

## Stamford Bridge Stadium (Project Neptune)

*meeting date: 13 August 2015*

*meeting time: 2pm to 4pm*

*location: Room 4.1E, City Hall*

### The proposal

Comprehensive redevelopment of Stamford Bridge Stadium to provide a new up to 60,000 seat stadium (Class D2) with ancillary stadium-related uses including club shop, kiosks, museum and offices (Class D2); retail (Class A3); together with the construction of raft structures over the District Line at Fulham Broadway Station to the north-west and the Southern mainline to the east to provide an enlarged concourse area; new pedestrian access from Fulham Road; car parking; landscaping and related works

### The applicant

The applicant is **Fordstam Ltd**, the planning agent is **Aecom** and the architect is **Herzog and De Meuron**.

### Background

1. On 9 July 2015 a request was received for a pre-planning application meeting with the Greater London Authority on a proposal to develop the above site for the above uses.

### Key issues for consideration and discussion at the meeting

2. Following a presentation from the architect, based on the information submitted, the following issues have been identified for further discussion at the meeting. **Please note that the TfL officer needs to leave by 3pm, so we will look to discuss transport matters first.**

### Principle of development

3. Redevelopment of stadium; rationale for approach.
4. Nature of uses; loss of hotels; other proposed uses; relationship to Fulham Broadway Town Centre.

### Design and access

5. The design rationale, appearance, general layout and massing.
6. Routes, movement, public realm.
7. Townscape and impact upon local and strategic views, including LVMF 9A.1 (King Henry VIII's Mound to St Paul's Cathedral).
8. The approach to inclusive design and access.



**From:** [REDACTED]  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** D&P3708/Stamford Bridge Stadium/ - Pre-app meeting response letter  
**Date:** 18 September 2015 15:45:34  
**Attachments:** [D&P3708 -Stamford Bridge Stadium-Pre-app response letter.pdf](#)

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Dear All

Please find attached copy of Pre-application meeting response letter relating to the above site in the London Borough of **Hammersmith and Fulham**.

Regards

[REDACTED]  
[REDACTED]  
*Development, Enterprise & Environment*  
**GREATERLONDONAUTHORITY (GLA)**  
City Hall  
The Queens Walk  
London  
SE1 2AA

GREATER LONDON AUTHORITY  
Development, Enterprise & Environment

[REDACTED]  
AECOM  
Midcity Place  
71 High Holborn  
London  
WC1V 6QS

**Our ref:** D&P/3708  
**Date:** 18 September 2015

Dear [REDACTED]

**Town & Country Planning Act 1990 (as amended); Greater London Authority Acts 1999 and 2007; Town & Country Planning (Mayor of London) Order 2008**

**Site: Stamford Bridge Stadium (Project Neptune)**

Further to the pre-planning application meeting held on 13 August 2015, I enclose a copy of the GLA's assessment which sets out our advice and matters which will need to be fully addressed before the application is submitted to the local planning authority.

The advice given by officers does not constitute a formal response or decision by the Mayor with regard to future planning applications. Any views or opinions expressed are without prejudice to the Mayor's formal consideration of the application.

Yours sincerely,



[REDACTED] - Development & Projects

cc: [REDACTED]

## Stamford Bridge Stadium (Project Neptune)

**meeting date:** 13 August 2015

**meeting time:** 2pm to 4pm

**location:** Room 4.1E, City Hall

### The proposal

Comprehensive redevelopment of Stamford Bridge Stadium to provide a new 60,000 seat (approx.) stadium (Class D2) with ancillary stadium-related uses including club shop, kiosks, museum and offices (Class D2); retail (Class A3); together with the construction of raft structures over the District Line at Fulham Broadway Station to the north-west and the Southern mainline to the east to provide an enlarged concourse area; new pedestrian access from Fulham Road; car parking; landscaping and related works.

### The applicant

The applicant is **Fordstam Ltd**, the planning agent is **Aecom** and the architect is **Herzog and De Meuron**.

### Strategic issues

Principle of development and range of uses; urban design (including heritage, scale, appearance, massing, townscape, strategic views, public realm and routes); inclusive access; sustainability including energy; and transport.

