing its annual Infrastructure Funding Statement, the Council should include a specific section for the Battersea Design Quarter, making clear that it intends to use CIL to help fund the fit out of the proposed cultural hubs.

2. When allocating CIL funding for projects in the VNEB, the Nine Ems Programme Board should take account of this Development Framework.

Highway Agreements

Background
Section 278 of the Highways Act 1980 allows developers to enter into a legal agreement with the borough and or Transport for London to make alterations or improvements to a public highway, as part of planning approval. This could include a new access into a development site, works to footways, new signalised junction, cycle parking etc. The Council undertakes the works and the developer pays the reasonable costs of the works.

Future use highway agreements

The Council should co-ordinate highway works secured by s278 agreements with the proposed programme of public realm improvements to maximise impact.
For the Queenstown Road junction site and Havelock Terrace pedestrian link, further investigation should focus on cost and viability of each intervention.

Other funding

The Council should use the Physical Development Framework as an advocacy document to help bid for funding opportunities from the Mayor of London and the Government and its agencies as and when opportunities arise (e.g. future rounds of the Mayor's Good Growth Fund and Arts Council funding).

Design Quarter Business Forum

The Council should initially organise and service a bi-annual Forum for businesses in the area to come together to discuss common issues and challenges and identify solutions to them. It is hoped that this will develop in to a self-organising Forum and potentially a Business Improvement District (BID) to fund additional and on-going physical improvements and/or management services.

Monitoring and review

The Council should monitor the effectiveness of the Physical Development Framework in delivering the spatial strategy, including using Local Plan monitoring indicators IE 07 to IE 11. The Framework will be adjusted, where necessary, to make it more effective. It is also recommended that the Council take account of this Framework as it reviews its Local Plan and prepares its Preferred Options Plan (due out for consultation in Summer 2020).

7.0
DEVELOPMENT
BRIEFS

Havelock Terrace, a mix of industrial and office uses, 2019

Existing area floorspace ratio

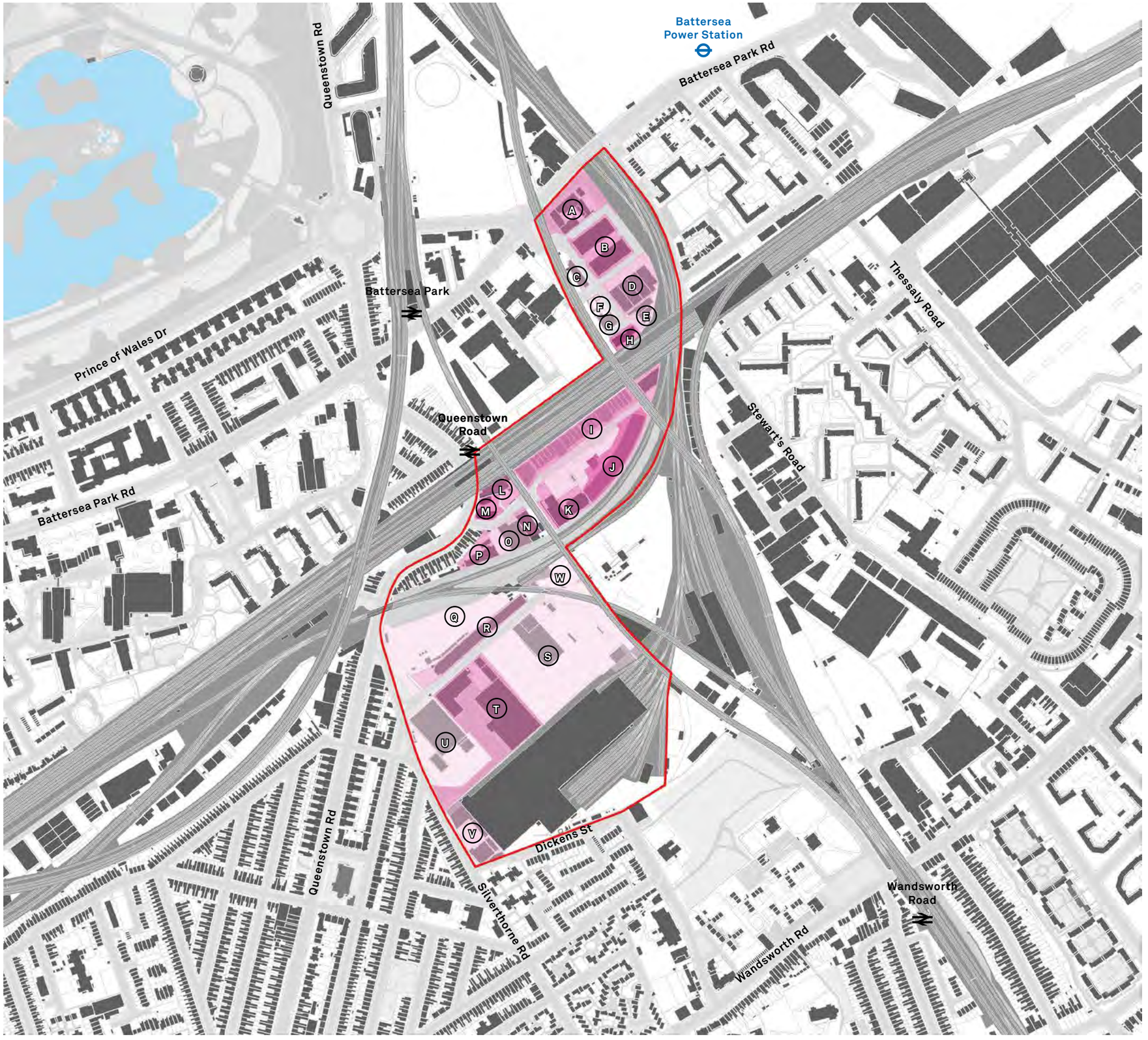
The diagram illustrates the current density of development across the masterplan site. This mapping, in part, informs the identification of opportunity sites, on the basis that the Council should support development on sites with a low floor area ratio sites.

Plot ID	Existing Plot Area (m^2)	Existing Floorspace (m^2)	Existing Floorspace Ratio (%)
A	2373	3722	157
B	3571	6738	189
C	754	451	60
D	3142	2335	74
E	963	502	52
F	500	0	0
G	874	387	44
H	686	1480	216
I	5312	6250	118
J	3582	10085	282
K	2560	4282	167
L	889	966	109
M	835	1723	206
N	606	620	102
O	1630	1005	62
P	1424	961	67
Q	9504	0	0
R	3409	2657	78
S	17566	2050	12
T	10643	13886	130
U	6823	3022	44
V	2458	1268	52
Total	**80104**	**64390**	**80**

KEY

- 0-50%
- 50-75%
- 75-100%
- 100-150%
- 150-200%
- 200+%
- Study area boundary

N 0 200m



Opportunity sites

The plots have been categorised by on their propensity for intervention. The result is based on discussions with landowners and LB Wandsworth planning officers, and reflects the landowner's intentions and planning status if an application or pre-application is underway.

Primary opportunity sites

A	Palmerston Court
B	5-7 Havelock Terrace
C	16 Havelock Terrace
F	38 Havelock Terrace
G	48 Havelock Terrace
I	Spaces Business Centre
L	7 Ingate Place
M	220-222 Queenstown Road
N	12 Ingate Place
Q	Tarmac (front site)
V	Site Allocation 1 (Local Plan)

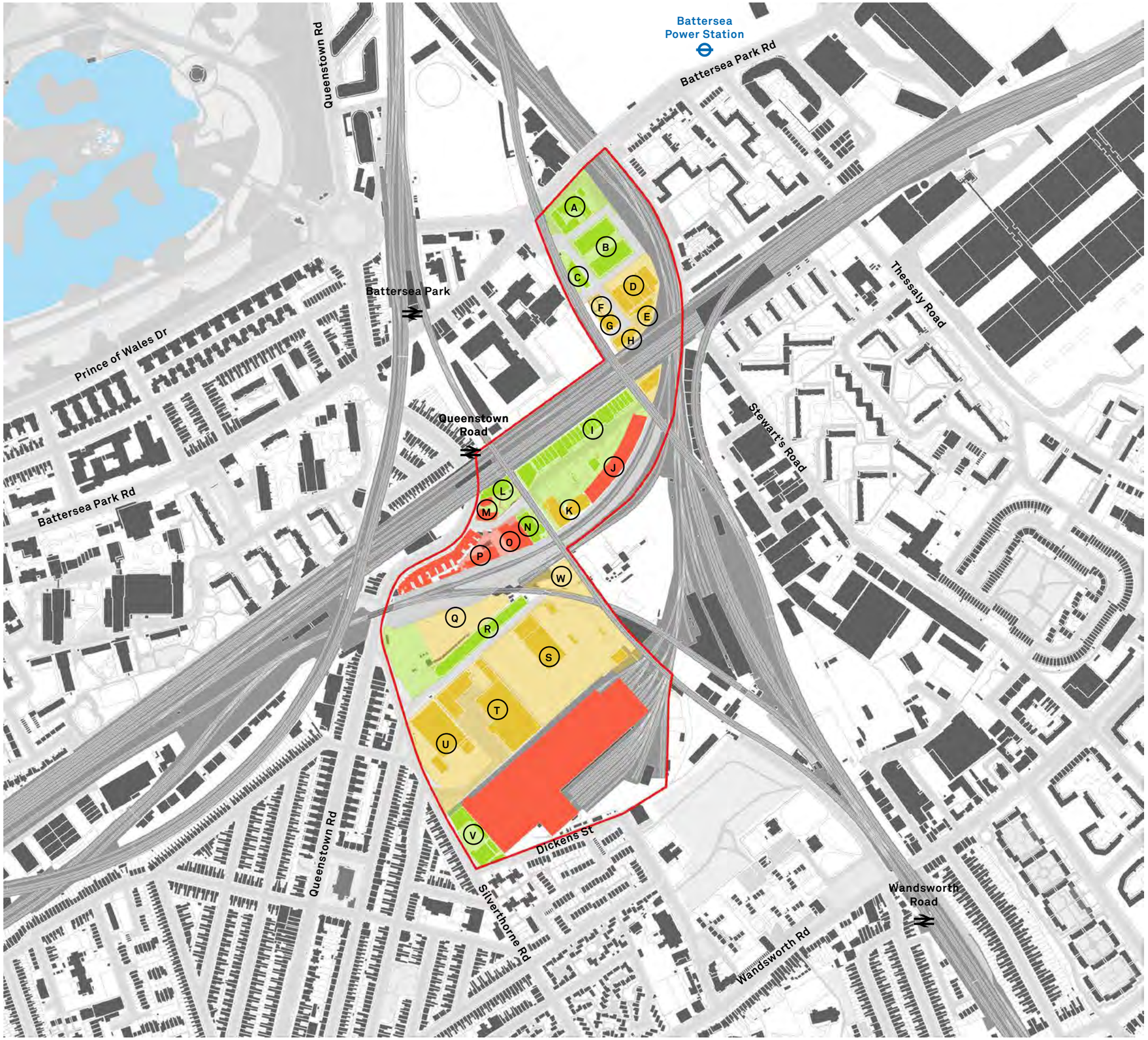
Secondary opportunity sites

D	Motor Village Service Centre
E	Rocket Food
H	Henley Homes
K	Ingate Place
Q	Tarmac
R	British Rail Yard (Silverthorne Road)
S	Abellio bus depot
T	Battersea Studios
U	Bidfood Battersea
W	London Concrete

KEY

- Fixed - no potential for intensification
- Potential with constraints
- High potential for intensification
- Battersea Design & Tech Quarter boundary

N 0 200m



7.1
SITE 1:
HAVELOCK TERRACE

1. Hewlett House

2. Rocket Foods

3. Motor Service Village

Site 1:
Havelock Terrace

Site

A	Palmerston Court
B	Hewlett House, 5-7 Havelock Terrace
C	16 Havelock Terrace
D	Motor Village Service Centre
E	Rocket Foods
F	38 Havelock Terrace
G	48 Havelock Terrace
H	Henley Homes

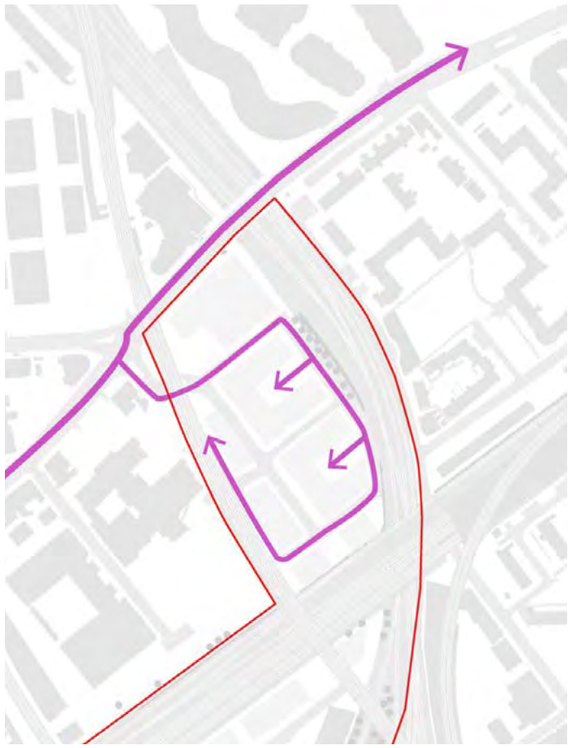
Plot ID	Existing Plot Area (m^2)	Existing Floorspace (m^2)	Existing Floorspace Ratio (%)
A	2373	3722	157
B	3571	6738	189
C	754	451	60
D	3142	2335	74
E	963	502	52
F	500	0	0
G	874	387	44
H	686	1480	216

KEY

Study area boundary

N 0 100m

Havelock Terrace:
Urban principles



1. Move access and servicing to the edges of the site

— Reduce potential conflict between vehicles, pedestrians and cyclists by moving servicing access routes to the peripheries of the site

Vehicular route

Battersea Design & Tech Quarter boundary

2. Locate working yards by the railway lines to create amenity spaces at the centre of large plots

— Rationalise service routes to shared working yards, working lane-way and that support the mix of uses.

