

Lionel Road Liaison Group Meeting (LRLG) Minutes

02 May 2018, 7:00pm-8:30pm

Venue: Hogarth Suite, The Clayton Hotel, Chiswick, W4 5RY

Chair: Robert Gordon Clark, London Communications Agency

Project Team:

Brentford Football Club: Conor Hayes (CH), Cliff Crown (CC), Sally Stephens (SS), David Hayes (DH), Alan Walsh (AW)

Be Living Ltd: Paul Mackenzie (PM), Emma Cotton (EC)

Buckingham Group: Duncan Halliday (DHA)

London Communications Agency: Robert Gordon Clark (RGC), Jonny Simmonds (JS)

Arup: William Whitby (WW)

Attendees:

Andrew Dakers – Brentford High Street Steering Group and West London Business

Andrew Ross – Strand on the Green Association

Derek Collett – Brentford Community Council

Dorothy Boland – Strand on the Green Association

John Ricketts – The Kew Society

Kath Richardson – BrentfordTW8.com and Brentford Community Council

Marie Rabouhans – West Chiswick & Gunnersbury Society

Michael Robinson – Friends of Stilehall Gardens (FOSH)

Ruth Cadbury – Member of Parliament for Brentford and Isleworth

Summary note: The format of the evening saw introductions from the group's chair, Robert Gordon Clark, followed by presentations from Sally Stephens, New Stadium Project Manager at Brentford Football Club and Paul Mackenzie, Operations Director at Be Living Ltd. Informal discussion was welcomed and questions were asked at various points throughout the presentations. However, for the purpose of these minutes and for ease of reading, questions and answers have been grouped at the end of these minutes.

1. Welcome and introductions – Robert Gordon Clark (RGC)

Robert Gordon Clark (RGC), chair of the meeting welcomed everyone and introduced the project teams from Brentford FC, Be, Buckingham Group, ARUP and LCA. RGC briefly ran through the format of the evening before handing over to Sally Stephens (SS) to provide an update on progress made since the last meeting in August 2017.

2. Progress since the last meeting – Sally Stephens (SS)

SS introduced herself and provided a brief summary of the progress made since the last LRLG meeting in 2017. SS ran through a timeline of key milestones, including the clearing of site tenants and the demolishing of Capital Court, before moving on to the approval of planning amendments in December 2017 and the more recent ground breaking ceremony in March 2018. Some time was spent discussing the first construction newsletter which was issued in April 2018. Attendees were presented with printed copies and a map of the distribution area (which included some 4,290 properties surrounding the site). It was mentioned that the newsletter was also published online at the Club's



website – www.brentfordcommunitystadium.com – and will eventually be hosted on the project specific website being set up by Be Living. No questions were raised about the newsletter and its distribution.

3. Our commitments as a Considerate Contractor – Paul Mackenzie (PM)

At this point, Paul Mackenzie (PM) introduced himself and Be as the lead organisation for all contractors and consultants delivering the Brentford Community Stadium and enabling residential development. PM noted that there are high expectations accompanying this project – both internally to deliver a high quality stadium and new homes, and externally around how Be will manage such a major construction project in such a residential area. PM outlined that the project will be a ‘fast-track’ build, with a lot to do in a short period of time. The objective of this evening was principally to give attendees an understanding of the project and how the next three months will take shape, before the next meeting.

Before giving an overview of timelines and how each section of the site (the stadium, Central Eastern and Central Southern) would evolve over the next few months, PM ran attendees through some of Be’s considerate contractor commitments.

This included registering the site to the considerate contractors’ scheme, an independent organisation which enforces spot checks quarterly and provides guidelines for everything from engaging with the community to the site team. PM also explained that a number of additional measures will also be put in place, including converting the Duffy cabins into new full-team facilities, enforcing no operative parking on site and operating a “juggler” system for deliveries to be completed in tightly controlled 10 minute slots. PM ran through how these deliveries would be policed and some further detail on how the site would be managed logistically, with around seven different access points on site, each with two traffic marshals.

Turning to sustainability, PM described how 98% of the materials recovered so far have been recycled, crushed or smelted down. PM also reassured residents that Be will be constantly monitoring noise and dust on site and that the remaining dust impact will be limited now that the majority of the major demolition works are complete.

4. Overall timetable and programme between now and September 2018 – Paul Mackenzie (PM)

Moving onto project timescales, PM talked through an indicative timetable to completion and showed a short 2-minute video showing how the site would take shape through the course of the build. Some of the key milestones highlighted by PM included: start of frame late May/June 2018, start of façade July 2018, stadium frame complete by February 2019, façade complete by April 2019, pitch complete by August 2019, test events throughout November/December and the first game at the new stadium around December 2019.