### Context

1. A request was received for a pre-planning application meeting with the Greater London Authority on 9 July 2015 for a proposal to develop the above site for the above uses. On 13 August 2015, a pre-planning application meeting was held at City Hall with the following attendees:

#### GLA group

[REDACTED] – Principal Strategic Planner  
[REDACTED] Strategic Planning Manager  
[REDACTED] – Strategic Planner - Urban Design  
[REDACTED] BRE energy consultant  
[REDACTED] – TFL Borough Planning

#### Applicant Team

[REDACTED] Project Neptune Development Manager  
[REDACTED] Town Planning Lead – AECOM  
[REDACTED] Planning Consultant – AECOM  
[REDACTED] Energy – AECOM

#### Hammersmith and Fulham Council

[REDACTED]

## Site description

2. Stamford Bridge is the home ground of Chelsea Football Club, and is located in Fulham – in the area known as Walham Green. The capacity of the ground is approximately 40,000 and the site area is around 7 hectares. The site contains the main stadium with a series of attached buildings, which contain hotel and commercial uses.

3. The stadium is set back from Fulham Road to the south, separated by low scale residential and commercial properties. There are three pedestrian and vehicle access points from Fulham Road. Its eastern boundary is demarcated by the Southern mainline/ London Overground train line that runs between West Brompton and Imperial Wharf. The train line is also the boundary between the borough of Hammersmith and Fulham and Royal Borough of Kensington and Chelsea. Beyond the railway line is the listed West Brompton Cemetery. To the north is the District Line underground line (above ground at this point), with Fulham Broadway Station some 250 metres to the west, beyond the Sir Oswald Stoll Foundation residential estate.

4. The site is within the viewing corridor of King Henry's Mound to St Paul's Cathedral, as defined in the London View Management Framework. The site has a public transport accessibility level of between 4 and 5.

## Details of the proposal

5. The scheme is proposing the comprehensive redevelopment of the stadium to provide a new 60,000 seat stadium, with ancillary stadium-related uses including club shop, kiosks, museum, offices and retail uses.

6. The scheme would include construction of raft structures over the District Line at Fulham Broadway Station, and the Southern Mainline to the east to provide an enlarged concourse area. A new pedestrian access would be provided from Fulham Road, with car parking, landscaping and related works.

7. Two applications would be submitted – one for the main stadium and the other for the platforms over the railway tracks.

## Strategic planning issues and relevant policies and guidance

- World city role *London Plan*
- Recreation, sports *London Plan;*
- Urban design *London Plan; Shaping Neighbourhoods: Character and Context SPG*
- Tall buildings/strategic views *London Plan, London View Management Framework SPG*
- Inclusive design/access *London Plan; Accessible London: achieving an inclusive environment SPG;*
- Sustainable development *London Plan; Sustainable Design and Construction SPG; Mayor's Climate Change Adaptation Strategy; Mayor's Climate Change Mitigation and Energy Strategy; Mayor's Water Strategy*
- Transport *London Plan; the Mayor's Transport Strategy; Land for Industry and Transport SPG*
- Sustainable development *London Plan; Mayor's Climate Change Mitigation Strategy; Mayor's Climate Change Mitigation and Energy Strategy;*

8. For the purposes of Section 38(6) of the Planning and Compulsory Purchase Act 2004, the development plan in force for the area is the Hammersmith and Fulham 2011 Core Strategy, the Hammersmith and Fulham Development Management Local Plan (adopted July 2013) and the London Plan 2015 (consolidated with alterations since 2011).

9. The National Planning Policy Framework and Technical Guide to the National Planning Policy Framework are also relevant material considerations, as are the draft Minor Alterations to the London Plan (May 2015).

10. Hammersmith and Fulham Council also consulted on a draft Local Plan in January 2015 and this document has some weight as a material consideration.

### **Summary of meeting discussion**

11. The meeting entailed a presentation from the applicant's representative setting out the background to the project, the rationale for the approach being taken, details of discussions with stakeholders including LBHF and the design proposals of the scheme. Addressing the key strategic issues arising from the scheme, the following advice is provided.

### **Principle of development**

12. London Plan policy 2.1 sets out the Mayor's commitment to ensuring that London retains and extends its global role. Policy 3.19 'Sports facilities' affirms the Mayor's Sports Legacy Plan, which aims to increase participation in and to tackle inequality of access to sport and physical activity in London, particularly amongst groups/areas with low level of participation. Policy 4.6 sets out that support should be offered to the continued success of London's diverse range of arts, cultural, professional sporting and entertainment enterprises and the cultural, social and economic benefits they offer to its residents, workers and visitors.