— Block layout allows for public and amenity spaces to be set back from major vehicle routes.

Amenity yards

Neighbourhood street

Working street

Working yard

Battersea Design & Tech Quarter boundary

3. Provide active frontage to Havelock Terrace street and positive frontage to working yards and amenity spaces

— Provide ground floor active frontage at the junction of Havelock Terrace and Palmerston Way.

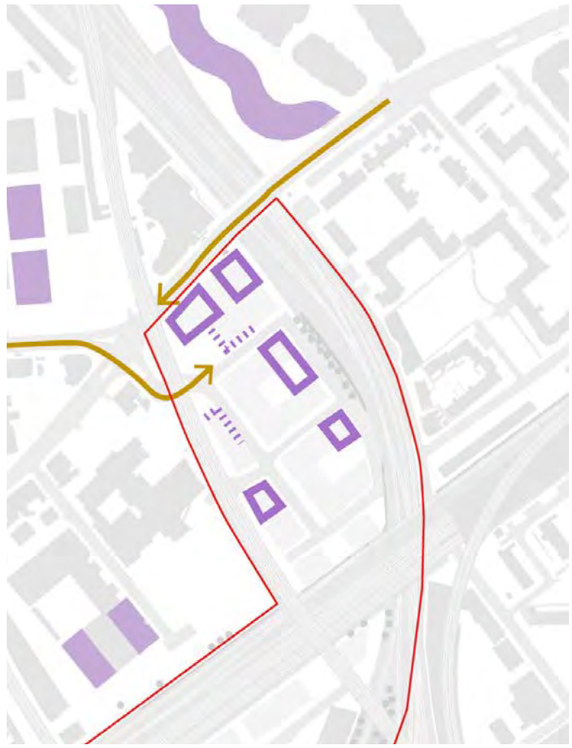
— Working yards facing the rail lines are supported by positive frontage.

Active frontage

Positive frontage*

Battersea Design & Tech Quarter boundary

*Positive frontages are well designed secondary façades that are organised to support auxiliary and servicing needs of the building



4. Deliver well designed marker buildings

— Well placed ‘marker’ buildings on Battersea Park road improve legibility and navigation to the Design and Tech Quarter.

— Locate ‘hubs’ at key corners.

— Taller buildings should be distributed across the area.

Long approach views

Key corners

Tall buildings

Adjacent tall buildings

Battersea Design & Tech Quarter boundary

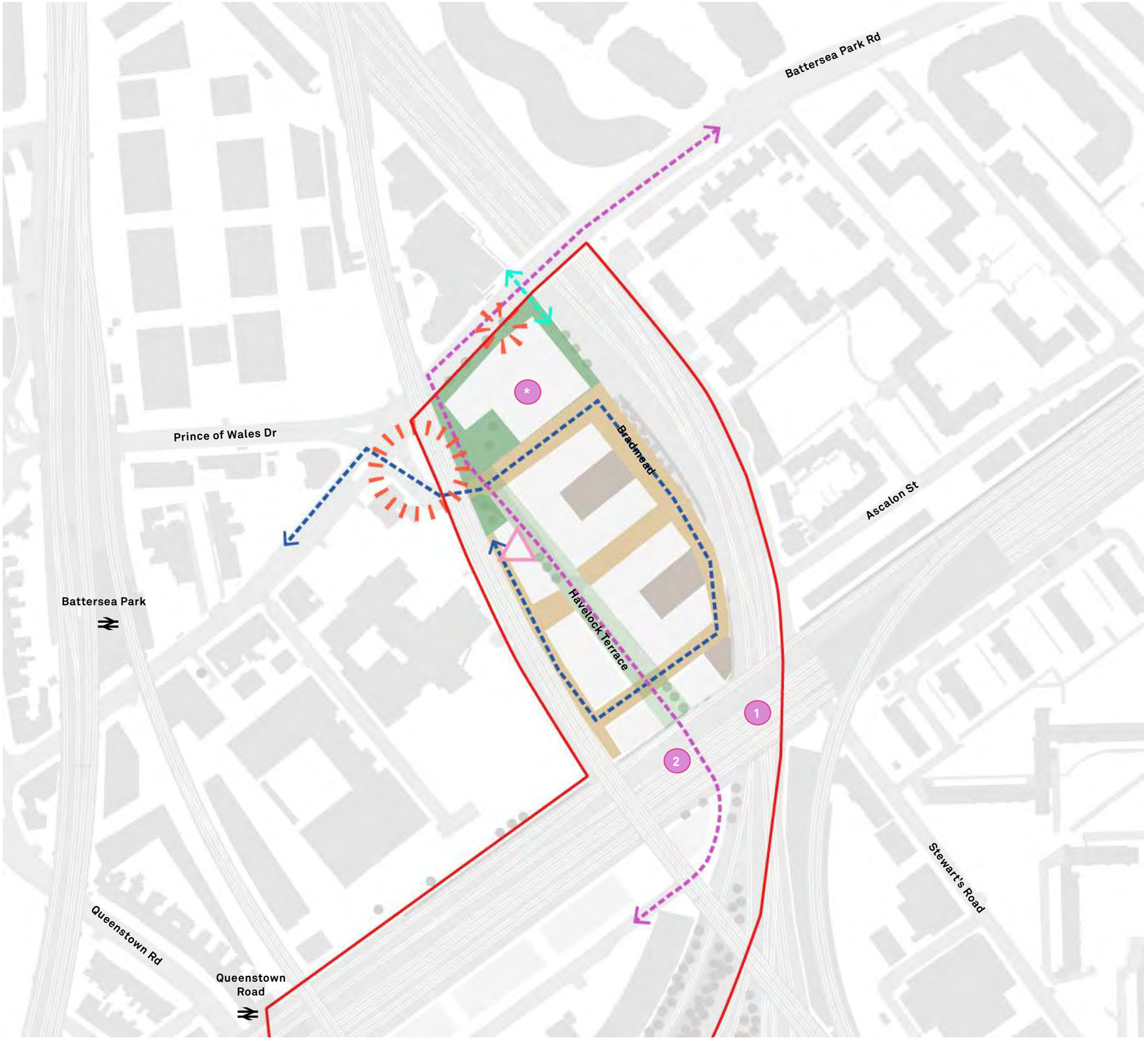
Havelock Terrace: Public realm & connectivity

Potential new walking & cycling route connecting Battersea Park Road (near to the new Battersea Underground Station with Queenstown Road) avoiding the large junction that these two streets form

1. It is unclear whether there is sufficient room alongside the existing railway line. to introduce a footway / cycleway. Potentially the tunnel would have to be widened

2. New tunnel through the rail way lines should be also considered. This could directly link the Ingate Place with Havelock Terrace road (see key interventions - Section 7.3)

* Footprint for options 1 and 2 (see pages 72-73) are the same.



KEY

- Amenity yards
- Neighbourhood street
- Working street
- Working yard
- Servicing route
- Pedestrian/cycle priority route
- Secondary pedestrian route
- Wayfinding & signage
- Shared amenities
- Battersea Design & Tech Quarter boundary

N 0 100m

Havelock Terrace:
Height & massing
Option 1 Employment-led

Existing uses & floorspace areas

Plot ID	Plot area (m^2)	Existing floorspace (m^2)	Floor area ratio (%)	Total existing industrial (m^2)	65% plot area
A	2373	3722	157	0	1542
B	3571	6738	189	6738	2321
C	754	451	60	451	490
D	3142	2335	74	2335	2042
E	963	502	52	502	626
F	500	0	-	0	325
G	874	387	44	387	568
H	686	1480	216	0	446

Proposed uses & floorspace areas

Plot ID	Light industrial (m^2)	Workshop/ studio (m^2)	Office (m^2)	Hub (m^2)	Total industrial (m^2)	>65% Y/N
A*	506	0	13700	500	1006	N/A
B	1780	4930	12736		6710	Y
C	610	0	3240	250	610	Y
D/E	2373	1830	11742		4203	Y
F/G	860	860	6326		1720	Y
H	365	365	1460		730	Y

*Plot A also provides 315 sqm GEA retail use in the form of a pub

KEY

Building Types

- Workshops and studios
- Office
- Hub
- Small industrial
- Retail / Public house

Other uses

- Amenity yards
- Neighbourhood street
- Working street
- Working yard

Havelock Terrace:
Height & massing
Option 2 Student housing

Existing uses & floorspace areas

Plot ID	Plot area (m^2)	Existing floorspace (m^2)	Floor area ratio (%)	Total existing industrial (m^2)	65% plot area
A	2373	3722	157	0	1542
B	3571	6738	189	6738	2321
C	754	451	60	451	490
D	3142	2335	74	2335	2042
E	963	502	52	502	626
F	500	0	-	0	325
G	874	387	44	387	568
H	686	1480	216	0	446

Proposed uses & floorspace areas

Plot ID	Light industrial (m^2)	Workshop/ studio (m^2)	Office (m^2)	Hub (m^2)	Total industrial (m^2)	>65% Y/N
A*	506	0	2,765	500	1006	N/A
B	1780	4930	12736		6710	Y
C	610	0	3240	250	610	Y
D/E	2373	1830	11742		4203	Y
F/G	860	860	6326		1720	Y
H	365	365	1460		730	Y

*Plot A also provides 8,354 sqm GEA purpose-built student accommodation and 315 sqm GEA retail use in the form of a pub

KEY

Building Types

- Workshops and studios
- Office
- Cultural consumption spaces / hubs
- Small industrial
- Student housing
- Ancillary spaces (below ground)
- Retail / Public house

Other uses

- Amenity yards
- Neighbourhood street
- Working street
- Working yard

Havelock Terrace:
Commercial viability

The viability of Havelock Terrace, based on the scheme design contained within this report has been assessed. The Havelock Terrace sub-area has been selected for viability testing as the proposals within it are representative of the array of commercial accommodation proposed for the wider BDTQ and therefore should be reflective of viability concerns for the site itself and also the remaining scheme. As the site area with the highest proportion of current development momentum, evidenced in a number of planning applications and through conversations with landowners, Havelock Terrace sites are likely to come forward first for development. Subsequent development within Ingate Place and Silverthorne Road sub-areas is envisaged across a longer timescale and have not been included within this viability analysis, however Havelock Terrace demonstrates a mix of uses indicative across all 3 sub-areas of the BDTQ.

Viability will be determined by running a phased development appraisal and assessing the residual land value (or surplus value). A positive land value / surplus will indicate a viable scheme. To measure the degree of viability, we have applied a viability score to each of the property use-types to demonstrate the degree of robustness and therefore the resilience of the scheme to changes in the inputs.

Market commentary
Plans for the site at Havelock Terrace currently set out a mix of uses including workshops and studios, office, small and medium industrial uses, as well as various other spaces for amenity, parking and public realm. This will result in a net total of 56,600 sq.ft of light industrial floorspace, 69,900 sq.ft of workshop/studio floorspace, and 381,300 sq.ft of office floorspace.

There are various important factors to take into account when considering the values this development is likely to achieve. As is seen with comparable schemes, good connectivity is crucial, however severance and lack of access to amenity and green space can clearly have a negative impact. Plans that can overcome severance and integrate sensitive public realm interventions will undoubtedly contribute to greater values being achieved here. As seen with Battersea Studios, the potential to create a community of complementary businesses can also have a positive effect.

One should also consider the amount of workspace to be provided at discounted rates. Rent free periods should also be taken into account, which for the Southbank area (Southwark, Waterloo, London Bridge, Borough, Battersea / Vauxhall) tends to be 9-12 months for 5 year leases, and up to 24 months for a 10 year lease. Furthermore, having consulted local agents (Edward Charles & Partners; Houston Lawrence), demand for both office and industrial type space is strong, and notable deals for office space at Battersea Studios (£40-45psf) and Parkfield Industrial Estate (£25-£30psf)suggest that values for new build premises at Havelock Terrace could certainly match if not exceed this.