In terms of the next few months, PM took each main area of the site (stadium, Central Eastern and Central Southern) in turn and provided an overview of the main works taking place between now and when the LRLG is next likely to meet, in September. On the stadium, PM stated that the main bulk of the work would concentrate on the south stand, as this is a key part of the overall site. A Contiguous Flight Auger (CFA) piling system will be used (the quietest form of piling) to build the foundations of the structure over the next few months, with around 60-70 piles already in place (as at May 2018). Steel works are then expected to start at the end of May/beginning of June. PM also highlighted how



works to the stadium's pitch will only take place at the end of the build programme – which enables both a through route (ahead of completion of the new bridge across the railway line to Central Eastern) and a large waiting area at the centre of the site for delivery vehicles to keep construction traffic off local roads and prevent congestion. PM also provided an overview of the various safety certificates needed for the new stadium to allow football games to begin around December 2019.

Turning to the residential development, PM outlined how its construction is interdependent with the stadium – with Central Eastern and Central Southern governed by the same tight deadlines as the stadium. The foundations and facades of the residential blocks will be complete to coincide with the stadium opening and afterwards the Be team and various contractors will focus on the internal fit out of the buildings and new homes.

[ACTION: RGC noted that the group will go through the logistics and operation of the stadium on matchdays at future meetings, closer to completion].

5. Questions and Answers – ALL

Throughout the evening, questions were asked of the project team. The majority of these were answered by Be Living Ltd, with the Club contributing on specific points. All of the Q&As have been grouped and recorded below for ease of reading.

Q1: On deliveries, you mentioned a 10 minute delivery slot for drivers. Most lorries will come round Chiswick roundabout and will struggle to make it to the site for this window.

A: We are aware of that and the issues at Chiswick roundabout. If there is a traffic issue on the road we will have to deal with it – either by having the lorry sit in a designated holding point waiting on-site, or by having the delivery rebooked for another day.

Q2: Can I ask you about the prohibited routes for delivery vehicles - like Wellesley Road. How will these routes be policed? Can we have a designated person to contact if they are breached?

A: Firstly, we will have a Construction Logistics Management Plan in place with the Council which will detail how we will avoid certain key local roads. We will have material delivered to the site from across the country and the A4/M4 roundabout will be our main route shown in this plan. The detail of this document will then be included in the contracts for our subcontractors.

We will do what we can to enforce this but if you become aware of drivers straying off onto roads they shouldn't we would appreciate your help in reporting this to us. We will have a new website, email address and phone line up and running in the next month or so for you to contact and this will go straight to the on-site team to pick-up and manage.

Q3: Also we have the L&Q traffic at Gateway House – there is a cumulative effect which needs to be managed.

A: There is certainly a significant amount of development locally, although the L&Q development is further advanced in terms of major deliveries. It is important as we meet quarterly that we keep track of



any incidents involving deliveries and collections. We will then ensure this is added as a standard running item on our LRLG agendas and pick-up again on this in September.

[ACTION: Deliveries and incident tracker to be put in place and discussed as a running item at future LRLG meetings]

Q4: How will local residents know about the meetings [referring to LRLG]? They may not be aware even that this development has now started.

A: We will put dates of future LRLG meetings on our construction newsletters – which will in turn be posted on the website. These quarterly meetings will be open to the public and anyone attending today is more than welcome to bring colleagues or friends along with them.

Q5: What roads are expected to be closed?

A: Firstly, any road closures will always be communicated well in advance to residents. Lionel Road South will need to be closed at key times to support the development. We will need to connect water; electricity and sewage to the site all via this road and to do so will require temporary road closures.

Q6: For what period of time will the road be closed? And when?

A: We will ultimately need to agree this with the Council, but anticipate sometime during the summer holidays. It will be weeks rather than days given the degree of work necessary including a major plan of work to widen and improve the Lionel Road South/South Circular Road junction.

Q7: Wellesley Road is often used as a rat run for motorists trying to avoid the Chiswick roundabout and get onto the M4 via Lionel Road South. If this road is closed and people are not informed it will create a gridlock. Can we put something in GPS apps to show the road is closed?

A: We will always do our best to communicate any road closures with local residents, either through signage or other means. We will also look into the GPS issue.

Q8: Will you be coordinating with TfL? They will surely need to inform their stakeholders?

A: Yes absolutely. The Council, TfL and Network Rail are all key stakeholders that we are liaising with. All require different levels of information and we will continue to work closely with them throughout the build.

Q9: You mentioned the electricity supply is coming from three miles to the north of the site. Are you running an integrated electric/heating network through here?