13. The stadium currently hosts Premier League matches, as well as sporting events including international football friendly matches, Champions League and European football, as well as being a major business and visitor attraction. Along with other premier ship clubs and large sporting stadiums across London, the scheme contributes significantly to London's World City status, attracting visitors and spectators from across London, Europe and the rest of the world. The scheme sees the expansion capacity from 42,000 to 60,000, and the need for this expansion is understood in terms of meeting the club's aspirations for continued footballing success. The expansion of the stadium and enhancement of the facilities would ensure its continued contribution towards London's World City status and is strongly supported, in accordance with London Plan policies 2.1 and 4.6.

14. The Club already delivers a programme of local initiatives in terms of school training/coaching sessions, education clubs, inclusion projects (including youth offenders) and senior citizen clubs. The intention is that the Foundation double the amount of resources provided in the local community, which is welcomed in accordance with London Plan policy 3.19.

15. There was discussion at the meeting about the range of existing and proposed uses on the site. The proposed scheme would not replace the existing hotels; instead a range of ground floor retail, commercial and office uses proposed, as well as a re-provided museum. There are no strategic concerns regarding the loss of the hotel uses on the site and these uses are not protected in the London Plan. In relation to the proposed retail and other ancillary commercial uses proposed, these are welcomed in terms of active uses and adding to the overall offer for visitors and workers. The applicant should set out the existing and proposed employment

numbers, and if there is a reduction as a result of the loss of the hotel, the other economic benefits that the scheme would bring should be clearly set out, including employment and training initiatives and increased spending that would occur from increased visitor numbers, for instance.

## **Urban design and strategic views**

16. In relation to design, the applicant set out the constraints that affect the site planning, the routes and movement and urban design principles that have been adopted. The key design policies for the site are set out in Chapter 7 of the London Plan. Noting the scale of the structure, London Plan policy 7.7 sets out specific design requirements for tall and large-scale buildings, which are defined as buildings that are significantly taller than their surroundings and/or have a significant impact on the skyline and are larger than the threshold sizes set for the referral of planning applications to the Mayor. Policies 7.10 and 7.11, which set out the Mayor's approach to protecting the character of strategic landmarks as well as London's wider character, are also important considerations.

17. As noted by the applicant, the site falls within a designated linear view known as *King Henry VIII Mound to St Paul's Cathedral*, as defined under London Plan policy 7.11. The Mayor's London View Management Framework SPG sets out the protected vista from point 9A.1 at the Mound eastwards towards St Paul's Cathedral. The LVMF states that any development between the two that exceeds the threshold plane of the Landmark Viewing Corridor should be refused. Development that exceeds the threshold plane of the Wider Setting Consultation Area of the Protected Vista in the foreground and middle ground should not compromise the viewer's ability to recognise and appreciate the Cathedral. It should not dominate the landmark, or cause a canyon effect.

18. The material submitted indicates that the stadium will be below the threshold height, and would not interrupt the view of St Paul's Cathedral, which is welcomed; however this does not negate the need for a robust assessment as part of the application documentation. The applicant will be required to produce a heritage/townscape impact assessment, which sets out verified views of the proposal from this Assessment Point, as well as various other key locations, as agreed with the Council. A robust appraisal of the potential impact on the viewer's ability to recognise and appreciate the strategically important landmark(s) will need to be provided, and if there is harm, demonstrate the benefits that outweigh the harm.

19. With respect to other heritage assets, the site is adjacent to the Brompton Cemetery, which is a Grade 1 Listed Park. On-going consultation with Royal Parks and Historic England would be expected to be carried out as the scheme moves forward. The applicant's heritage impact assessment will need to set out an assessment of the heritage impact upon the cemetery. From an initial consideration of the images provided, including views from within the cemetery itself, the proposal is considered to represent a welcomed improvement to the setting of the park when compared to existing. Whilst there is an increase in scale compared to existing, the structural form and appearance of the proposed stadium mitigates this.

20. In terms of other design matters, as confirmed at the meeting, the overall design approach is supported and it is acknowledged that the applicant has developed the design in close collaboration with the Council for a period of time.