Overall, the Havelock Terrace development site benefits from excellent transport connectivity (Battersea Park, Queenstown Road, Battersea Park Road), access to green space and amenity (Battersea Park) as well as being in a prime location to capitalise on large-scale change and regeneration throughout the Vauxhall Nine Elms Opportunity Area and the subsequent extension of the Northern Line. Space at Battersea Studios (£40-45psf) and Parkfield Industrial Estate (£25-£30psf) suggest that values for new build premises at Havelock Terrace could certainly match if not exceed this.

AGGREGATED LAND VALUES	
Light industrial	£4,334,000
Workshop	£2,372,000
Office	£63,183,000
Gross Residual Land Price	£69,889,000
Finance @ 6.00%	-£9,177,000
Purchaser's Costs at 6.78%	-£3,855,000
NET RESIDUAL LAND VALUE	£56,857,000 (£91 per sq ft GIA)

*** See appendices for full commercial viability report**

Land values
The tables display the headline sales and costs figures derived from the appraisals, and subsequently the residual land values being determined on an individual and overall basis.

LIGHT INDUSTRIAL	
(56,625 sq ft NIA) (62,925 sq ft GIA)	Build Costs:£7,235,000
	Other Dev't Cost:£4,405,000
	Finance @ 6.0%: £1,437,000
Total Sales: £20,513,000	Profit-on-cost @ 15.0%: £2,612,000
GROSS RESIDUAL LAND VALUE (sales minus costs) £4,334,000 (£69 per sq ft GIA)	
NET RESIDUAL LAND VALUE (incl. land purchase costs deduction) £3,534,000 (£56 per sq ft GIA)	

WORKSHOP	
(69,875 sq ft NIA) (82,200 sq ft GIA)	Build Costs: £16,852,000
	Other Dev't Cost: £7,351,000
	Finance @ 6.0%: £3,033,000
Total Sales: £43,532,000	Profit-on-cost @ 15.0%: £4,441,000
GROSS RESIDUAL LAND VALUE (sales minus costs) £2,372,000 (£29 per sq ft GIA)	
NET RESIDUAL LAND VALUE (incl. land purchase costs deduction) £1,938,000 (£24 per sq ft GIA)	

OFFICE	
(381,325 sq ft NIA) (476,650 sq ft GIA)	Build Costs: £109,631,000
	Other Dev't Cost: £53,086,000
	Finance @ 6.0%: £17,316,000
Total Sales: £256,702,000	Profit-on-cost @ 15.0%: £36,483,000
GROSS RESIDUAL LAND VALUE (sales minus costs) £63,183,000 (£133 per sq ft GIA)	
NET RESIDUAL LAND VALUE (incl. land purchase costs deduction) £51,402,000 (£108 per sq ft GIA)	

NB The assumptions are made on a generalised basis and are based on high level rather than detailed schemes. Revenues are based on general market conditions supported by high level market evidence.

Havelock Terrace:
Commercial viability

Viability scoring
In the analysis below, viability has been scored by assessing the relationship (ratio) between revenues and costs, with 100% being the determinant point at which a use / plot / scheme is deemed viable or unviable. The score will demonstrate the level of 'surplus' as a proportion of the total costs so that the constituent parts of the scheme can be analysed on a like-for-like basis regardless of their size.

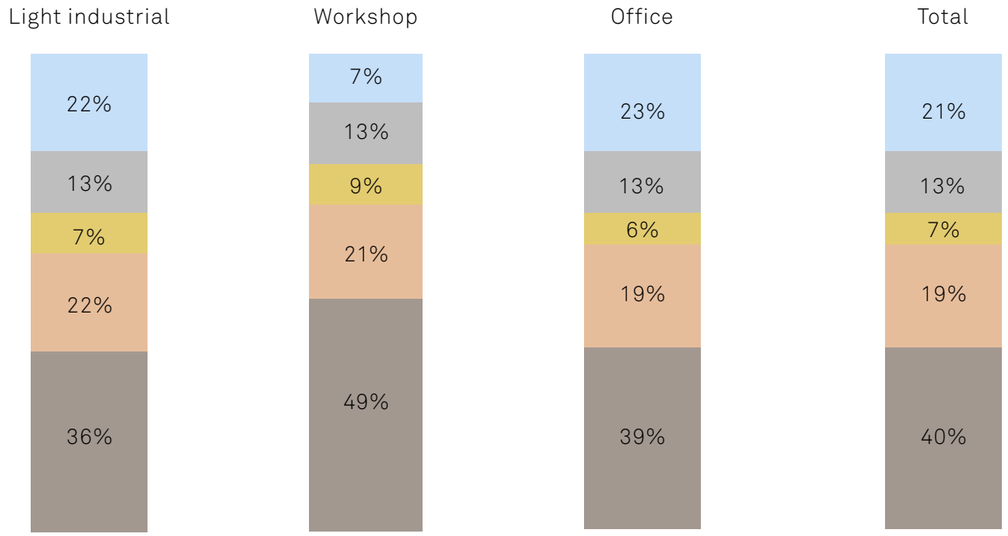
The higher the viability score, the greater the resilience to input changes such as increased build costs and lower sales values (explained in more detail below), and the more profitable they are deemed.

A score of less than 100% indicates an unviable element to the scheme. This may manifest in a negative land value (if the land value is the variable being measured) or a scheme that generates lower levels of profit than are typically required by developers / investors (if the land price is already fixed and the profit level / surplus is the variable being measured). In some instances, the viability analysis will indicate that no profit is received and that costs would exceed revenues, thus creating a loss-making scheme.

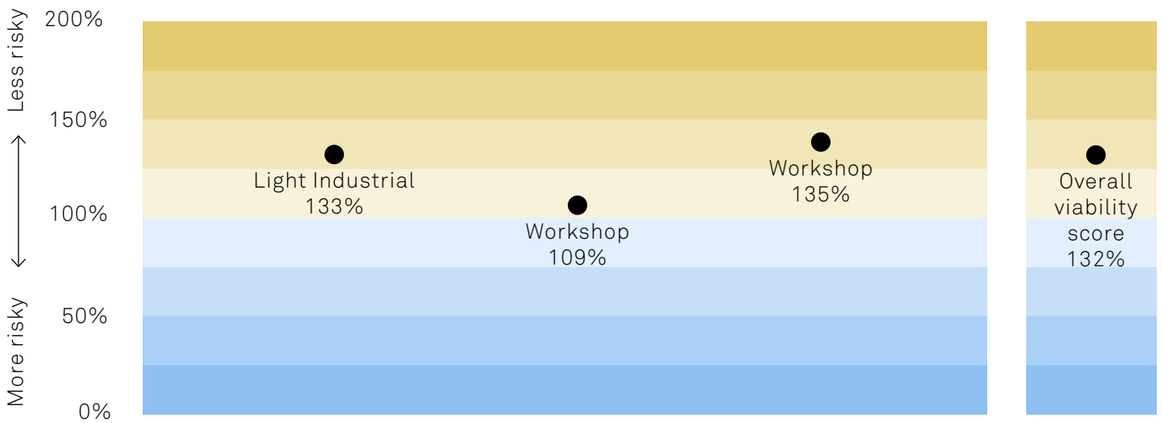
Concluding observations
- Havelock Terrace is mixed-use scheme with a predominance of office space equating to 75% of the total amount.
- The overall scheme creates a positive land value / surplus of circa £56.9m, which suggests that (at a minimum) a landowner could receive payment for the land and a developer could receive sufficient profit to justify undertaking the scheme.
- The overall scheme has a viability score of 132%, which demonstrates a degree of robustness against small shifts in value and cost inputs.
- Individually, all the property use-types create positive land values / surpluses.
- Office use has the highest viability score at 135%, although Light Industrial demonstrates a similar
- Level of viability at 133%.
- Workshop / Studio uses have a lower score at 109%, reflecting their affordable status and the lowering of their rents by 20% compared to market levels.
- All the above is subject to the notes, caveats and limitations stated below, and they must be read in conjunction with this report.

KEY
Costs by property type
- Land value
- Profit on GDV
- Construction finance
- Other construction
- Pure build incl. fit out

Total Costs Summary by property type



Viability scoring



*** See appendices for full commercial viability report**

NB The assumptions are made on a generalised basis and are based on high level rather than detailed schemes. Revenues are based on general market conditions supported by high level market evidence.

7.2
SITE 2:
INGATE PLACE

1. Ingate Place


2. Safestore - Spaces Business Centre


3. Safestore - Storage

Site 2:
Ingate Place

Site

I	Safestore - Spaces Business Centre
J	Safestore - Storage
K	14 Ingate Place
L	7 Ingate Place
M	200-220 Queenstown Road
N	12 Ingate Place
O	6-10 Ingate Place
P	4 Ingate Place

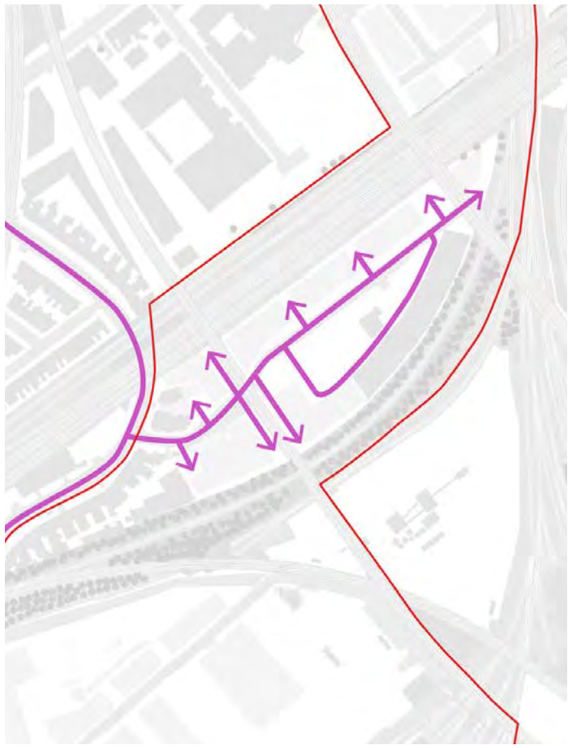
Plot ID	Existing Plot Area (m^2)	Existing Floorspace (m^2)	Existing Floorspace Ratio (%)
I	5312	6250	118
J	3582	10085	282
K	2560	4282	167
L	889	966	109
M	835	1723	206
N	606	620	102
O	1630	1005	62
P	1424	961	67

KEY

Study area boundary

N 0 100m

Ingate Place:
Urban principles



1. Controlled servicing across the main axis
- Keep service routes close to building line
- Recess service access points within building footprints

Vehicular route

Battersea Design & Tech Quarter boundary

2. Buildings structured around working yards and amenity space
- Buildings and working yards address the central shared space.
- Vehicle routes set back from central amenity space.
- Consolidate parking at the end of the site

Amenity yards

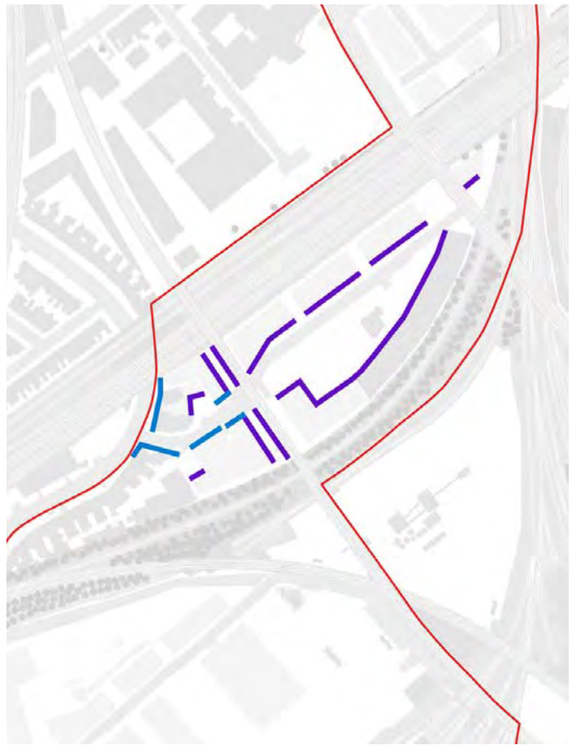
Neighbourhood street

Working street

Working yard

Parking area

Battersea Design & Tech Quarter boundary



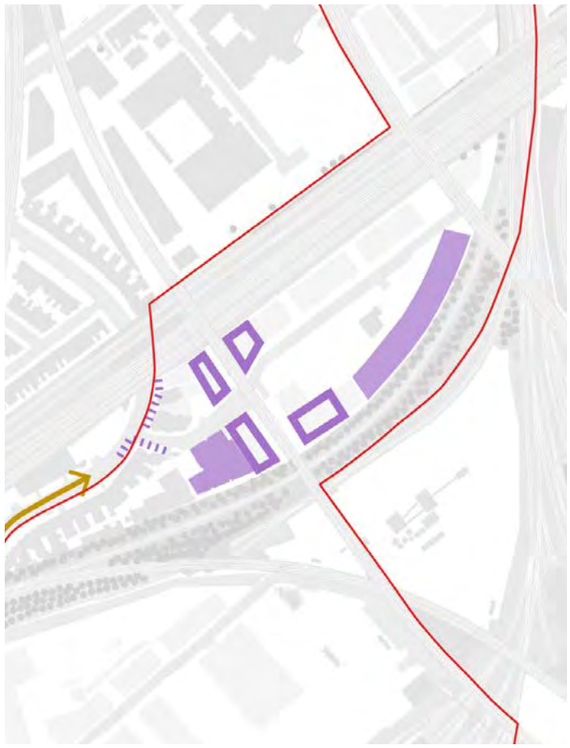
3. Provide active and positive frontages along main routes
- Positive frontage of workshops, studios and light industrial spaces support and active, shared amenity space.
- Quality of public spaces creates a welcoming environment for Ingate Place

Active frontage

Positive frontage*

Battersea Design & Tech Quarter boundary

*Positive frontages are well designed secondary façades that are organised to support auxiliary and servicing needs of the building



4. Deliver well designed marker buildings
- Locate high quality ‘marker’ buildings at the junction of Queenstown Road and Ingate Place to improve legibility and navigation.
- Taller buildings clustered next to the railway lines and the approved scheme at Ingate 4 giving prominence to the Safestore building.