A: Electricity will come along the northern road, with four substations on-site to manage this service. There is no central district heating system, but we are future-proofing the site in case one comes forward in the future.

Q10: With what provision are you future-proofing the site?

A: We are providing holes in some of the walls to allow access in the event a central district heating system is brought forward later on. We have to do this as part of our planning permission. However,



we can't predict what happens in the future but we are certainly committed to providing this additional access.

Q11: You mentioned a 'safety certificate' in your presentation. What is this? Does it just cover the stadium or access to the stadium as well?

A: The safety certificate is something that must be issued before the club can play their first game in December. It covers fire safety, water testing, evacuation and a host of other things.

Clarification after the meeting: Although the safety certificate itself focuses specifically on the operations of the stadium itself, it will not be issued by London Borough of Hounslow unless they are satisfied that a number of other plans are fully developed and approved such as the Local Area Management Plan – which would cover the access to the stadium from surrounding areas.

Q12: Clearly lots of development will still be taking place around the stadium when it opens. What happens after the stadium is complete?

A: Whilst the fit-out won't be complete for the Central Eastern and Central Southern residential blocks, the main building and structural works will. Any construction work will be closed down on matchdays so that BFC complies with its matchday safety certificate.

Q13: So this matchday safety certificate is separate?

A: Yes it is – but see also the answer to Question 11

Q14: You've also got development coming forward at the Capital Court and Duffy sites. How will these be built with a fully up-and-running stadium?

A: The start date for the construction of Capital Court is not yet confirmed. However, from a construction stand-point it is a completely separate and serviced development. There would be little impact on the stadium, with the only shared access point being the bridge to Central Eastern.

Regarding the Duffy site, again the start date is still to be confirmed and this is also a very remote, stand-alone site from the stadium.

Q15: You also still need to get full planning permission for the Duffy site. You only have outline?

A: Yes, correct.

Q16: What's happening to Kew Bridge Station? Are you planning to do any works to it as part of your development?

A: Part of our development obligations included £250,000 for upgrades to Kew Bridge Station. We are not able to direct how the money is spent over and above the specific requirements relating to opening up the underpass from the station to Central Southern. However, we have made it clear to London Borough of Hounslow that we would like any available funding from our contribution to support their efforts to implement disabled access on the west platform and to investigate how to raise the platform in a designated area to help people with buggies or mobility issues who currently struggle to use this station.



Q17: When might these improvements to disabled access take place?

A: We think it is extremely unlikely that this would be in place for the opening of the stadium in December 2019.

Q18: Will you be putting these presentation slides on the website?

A: Yes, we will.

Q19: What are the blockages to Network Rail getting on with works to the station?

A: Money. The contribution from this development is just the start of what's required to make this happen. The Council is keen to pull together as much money from developments as possible and we are supportive of any improvements here.

Q20: Can I ask about the bridge [connecting Central Eastern] as this is a crucial element. Are you sure Network Rail won't renege on this?

A: The bridge is being constructed in sections off site and will be delivered fully built to be dropped into place by an extremely large crane in September. We have booked 8 and 9 September with Network Rail, along with several back stop weekends in case of high winds or bad weather.

Q21: The Capital Court site is extremely sensitive is it not? With a school right next door and an extension building abutting the site.

A: The head teacher from Kew House School is invited to these meetings and Be continue to offer separate briefing meetings with the school on construction and logistics issues.

Q22: How many operatives will be on site during peak periods?

A: Approximately 550-600 operatives peak per day.

Q23: How will these operatives get to work?

A: We will run crew buses to transport contractors or encourage them to use public transport – arriving either via Kew Bridge station or Gunnersbury station. There will be no-parking on site for operatives.

Q24: We have huge problems at Gunnersbury station currently, with new developments and an additional 8,000 people now working at Chiswick Business Park and commuting via the station. How will this development impact things?

A: Operatives will most likely be on site earlier than 8am so they will miss the peak commute times of 8:20-9am. Staff tend to arrive on site beforehand to eat their free breakfast, have a team briefing or go through any site inductions before starting work at 8am.

Q25: What is their working day? Will a lot do the 8am-6pm?

A: Not always. Contractors working on the substructure and physical build of the stadium will work their full hours but fit-out contractors will most likely leave slightly earlier, especially on a Friday. It depends on the type of trade contractors.



Q26: During the demolition works you committed to retaining some of the original bricks for the new stadium build. How and where will these be used?

A: Yes, they are currently being stored with the cobbles in a building on the Duffy site. The bricks will most likely be used in the northern stand of the new stadium and the cobbles will be incorporated around the site.

Q27: You mentioned earlier a new shareholder?