21. The intention to open up the whole site to be publically accessible is welcomed and gives the opportunity to provide a high quality of public realm, aligned with existing routes in the wider area. As discussed, details of how the public realm and its frontages will be designed



to optimise passive surveillance and design out crime should be included in the application, with particular focus to the north east corner of the site.

22. The form and massing strategy raises no specific strategic issues, and is broadly aligned with the extent of existing massing.

23. In relation to the architecture, at the meeting the desire to deliver an iconic stadium that makes reference to historic context was set out. Given its scale, key will be ensuring the highest standards of architecture and materials, and GLA officers are confident that this will be the case for the current proposals, and that it will make a positive contribution to the wider cityscape. The use of brick, whilst unique for a stadium, would be in keeping with the local area.

24. Overall, the scheme as presented to date is supported and it is considered that subject to detailed design and build out that the stadium as proposed would be positive addition to London's townscape.

## **Inclusive design**

25. London Plan policy 7.2 seeks to ensure that proposals achieve the highest standards of accessibility and inclusion (not just the minimum), and all developments should seek to improve on minimum access requirements. The London Plan requires the highest standards of inclusive design and any planning application should have a thorough access statement that covers all aspects of inclusive design from urban design through to management of buildings and spaces. This should explain the design thinking behind the application and demonstrate how the principles of inclusive design, including the specific access needs of people with disabilities, have been integrated into the proposed development and how inclusion will be maintained and managed. Particular attention should be paid to routes through and from the site to public transport connections, routes to seats, offices and hospitality suites etc, and through the public spaces.

26. The applicant advised that it has engaged with existing disabled supporters and is encouraged to liaise with Level Playing Field (the national association of disabled football supporters). The applicant is also alerted to the best practice advice developed by the Olympic Delivery Authority in its work to deliver an accessible Olympic stadium, as many of the issues for disabled people will be similar. The ODA's advice has now been updated and revised by the London Legacy Development Corporation in its Inclusive Design Strategy and Standards; see <http://www.londonlegacy.co.uk/the-park/accessibility-and-inclusive-design-2/>.

27. Sport England's guide to Accessible Sports Facilities 2010 edition should also be used to ensure the access and facilities for disabled people meet the highest standards. The applicant advised that it is presently assessing the number and location of wheelchair spaces, so that they are located around the stadium. Lift and ramp arrangements will need to be clearly set out, given the detailed nature of the application and a specific, detailed access statement would be expected as part of the application submission.

## **Sustainability – energy and climate change**

### **Energy**

28. In accordance with London Plan policy 5.2 the applicant will need to provide a full energy assessment which complies with the principles of the London Plan energy hierarchy. Updated energy assessment planning guidance is available on the GLA website. This provides further information on the revised targets to take into account the new Part L 2013 of the

Building Regulations. It also provides details on the information that should be submitted within the energy statement to be submitted at stage 1. The applicant should note that that from 6 April 2014 the Mayor applies the 35% carbon reduction target beyond Part L 2013 of the Building Regulations as set out in the revised energy assessment guidance (April 2015) available on the GLA website.

<https://www.london.gov.uk/sites/default/files/GLA%20guidance%20on%20preparing%20energy%20assessments%20April%202015.pdf>

29. The carbon emission figures should be reported against a Part L 2013 baseline. Sample DER and TER sheets and BRUKL sheets including efficiency measures alone should be provided to support the savings claimed.

30. Evidence should be provided on how the demand for cooling will be minimised through passive design in line with policy 5.9. Dynamic overheating modelling in line with CIBSE Guidance TMS2 and TM49 is recommended.

31. The applicant has carried out an investigation and claims that there are no existing or planned district heating networks within the vicinity of the proposed development. The applicant should engage with the Hammersmith and Fulham energy officer to establish if there is any opportunity to link to planned developments closer to the proposed scheme in future. Evidence of this engagement should be provided.

32. The applicant should evaluate options to provide a site-wide CHP network, where it is supported by reasonable projections of heating and cooling demand profiles, alongside potential opportunities to link to other future developments in the area. The applicant should evidence the reasons for ruling out the CHP option i.e. whether it is the design aesthetics/planning limitations for the flue height or technical non-viability.