Long approach views

Key corners

Tall buildings

Adjacent tall buildings (existing/ consented)

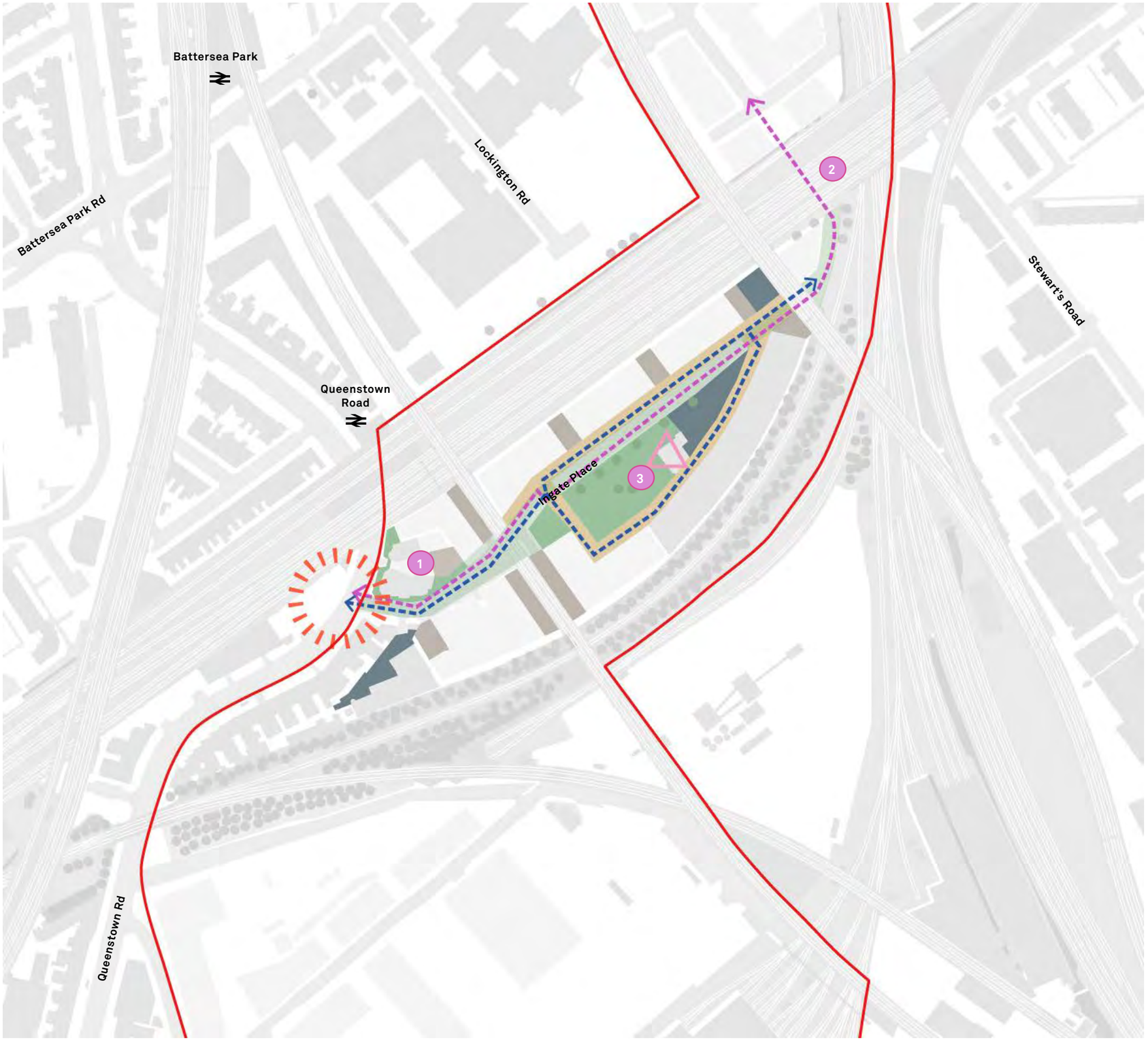
Battersea Design & Tech Quarter boundary

Ingate Place: Public realm & connectivity

1. Potential location of a hub at 220-222 Queenstown Road site.

2. New tunnel through the rail way lines which links Ingate Place with Havelock Terrace road.

3. New amenity yard with potential food truck/ pavilion type structure for workers.



KEY

- Amenity yards
- Neighbourhood street
- Working street
- Working yard
- Parking area
- Servicing route
- Pedestrian/cycle priority route
- Wayfinding & signage
- Shared amenities
- Battersea Design & Tech Quarter boundary

N 0 100m

Ingate Place:
Height & massing

Existing uses & areas

ID	Plot area (m^2)	Existing floorspace (m^2)	Floor area ratio (%)	Total existing industrial (m^2)	65% plot area
I/J	8894	16335	254	15391	5781
K	2560	2600	205	2083	1664
L	889	966	368	109	578
M	835	1723	383	0	543
N	606	620	744	102	394
O	1630	1005	591	25	1060
P	1424		121	0	926

Proposed uses & floorspace areas

ID	Light industrial (m^2)	Workshop/ studio (m^2)	Office (m^2)	Hub (m^2)	Total industrial (m^2)	>65% Y/N
I/J	15735	3385	3465		19120	Y
K	2600	0	2645		2600	Y
L	1145	0	2125		1145	Y
M	300	0	2900	450	300	Y
N	450	1160	2900		1610	Y
O	2700	0	6930		2700	Y
P*	0	0	1730		0	N/A

* This scheme does not include industrial floorspace as it was approved before the draft London Plan Policy was released.

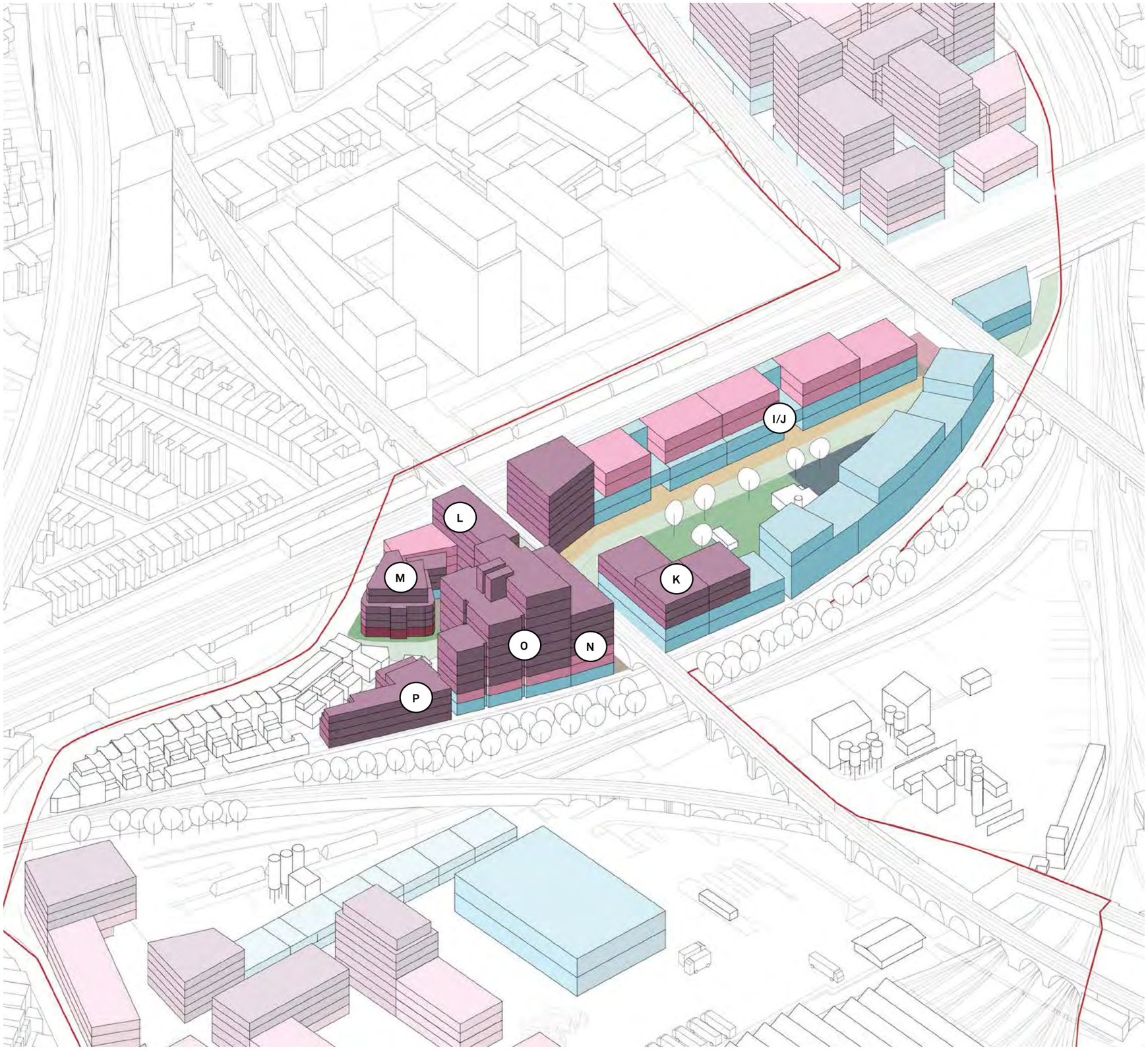
KEY

Building Types

- Workshops and studios
- Office
- Hubs
- Small industrial

Other uses

- Amenity yards
- Neighbourhood street
- Working street
- Working yard
- Parking area



7.3
SITE 3:
SILVERTHORNE ROAD

1. Tarmac - Network Rail owned site

2. Battersea Studios

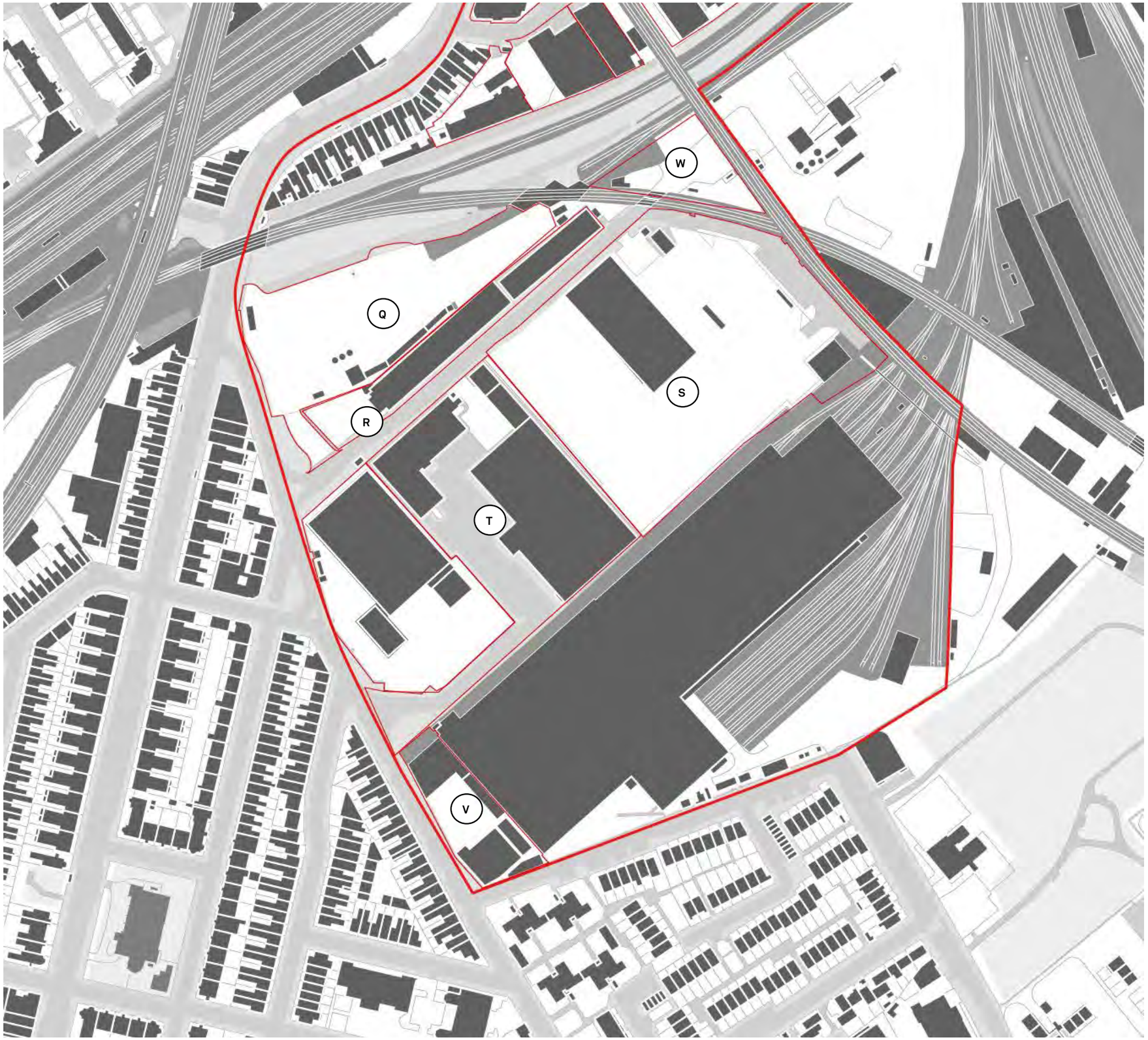
3. Abellio bus depot - Site allocation

Site 3:
Silverthorne Road

Site

Q	Tarmac
R	British Rail Yard
S	Abellio bus depot
T	Battersea Studios
U	Bidfood Battersea
V	Site Allocation SA1
W	London Concrete