A: Yes, a few months ago we [Be Living] announced that EcoWorld, a Malaysian based property developer, had bought a 70% majority share from Willmott Dixon.

Q28: Will any additional finance therefore be put into this project?

A: Not necessarily for this project, but EcoWorld delivers additional security for the Club that this project can be financed and built to an extremely high standard. The person behind EcoWorld originally led the consortium that led the Battersea Power Station development, although he is no longer involved at that site.

Q29: Willmott Dixon had a reputation built on sustainability. I don't know EcoWorld. Is there a dialogue with Hounslow Council on sustainable financing? For example, the potential for a green bond here?

A: Speaking on behalf of Brentford Football Club, our primary concern is that our development partner can finance the project. EcoWorld has a reputation for this type of development and for raising significant funds. We have met the Chairman of EcoWorld on a number of occasions and are very confident in them as a partner. Green bonds could emerge in the future, but we are happy with the current funding arrangements.

Q30: How many private/rental units will be built in the first tower blocks?

A: Of the new homes in central eastern and central southern, 80 of the 489 will be for private sale and the rest will be for private rental.

Q31: Who will manage these homes?

A: We are speaking to a few operators already. We can say more on this at a later stage.

We will ensure this is an item on the agenda for the next LRLG meeting.

[ACTION: The potential operator for the new rental homes to be discussed at the next LRLG meeting, together with an update on the first phase of home to be marketed.]

Q32: At previous meetings, presentations on the environmental sustainability of the scheme were given. This is an area of technology that is continually changing and it sounds from this meeting that another presentation would be of interest?

A: Yes, we will note that and ensure this is covered at a future meeting.

[ACTION: BFC/development team to provide an update on the project's environmental sustainability at a future LRLG meeting].



Q33: When might rugby be played at the new stadium? Has a deal been signed with London Irish yet?

A: We are still in discussions with London Irish. We are focused on getting the ground ready for football and getting the safety certificates we need. The rugby premier ship doesn't facilitate a move mid-season anyway so their move would be later. This works well for us and allows us to focus on creating the right environment for football. If a deal is signed rugby could be played the following season (from summer 2020).

Q34: Am I correct in saying that you don't have permission for any other events? Only football and rugby?

A: We changed the designs of the stadium to focus on football and rugby as well as providing enhanced facilities for Brentford FC Community Sports Trust. There might be some ancillary activities but the stadium has not been designed for concerts.

Q35: Is there still a provision to increase the capacity of the stadium to 25,000? Say if Brentford Football Club were promoted to the Premier League?

A: The idea before was that we could knock-down the north stand, buy land on the other side of the railway line and then obtain consent to build over the railway line to create an additional 5,000 seat capacity. Frankly, in practical terms we no longer think this is realistic and in any event would cost an enormous amount of money to achieve. This is a very constrained site and we are very happy with the design and capacity we are now delivering.

Q36: Can you provide an update on the latest discussions with the Golden Mile and Great West Corridor Local Plan review?

A: We have been involved in London Borough of Hounslow's Great West Corridor Local Plan review and are supportive of the area being identified as an 'opportunity area' within the London Plan - particularly since this increases the possibility for attracting future transport and other infrastructure improvements to the area.

Q37: The plan needs integrated thinking on transport and energy. What is being done?

A: Brentford Football Club is actively involved in a new group called the Brentford East Collective, which was set up by landowners and developers to promote joined-up thinking and potentially lobby for funding for new infrastructure and a new approach to connecting public space.

Q38: Can you share any further information about the group and who is involved? Can you share some of the suggestions made by the group?

A: We will liaise with the group and share any further information we can. We will also send a list of all the organisations involved. We know that they have submitted initial suggestions on improvements to public realm and transport. We will find out whether this document is public or not and whether it can be shared. We will also add an agenda item on 'wider connections' under AOB at a future LRLG meeting.

[ACTION: BFC to liaise with Brentford East Collective Group and share any public information available with LRLG members].

[ACTION: 'Wider connections' agenda item to be added for next LRLG meeting].



6. Next steps – Robert Gordon Clark (RGC)

RGC closed the meeting by thanking the presenters and local residents for attending. Some key contractor commitments were reiterated, including construction newsletters and quarterly LRLG meetings which would be open to the public. RGC also encouraged residents to contact the development team if they do see any delivery and construction traffic using restricted roads. He also reiterated that incidents would be tracked and addressed at future meetings.

Lastly, it was noted that minutes of the meeting will be produced as normal and that these would be circulated to LRLG members in the coming days and published on the Brentford Community Stadium website in due course.

The next meeting will be held in September 2018 and then on a regular three month cycle going forward. Dates for the next two meetings will be fixed shortly and promoted.

END