33. The applicant should commit to ensure the development is designed to allow future connection to a district heating network should one become available. The design should allow space for the installation of heat exchangers and all associated equipment and pipe work for the possibility of a future connection.

34. The applicant has investigated the feasibility of a range of renewable energy technologies and is considering to install a closed loop ground source heat pump (GSHP). The applicant should provide:

- Further information should be provided on the size and location of the GSHP
- The proportion of heating and/or cooling energy that it is expected to meet.
- The electricity the heat pump would require for this purpose.
- Information should also be provided on how this will not interfere with future proofing the development for connection to district heating.
- An indication of the land area available that would be required to install the required number of boreholes. Where possible, the ground conditions of the specific site should be taken into account for the calculations.
- Details of the Coefficient of Performance (COP) and Energy Efficiency ratio (EER)

- An indication of the seasonal COP and EER of the heat pumps
- A calculation of the CO2 savings that may be realised through the use of this technology.
- Confirmation that the site geology is suitable for ground source heat pumps.
- Also evidence of the likelihood of a permit being granted by the Environment Agency, where required.

35. The applicant is not considering installation of any solar technologies stating the lack of practical roof area in the current design. There was some discussion at the meeting about this point and the constraints that the architectural design presents. Notwithstanding this, the applicant should further explore any design opportunity available to incorporate a form a solar technology. The scheme should be aspiring to achieve the highest standard of sustainability.

#### Climate change adaptation

36. Policies 5.10 to 5.15 of the London Plan set out policies that seek to minimise overheating and contribute to heat island effects; minimise solar gain in summer; contribute to flood risk reduction, including applying sustainable drainage; minimising water use; and protect and enhance green infrastructure. Specific policies cover overheating, living roofs and walls and water and require the inclusion of sustainability measures within developments. Further guidance on these policies is given in the Mayor's SPG Sustainable Design and Construction.

37. A detailed sustainability strategy would be expected, showing how the scheme meets and exceeds the Mayor's essential and preferred standards in relation to energy efficiency, water efficiency, waste, surface run off, Urban Heat Island effect, biodiversity and the use of living roofs and walls, for example. The strategy should set out details of measures proposed to achieve BREEAM. The applicant's commitments would be expected to be secured by way of condition.

#### Flood Risk

38. The site is within Flood Zone 3a, although it is protected from tidal flooding to a high degree by the Thames tidal defences. The northern part of the site is shown to be at significant risk of surface water flooding. The Flood Risk Assessment should examine both of these risks, in particular the surface water risk, and pay particular attention to how any such flood event would be managed if it were to occur whilst a large crowd was at the Stadium. The design of the stadium should not result in increasing the surface water risks to other local areas,

39. In relation to drainage, given the significant surface water flood risk, the development proposals should aim to ensure compliance with the London Plan Policy 5:13. The use of green roofs, permeable paving and open areas specifically designed to flood should all be considered. In addition given the high irrigation requirements of a football pitch, it is likely that a rainwater harvesting system would prove cost effective in the medium term.

#### **Transport**

40. As discussed at the meeting, transport based meetings are taking place with TFL, and an advice note was provided on 2 April 2015 setting out detailed advice and issues which require further discussions and action. A key point is understanding the impact of the stadium capacity increase on public transport, particularly in light of nearby Earls Court and White City

growth. The lack of uplift in car parking is welcome. The Borough now has an approved CIL Charging Schedule and these charges will apply to relevant developments to ensure that strategic transport and public realm improvements are delivered using CIL where these are included in the borough's regulation 123 list. Although it is noted that separate s106 contributions may also be required to mitigate site specific impacts.

41. As you are aware, separate on-going discussions with TfL Commercial will be necessary in relation to the rafting structures that are proposed, and with LUL Structural in relation to feasibility studies and potential impact on London Underground assets. Further involvement and discussion with the applicant and Hammersmith & Fulham Council is expected in order to ensure agreement on as many issues as possible prior to the planning application being submitted.

## **Conclusion**

42. The principle of redevelopment of the stadium is strongly supported in terms of its contribution to London's World City status and the provision of world class sporting facilities. The loss of the existing hotel provision does not raise any specific strategic concerns however, it will be important to demonstrate how the scheme contributes to the local economy in terms of employment, training, spending and community engagement, particular if there is a reduction in job numbers. Other detailed points regarding energy, sustainability, transport should also be addressed as the scheme moves forward.