Plot ID	Existing Plot Area (m^2)	Existing Floorspace (m^2)	Existing Floorspace Ratio (%)
Q	9504	6177	0
R	3409	2657	78
S	17566	2050	12
T	10643	13886	130
U	6823	3022	44
V	2458	1268	52



KEY

Study area boundary

N 0 100m

Silverthorne Road:
Urban principles

1. Reduce access point and servicing at Queenstown Road junction
- Create clear servicing routes and access points to the rear of buildings
- Reduce potential conflict between vehicles, pedestrians and cyclists at the junction with Queenstown Road.

Vehicular route
Battersea Design & Tech Quarter boundary

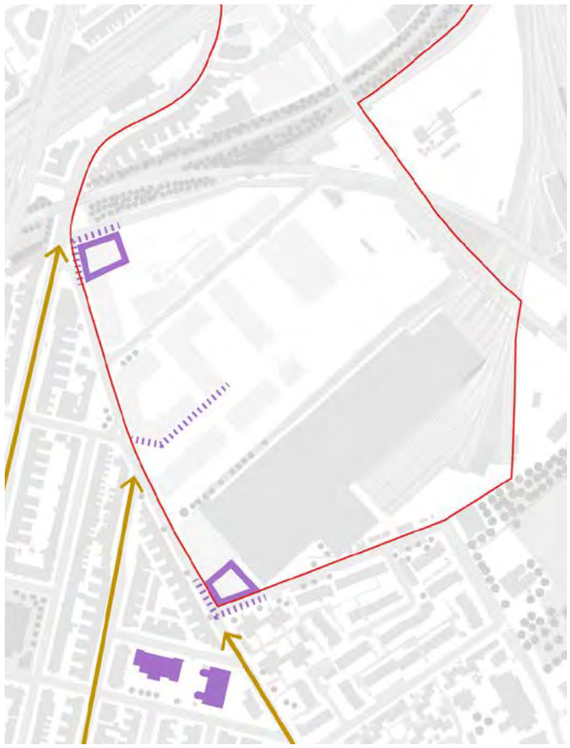
2. Blocks structured around working yards and amenity spaces
- Improved public realm at key points address Queenstown road and adjacent conservation area
- Block layout creates a network of public spaces, shared working yards away from vehicular routes
- Parking consolidated and rationalised across the site

Amenity yards
Neighbourhood street
Working street
Working yard
Parking area
Battersea Design & Tech Quarter boundary

3. Provide active and positive frontage to amenity spaces and Queenstown Road
- Provide ground floor active frontage at the junction of Queenstown with A and D class uses.
- Amenity spaces between blocks are supported by positive frontage.

Active frontage
Positive frontage*
Battersea Design & Tech Quarter boundary

*Positive frontages are well designed secondary façades that are organised to support auxiliary and servicing needs of the building



4. Deliver well designed marker buildings
Marker buildings at on the junction can improve legibility and wayfinding.
Taller buildings located at key corners by the railway and south corner of the site.

Long approach views
Key corners
Adjacent tall buildings
Tall buildings
Battersea Design & Tech Quarter boundary

Silverthorne Road: Public realm & connectivity (Option 1)

1. The junction realigned with service route access through Tarmac's site to enable all heavy vehicles to exit straight on to Queenstown Road, relieving Silverthorne Road. (see Key Interventions - Section 7.3)

2. Potential pedestrian/cyclist bridge that connects Battersea Studios site to Ingate Place

3. Reuse of existing footbridge connecting Stewarts Lane to Heathbrook Park & Wandsworth Road Station

4. Pedestrian route to Battersea Park

KEY

- Amenity yards
- Neighbourhood street
- Working street
- Working yard
- Parking area
- Servicing route
- Pedestrian/cycle priority route
- Wayfinding & signage
- Shared amenities
- Battersea Design & Tech Quarter boundary

N 0 100m

Silverthorne Road:
Height & massing

Existing uses & areas

Plot ID	Plot area (m^2)	Existing floorspace (m^2)	Floorspace ratio (%)	Total existing industrial (m^2)	65% plot area
Q	9504	-	-	-	6177
R	3409	6300	78	2657	2216
S	17566	5000	12	2050	11418
T	10643	17440	130	7686	6918
U	6823	10786	44	3022	4435
V	2458	6700	52	1268	1598

Proposed uses & floorspace areas

ID	Light industrial (m^2)	Workshop/ studio (m^2)	Office (m^2)	Hub (m^2)	Total industrial (m^2)	>65% Y/N
Q	0	4390	2510		4390	N
R	3300	0	3000		3300	Y
S	0	0	0		5000	N
T	1250	8050	8140	270	9300	Y
U	1323	5050	4413		6373	Y
V	0	2820	3880		2820	Y

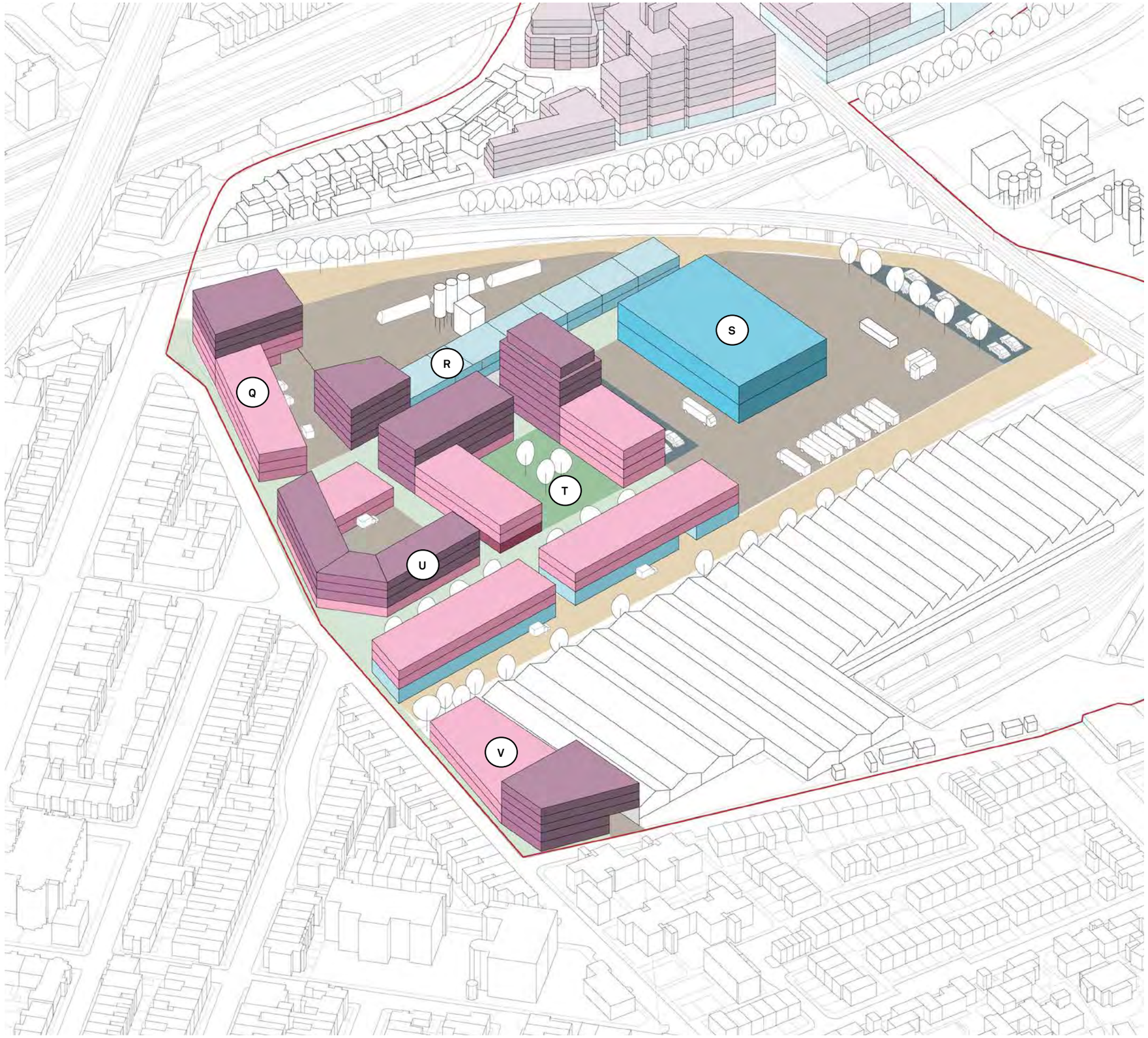
KEY

Building Types

- Workshops and studios
- Office
- Hub
- Small industrial
- Medium industrial

Other uses

- Amenity yards
- Neighbourhood street
- Working street
- Working yard
- Parking area



8.0
SPECIFIC
INTERVENTIONS

Industrial units, Railway arches at Stewarts Lane, 2019

8.1 Ground floor use strategy

Wandsworth's Local Plan prioritises industrial and storage space on designated Strategic Industrial Land (SIL). Local Plan Policy EI 6 includes the following policy objectives for the Queenstown Road, Battersea, Industrial Business Park

1. Support Light Industry (B1c), General Industry (B2), Storage and Distribution (B8) and appropriate sui generis uses that relate to the industrial nature of the area.

2. Require redevelopment of sites to provide full replacement of existing B1(c), B2 or B8 floorspace and encourage industrial intensification.

3, 4, & 6. Retain a significant industrial function, with all development providing industrial/storage floorspace in accordance with 1 and 2 above. Providing that this is done, other B1 uses (a) office accommodation for SMEs and (b) research and development will be allowed – providing it does not erode the effective operation of the industrial function of the SIL

5. Allow small-scale non-industrial uses where these cater for the local needs of people working in the area.

The characteristics of industrial and storage and distribution uses means that they are most suited to ground floor accommodation and the LPA has sought to optimise the use of ground floors of buildings for these uses, with SME offices and other appropriate employment uses being located on upper floors where ever possible. This approach should be continued.

Industrial space has a higher job density and typically attracts less vehicular traffic than storage and distribution space and it is recommended that industrial uses are generally prioritised,

However, storage and distribution use on the ground floor of buildings would be appropriate where it would replace similar space (in accordance with Policy EI 6 2), or where such space is clearly linked with associated cultural production space or it would serve the needs of the wider Opportunity Area.

It is important that the above policy objectives are implemented in ways that secure the long-term provision of industrial/storage space and that it is not whittled away over time. This requires the following:

Robust planning decisions

(Approved drawings and documents, planning conditions and planning obligations)

To secure fit-for-purpose industrial and storage space which optimises the use of the ground floor of buildings and railway arches for these purposes

Determination and sufficient resources

To ensure that, unless there are exceptional circumstances that tip the planning balance in favour of a reduced industrial/storage offer on the site, subsequent planning decisions do not reduce the industrial/storage space that has been secured

Effective planning enforcement

To monitor and ensure continued use of the space for industrial/storage spaces.

The following sections provide some guidance of how the above requirements can be achieved:

Make sure space is fit for purpose

Use the pre-application and application stages to ensure that the proposed spaces are suitable for industrial and/or storage use. See Section 6 for guidance on this.

Secure managed workspace where appropriate

Local Plan Policy IE 4 and the Planning Obligations SPD (2020) set out requirements for managed workspace in proposed schemes. These may relate to additional industrial/storage on the ground floor and/or office/research floorspace on upper floors of new buildings. Where it is proposed to secure managed industrial/storage uses, Section 6 sets out guidance on how this could best be secured.

Clearly define and restrict the use of industrial/ storage space

Make sure that the application form, description of development and drawings consistently describe the proposed use of the ground floor/arch(es) as being for Light Industry (B1(c) and/or General Industry (B2), Storage or Distribution (B8) or a defined sui generis industrial use and that quoted floorspace figures are consistent.

Impose a planning condition, along the lines set out below, that restricts the use of the ground floor/arch for the purpose for which it is intended

Condition
The employment space on the ground floor of the building hereby approved OR WITHIN THE ARCH(ES)) shall be used for industrial purposes (Use Class B1(c)) OR General Industry (Use Class B2) or DEFINED SUI GENERIS USE and for no other purpose (including any other purpose in Class B of the Schedule to the Town and Country Planning (Use Classes) Order 1987(as amended), or in any provision equivalent to that Class in any statutory instrument revoking and re-enacting that Order with or without modification.

Reason
In order to (a) ensure a full replacement industrial uses AND/OR (b) optimise the use of ground floor space OR ARCH(ES) for industrial AND/OR storage purposes and protect strategically important industrial land in an Industrial Business Park in accordance with Council Policy EI 1, EI 3 and EI 6 and London Plan Policies E2, E4, E5 and E7.

Refrain from using conditions to limit the hours of use and/or deliveries, unless such restrictions are really necessary to protect residential amenity and/ or traffic conditions.

‘Keep on keeping on’

Land owners/prospective developers are entitled appeal against a refusal of planning permission. They are also able to apply to remove or vary planning conditions or appeal against the refusal of the LPA to remove or vary a condition. They can also seek approval for Non Material Amendments (s96A) and Minor Material Amendments (s73) or to vary s106 Obligations by way of a Deeds of Variation. Alternatively, they can submit a fresh detailed or reserved matters application or a different scheme containing less or different industrial/storage space. The Council needs to have sufficient determination and resources to rigorously scrutinise proposed changes and defend decisions at appeal where necessary in order to retain industrial/storage space that is originally secured.

Enforce effectively

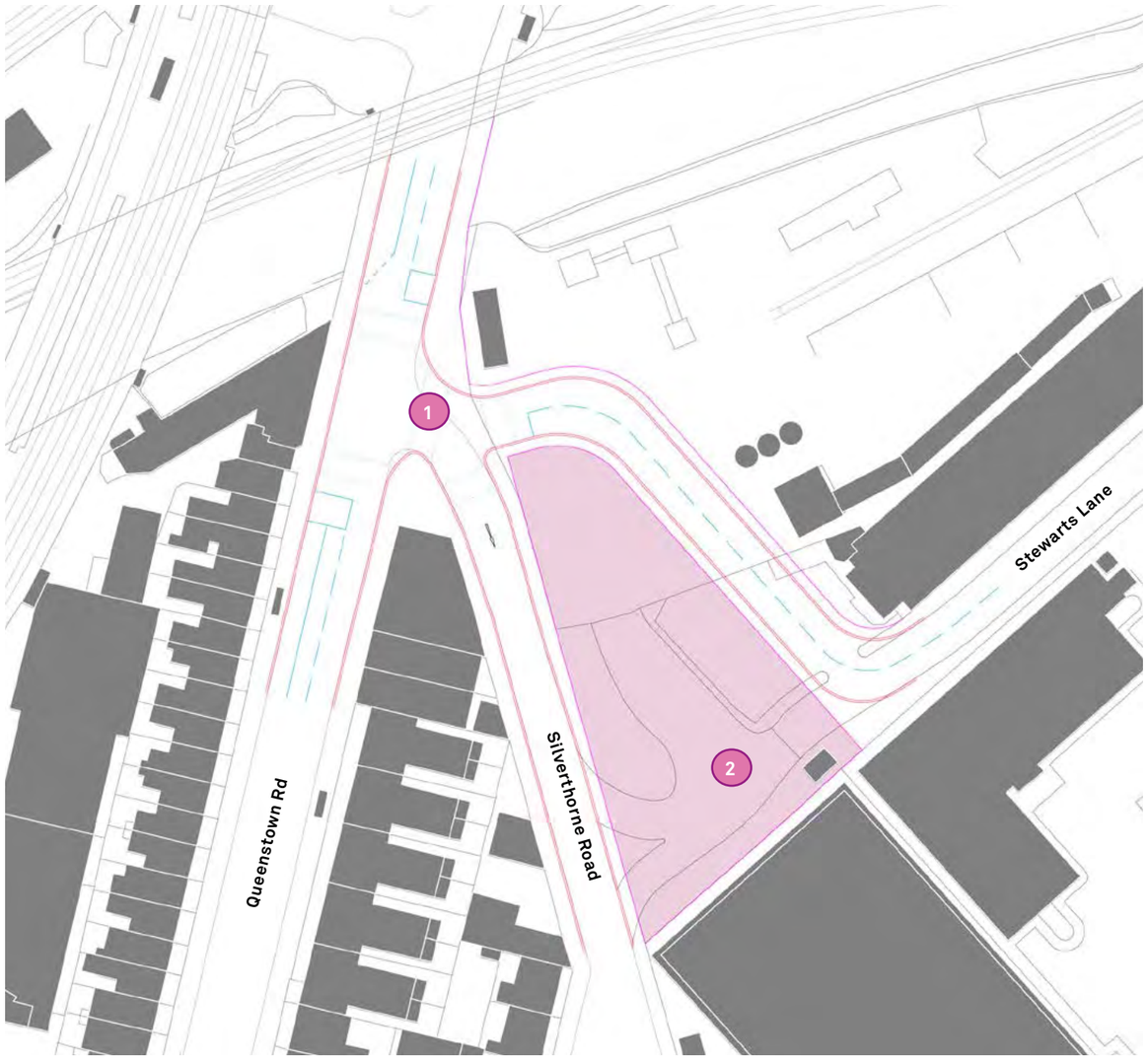
The Council needs to effectively enforce against breeches of planning permission, in accordance with its adopted Planning Enforcement Policy (December 2015), which places “unauthorised commercial use of a building or land” within Category B (Medium Priority) in terms of enforcement priority.

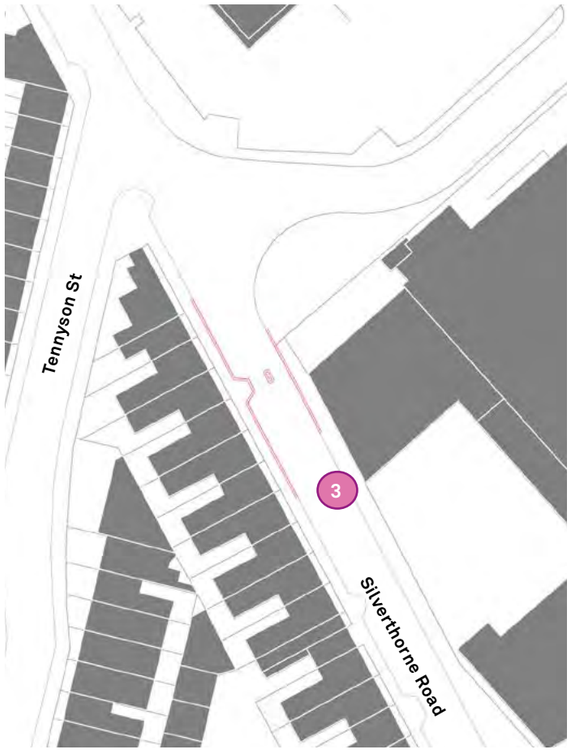
8.2 Silverthorne & Queenstown Road junction

The Abellio site is currently occupied by a bus operator and two concrete plants, among other uses. The result is a high number of HGVs accessing the site throughout the day. While it is tempting to suggest that these land uses are relocated to remove their negative impact on the surrounding street network, given that the site is bordered on three sides by railway lines (minimising their impact on potential neighbours) and that this location is believed to be strategically advantageous for the companies involved (not least the demand for concrete associated with the significant levels of development in the area), it is difficult to think of an alternative location locally where these land uses would have a smaller negative impact on their surroundings.

However, significant issues remain, not least of which are the conditions along the largely residential Silverthorne Road, which suffers from a lack of positive, active frontage along its eastern edge in addition to the aforementioned HGV movements. The current traffic management arrangement in combination with the access to the Abellio site requires HGVs to loop around a one-way system in order to access Queenstown Road (which offers strategic connections to the wider network).

By relocating the access to the Abellio site, such as by creating a new arm to the existing junction of Queenstown Road with Silverthorne Road, these HGVs would be able to access Queenstown Road directly and avoid Silverthorne Rod altogether. Furthermore, this could potentially free-up the section of the Abellio site that fronts on to Silverthorne Road, enabling a new, positive frontage to be introduced, potentially complimenting other development sites further south towards Dickens Street.





N 0 50m

1. Revised access to the 'Abellio' site
New signalised junction providing better pedestrian facilities and direct access to Queenstown Road from Abellio site

2. Potential new development site
Potential site for redevelopment providing active frontage to Silverthorne Road.

3. Silverthorne Road HGV restriction
A new weight and / or width restriction on Silverthorne Road, located immediately to the south of Battersea Studios, would prevent HGVs from this site and the Abellio site from heading south along Silverthorne Road and instead force them on to the more strategic Queenstown Road. This could be introduced either in addition to the changes to the Abellio site access described above or as a stand-alone intervention. This would help to reduce the negative impacts of HGV movements associated with these two sites on the surrounding, largely residential area.

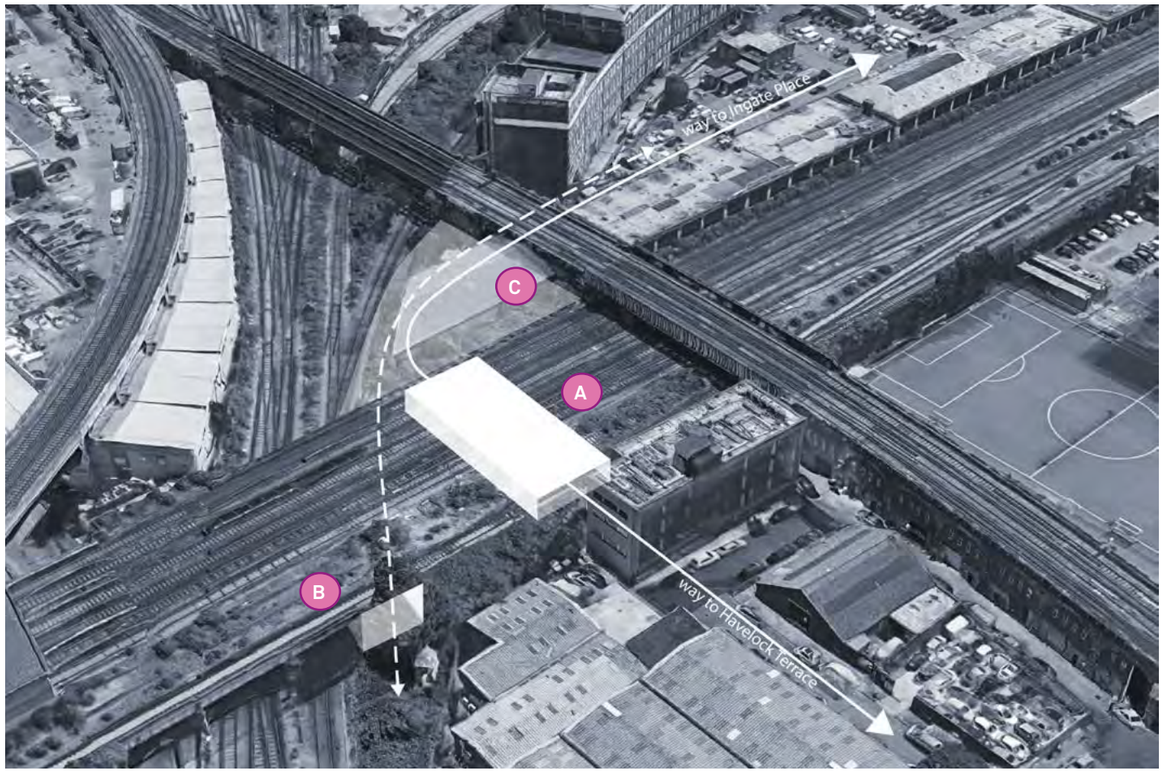
8.3 Pedestrian connection between Havelock Terrace and Ingate Place

Providing a new walking and cycling connection that links the Havelock Terrace industrial area with the Ingate Place industrial area will help to create a more connected walking and cycling network. This is particularly important in an area that suffers from significant severance primarily as a result of the multiple railway lines that cross it.