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for further information, contact GLA Planning (Development & Projects):



**From:** [REDACTED]  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** Notification of pre-planning application meeting request: Stamford Bridge  
**Date:** 20 July 2015 10:42:22

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Dear [REDACTED],

**Our D&P reference number:** 3708

**Site Name:** Stamford Bridge

**Site Address:** Fulham Road, SW6 1HS

**LB:** Hammersmith and Fulham

**Proposal Description:** Demolition of existing stadium (Stamford Bridge) to provide new 60,000 capacity stadium

On 9 July 2015 the Development & Projects Unit received your request for an initial meeting for the above pre-planning application proposal. The case officer assigned to this case is Samantha Wells. We have carried out initial checks on the documentation submitted and confirm we have received the following documents which will be assessed prior to the meeting and will inform our advice that we send.

- Red Line site boundary
- Outline of proposed development

We can only comment on information provided in advance of the meeting. Where we have no or limited information we will not be able to provide a comprehensive assessment. The advice given by officers does not constitute a formal response or decision by the Mayor with regard to future planning applications. Any views or opinions expressed are without prejudice to the Mayor's formal consideration of the application.

The advice letter will only address issues that you have sent documentation on. The case officer will carry out a site visit and assess the documentation prior to the meeting. A meeting note will be sent to you two working days prior to the meeting which will outline the issues that will be discussed.

### **Cancellation**

If, due to circumstances out of our control, we cancel the meeting we will reschedule for another time as soon as practical. Meetings can be rescheduled at your request up to 48 hours prior. The fee is non-refundable on cancellation.

I can offer a tentative date and time of Thursday 6 August at 10am. Please let me know if this is acceptable and who will be attending.

Regards,

[REDACTED]

Development, Enterprise & Environment | Planning  
**Greater London Authority**  
City Hall, The Queens Walk, London SE1 2AA

**From:** [REDACTED]  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** Project Neptune GLA Pre Application Meeting - 6th August  
**Date:** 24 July 2015 16:07:40

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Dear [REDACTED]

Many thanks for the call today.

As discussed you will soon receive a link to the following documents:

- Set of Stadium Plans
- Set of drawings showing structures to form a platform over the railway tracks; and
- A study on the LVMF Accurate Visual Representations in relation to the Designated View 9A.1, King Henry VIII's Mound to St Paul's Cathedral.

As I mentioned, to allow construction to commence on the platforms in May 2016, it is proposed to prepare two planning applications; one for the main stadium and the other for the platforms over the railway tracks. The draft descriptions of development are as follows:

Enabling Works:

*Construction of structures in the provision of a decking platform over the District Line railway to the north-west and the Southern mainline railway to the east and new pre cast concrete platform to the north of Stamford Bridge Stadium to provide an enlarged concourse area in association with the demolition, excavation and comprehensive redevelopment of Stamford Bridge Stadium and provision of ancillary stadium-related uses.*

Stadium Development:

*Demolition, excavation and comprehensive redevelopment of Stamford Bridge Stadium to provide a new 60,000 seat stadium (Class D2) with ancillary stadium-related uses including Club shop, kiosks, museum and restaurant; together with new pedestrian access from Fulham Road; car parking; landscaping and related works.*

Attending the meeting will be:

[REDACTED]: Project Neptune Development Manager  
[REDACTED]: Town Planning Lead – AECOM  
[REDACTED]: Planning Consultant – AECOM  
[REDACTED]: Sustainability - WSP – TBC  
[REDACTED]: Energy - AECOM

I understand that you will be producing an agenda; however please can we include the following for discussion:

1. Energy policy compliance
2. Sustainability policy compliance
3. Strategic Policy on hotel re-provision

Regards,

[REDACTED]  
Senior Director (Planning)  
Design + Planning  
[REDACTED]

**AECOM**

MidCity Place, 71 High Holborn, London WC1V 6QS

[REDACTED]  
[www.aecom.com](http://www.aecom.com)



AECOM has published its manifesto for the London City Region entitled  
***"Big, Bold, Global, Connected – London 2065"***.

To download the manifesto, please go to: [www.aecom.com/london2065](http://www.aecom.com/london2065)

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