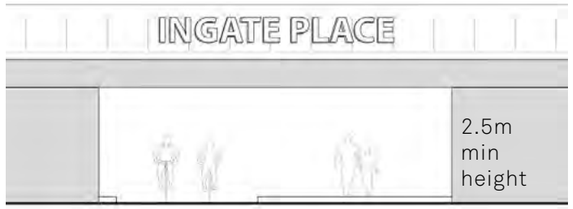
To connect the two industrial areas, it is suggested that a new route is created adjacent to the existing railway line that defines the eastern edge of the Havelock Terrace industrial area, passing under the railway bridge associated with the mainline tracks into Waterloo and entering the eastern end of the Ingate Place industrial area (same suggestion was made at the Stewarts Road Study, 2010). Due to restrictive access and visibility it has not been possible to determine whether there is already sufficient room for such a route alongside the existing railway line.

Options to widen this route (B) or to create a new tunnel (A) in the embankment could be explored in more detailed. Clarification from Network Rail has not been forthcoming but will hopefully confirm whether a pedestrian and cycle route in this location is viable.

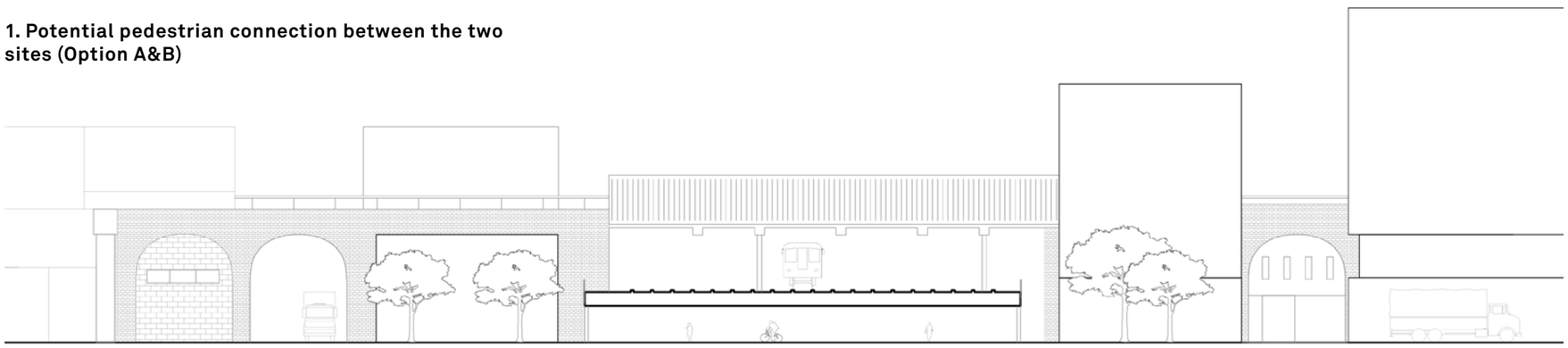
The small triangle of land (C) at the eastern end of the Ingate Place industrial estate (sandwiched between three railway lines) is currently gated with high levels of security. Simply to create a pedestrian and cycle route, let alone one that is attractive, the current land use would have to change, or their security arrangements would need to be modified. More generally, conditions for walking and cycling along Ingate Place and, to a lesser extent, Bradmead would need to be improved.



1. Potential pedestrian connection between the two sites (Option A&B)



2. Elevation (option A-looking south)
A: buffer between cycle lanes and structural wall
B: two-way cycle track
C: footway



3. Section (option A)

8.4 Hubs strategy overview

Planning policy at national, London-wide and local level adopts a 'town centre first' approach to cultural consumption spaces and directs such activities to the Borough's town centres and the VNEB CAZ area (particularly the proposed CAZ Frontage around Battersea Power Station).

The proposed hubs are intended as multi-functional spaces that support employment uses by providing socialising, networking and marketing spaces which may include cultural activities (such as a café/ restaurant/bar, product launches, promotional events, live music, performance etc.). However, they are to be 'ancillary' spaces that support individual businesses and the ecology of the area as a whole.

It is envisaged that one hub type will serve each 'area of change':

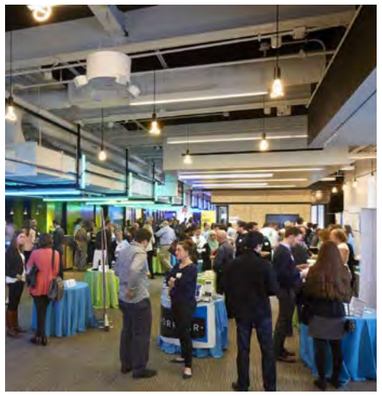
— Event space/cafe
— Public facing/gallery space
— Incubator/accelerator space

KEY

- Amenity yards
- Neighbourhood street
- Pedestrian/cycle priority route
- Key corners
- Hubs
- Battersea Design & Tech Quarter boundary

N 0 100m

Precedent 1
Hub type: Event space/cafe



District Hall, Boston

Precedent 2
Hub type: Public facing/gallery space

Arebyte Gallery,
London City Island

Precedent 3
Hub type: Incubator/accelerator space

Tech start-up incubator,
New York

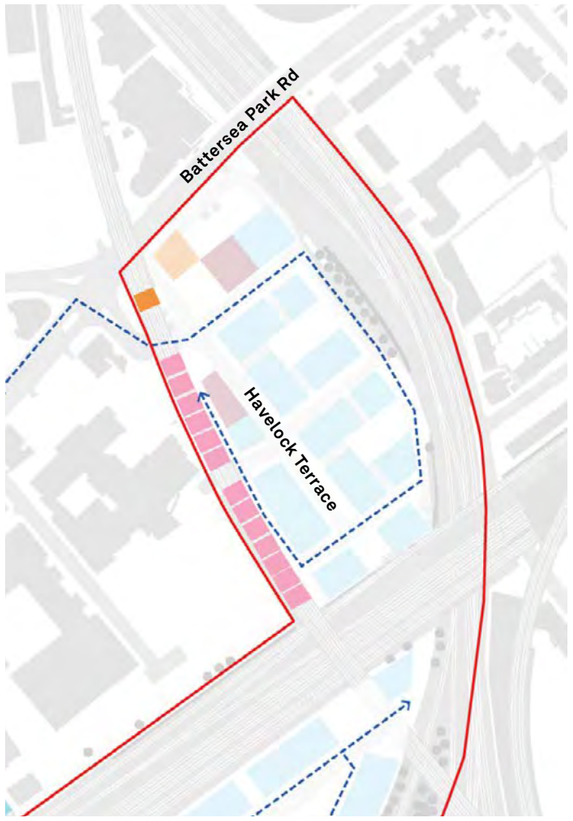
Precedents 4,5
Hub type: Event space/cafe

IYA Studio, Deptford, London

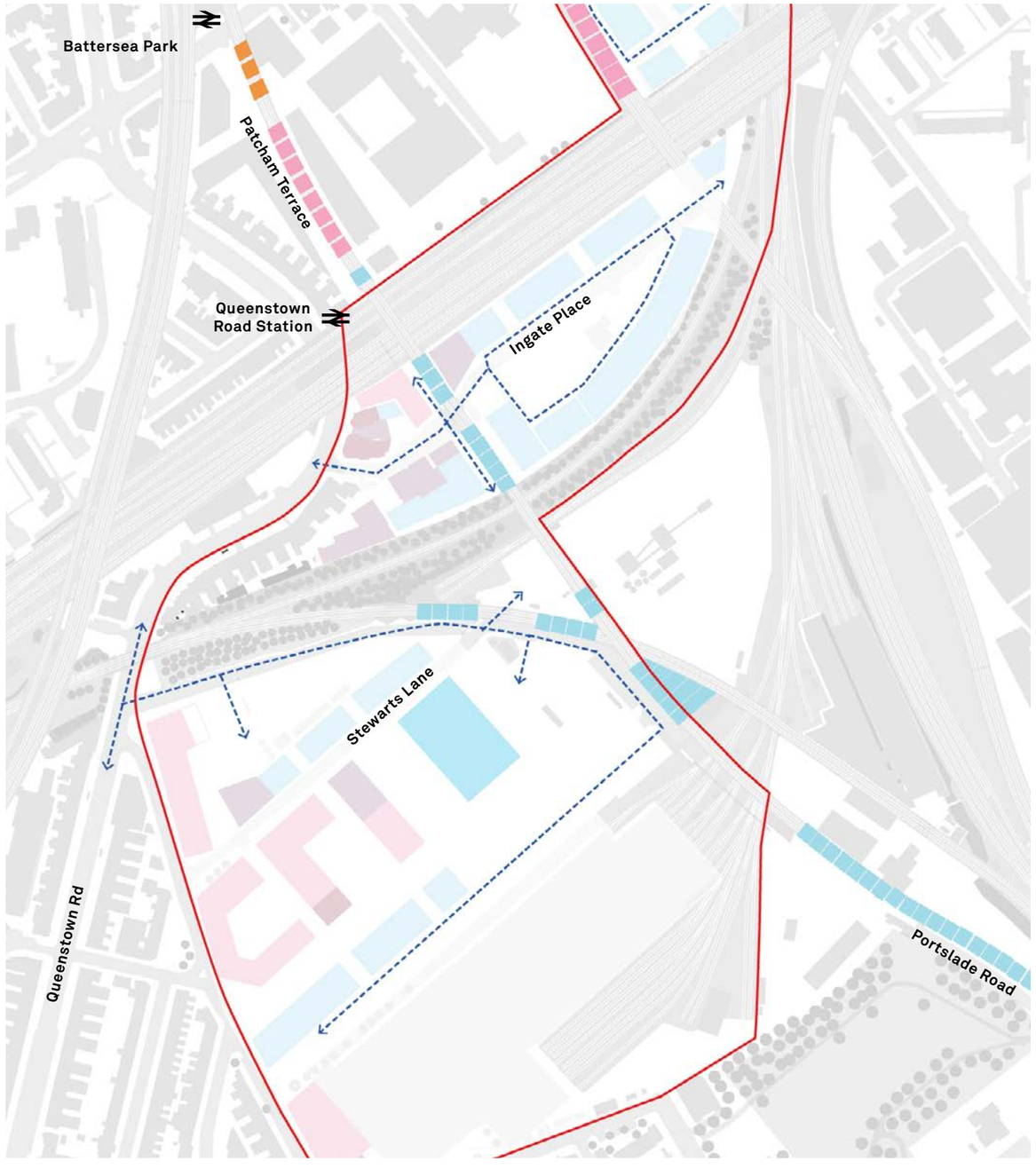
Uncommon, Liverpool St, London

8.5 Arches strategy

There are a number of commercial spaces within railway arches across the study area. The strategy for the arches responds to the proposals on adjacent sites, as detailed through this development framework. In accordance with Local Plan Policy EI3, the arches are generally intended as auxiliary and complementary light industrial (B1c), general industrial (B2), storage and distribution (B8) and industrial sui generis uses that support the overall ecology of the Design and Tech Quarter.



1. Havelock Terrace site



2. Battersea Exchange, Ingate Place & Silverthorne Road site

KEY

Building Types

- Workshops and studios
- Office
- Retail
- Small industrial
- Medium industrial

- Servicing route
- Battersea Design & Tech Quarter boundary

N 0 100m

8.6 Partnerships & branding

The establishment of a successful innovation quarter will be as much about networks and the exchange of information as it will be buildings and public spaces. It is important that at an early stage, measures are put in place to develop these and empower greater involvement. The creation of a recognised brand can underpin this as well as provide signals to the market creating momentum towards investment and development.

Action Area 1: BDTQ Innovation Council

There is a need for an overarching structure which defines the direction, goals and strategy of the innovation district. This can be done by setting up an Innovation Council for the BDTQ, which acts as the leadership group in charge of bringing together various stakeholders across the quarter and stewarding the development of the BDTQ. Wandsworth Council is well placed to act as the coordinator of this Innovation Council. The Innovation Council will be responsible for:

1. Overseeing the quarter's non-physical development timeline

2. Curating the quarter's networking event programme

3. Creating the branding strategy and communication material to increase the visibility of the BDTQ

4. Championing mission-oriented and inclusive innovation

Action Area 2: Partnerships

Forming partnerships is key to developing a distinct identity for the innovation quarter and attracting new businesses. Drawing on the area's existing assets and actors to forge partnerships also helps to foster a more organic growth for the district.

The Battersea area has a number of key actors which in recent years have started to define themselves as anchor institutions in the area's changing landscape. This existing clustering of key actors in one same geographic precinct, alongside the new developments coming forward create a unique opportunity to grow partnerships and form the innovation spine for the BDTQ. Adjacent key partners could include:

— **Royal College of Art**
RCA and specifically Innovation RCA, is the differentiating factor for the Battersea area. The presence of a globally renowned institution sets the wider area apart and helps make the case for BDTQ for being a genuine Innovation District. Educational bodies play a critical role as innovation cultivators, acting as furnaces for learning: postgraduate and PhD students can advance research in collaboration with other actors on site.
— **Battersea Power Station Development Company**
Anchored by Apple's headquarters, BPSDC will deliver a creative/knowledge-based business ecosystem in its own right. BDTQ will balance this, offering diversity as well as stimulus. It is critical that BPSDC and its partners/tenants are involved in the development of the concept for the area, sharing experience, expertise and ideas, whilst avoiding duplication. The Quarter should be seen as part of the wider economic ecosystem and continuum.
— **Design Council**
The Design Council is an independent charity and the governments' advisor on design. They seek to promote the value of design as a creator of value. In doing so it seeks to promote wellbeing, enabling happier and healthier and places. The Design Council, can act as an arbiter of quality as well as a broker of relationships which can help develop the concept in the coming years.
— **Public Sector**
The public sector (primarily LB Wandsworth and GLA) will be fundamental to the future success of BDTQ. Public sector partners will provide initial finance and strategic oversight as well as being custodians of public value – ensuring the effective distribution of benefits and links through to local communities and businesses. In terms of overall strategy and planning policy, the Borough's Local Plan Full Review provides the opportunity to ensure that Local Plan policy is fully aligned with the new London Plan policies on industrial land and takes account of the continued demands driven by development within the Opportunity Area.

Communication with other key landowners such as Safestore, Henley Homes and Network Rail will be essential to coordinating development across the BDTQ.

Action Area 3: Branding and Communication

Strong innovation quarters have a recognised brand, which is underpinned by a well-defined identity. District branding can be done through urban design elements (building massing, street design, plantings...) and through communication tools such as logos, district banners, websites and brochures. Developing a visual identity for the BDTQ will be key in maintaining the reputation of the area. This could be centred around the BDTQ becoming the locus of design activity in London, helping to set LB Wandsworth as a borough which champions design innovation with a social purpose.

Action Area 4: BDTQ Agora

A proactive approach is needed to provide opportunities for collaboration between different groups, institutions and organisations. This can be done by creating a network for businesses on site with a dedicated event space and symposium for discussion. Having a networking programme in place is also paramount – it acts as the "connective tissue" of the innovation quarter and sparks a culture of collaboration.

"Innovation districts embody the very essence of cities: an aggregation of talented, driven people, assembled in close quarters, who exchange ideas and knowledge in (...) a "dynamic process of innovation, imitation, and improvement."

Peter Hall,
Cities in Civilization: Culture, Innovation, and Urban Order

Action Area 5: Fostering Local Engagement

Rethinking the role innovation districts play within their wider geographic area offers an opportunity to foster local engagement and social development for neighbouring communities. To start, the BDTQ could:

— Support Youth Entrepreneurship: partnering up with local groups or local schools to provide advice, mentorship and space to young people

— Work & Give: Use social value leases to support employees to engage with local communities through volunteering

— Meaningful Public Space: Provide free-to-use and accessible event space for local community groups

— Civic Innovation Challenge: Involve businesses from the BDTQ with the Mayor of London's Civic Innovation Challenges, which offer an opportunity for start-ups to work together with leading corporates and public organisations to tackle some of London's most pressing problems.

Action Area 6: Providing Affordable Workspace

With over 97% of businesses in London employing fewer than 50 employees, demand for flexible and affordable workspace in London is growing. According to Wandsworth Council, the "Wandsworth affordable creative workspace, including artist and maker space, is under great pressure and many studio buildings and creative production spaces are being lost to the sector. Replacement office space in new development, while catering for high value commercial creative businesses, often does not provide the affordability needed to sustain the diversity of the cultural ecology which has previously thrived in the area."[1]

The redevelopment of the Battersea area presents an opportunity for Wandsworth Council to promote the provision of affordable workspace in the area. Several measures can be taken to work towards this:

1. Using the creation of the BDTQ as a vehicle to promote the need for the short-term acceleration of affordable workspace in the wider South London Innovation Corridor

2. Working with developers to support a better mix of spaces through the creation of a dedicated Central Workspace Fund for developers to contribute to

1. Wandsworth Council Cultural Planning Guidance, "Lombard Road/York Road Riverside Focal Point Area Guidance for Developers in relation to Arts and Culture Provision

Action Area 7: Delivering the hubs

One hub should be located in each sub area; ranging in function from retail, to gallery, to accelerator workspace (see p91). The hubs should be public facing in nature, serving as social spaces that encourage people to come together from different workplaces during the week or attract visitors from across the city after hours and at weekends. The hubs contribute to the sense of place and identity of Battersea DTQ and are a necessary place-making component of the Framework. The hubs should deliver uses that support and enhance the creative sector ecosystem of the area as a whole, which may include some cultural activities.

The hubs may be delivered as part of a cultural strategy, drawing on funds from s106 obligations (in line with the draft revised Planning Obligations SPD). The BDTQ should:

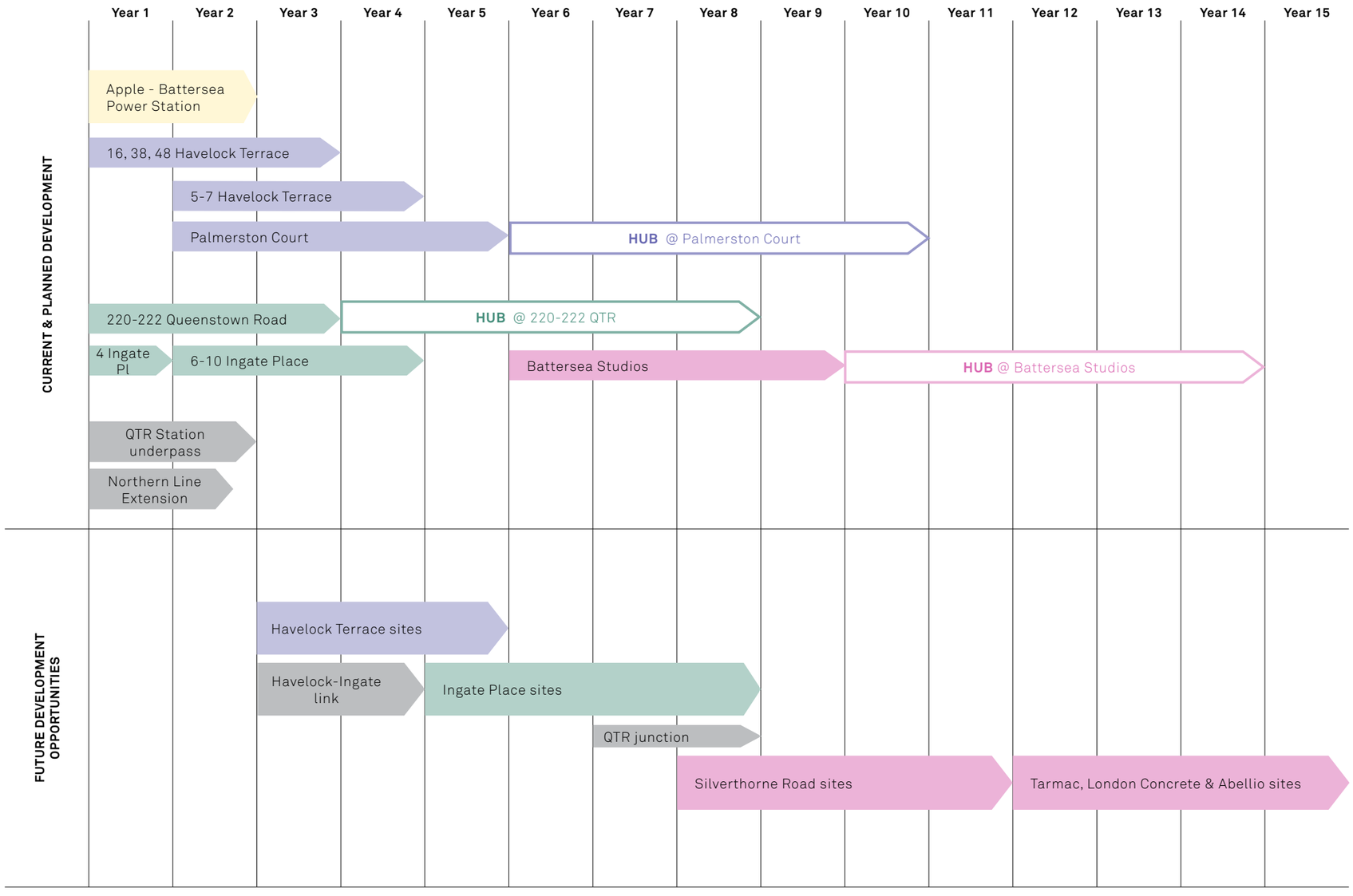
— Engage with key partners to establish targeted programmes for each hub
— Ensure that hub programming in each sub area complements and enhances the existing and emerging uses coming forward through planning
— Use the hubs as opportunities to activate the DTQ outside of regular weekday working hours to avoid creating a 'ghost-town' out of hours
— Once a 'cultural hub' in each of these sub-areas is secured, prioritise financial contributions to support cultural activities to be carried out from the proposed hub.
— Allow for the use and operation of the hubs to be managed by an approved Management Plan and allow for such plans to be reviewed and updated as necessary

9.0
TIMELINES

Battersea Exchange, View from Ingate Place, 2019

9.1 Development timeline

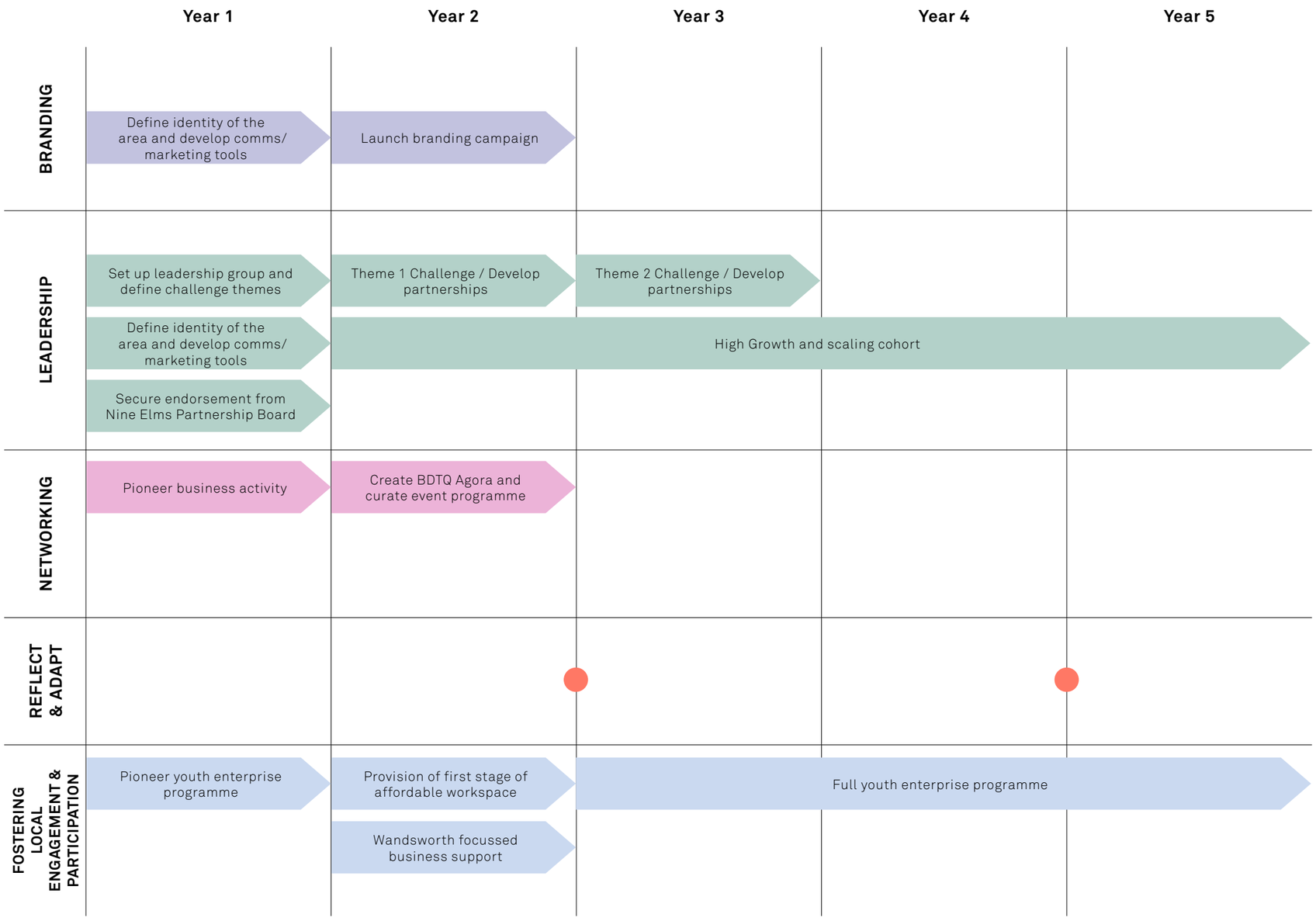
The timelines opposite and overleaf seek to illustrate the anticipated periods over which the opportunities identified in this framework could be realised. It is anticipated that development activity is likely to be focused around Havelock Terrace and Ingate Place sub-areas in the immediate 5 years, with the Silverthorne Road sub-area gaining momentum in the medium to long term.



KEY

- Wider area
- Havelock Terrace
- Ingate Place
- Silverthorne Road
- Hub - Havelock Terrace
- Hub - Ingate Place
- Hub - Silverthorne Road
- Transport infrastructure

9.2 Non-physical development timeline



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