



Nine Elms
On the South Bank

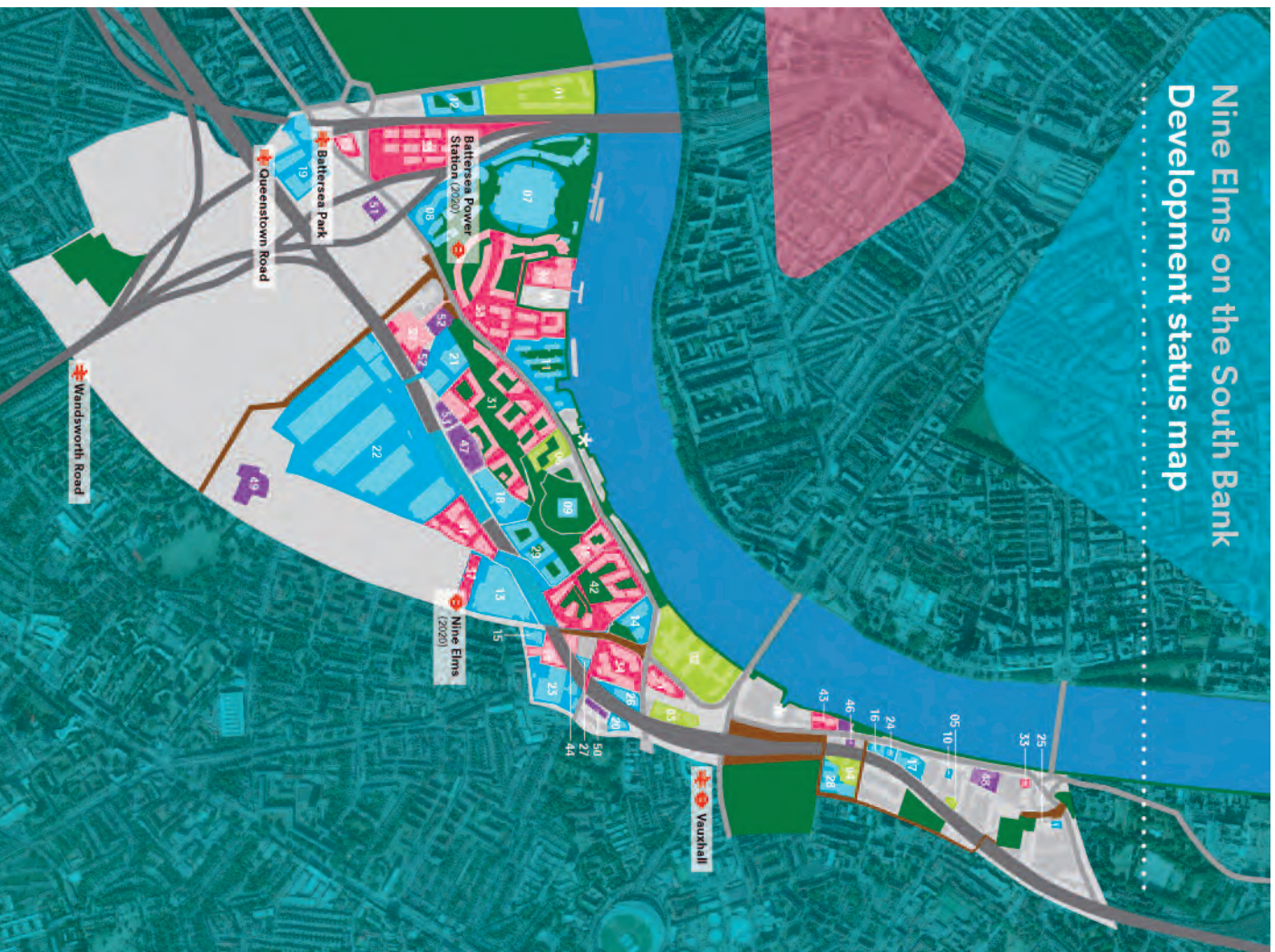
Nine Elms Vauxhall

business plan 2016/17



The greatest transformational
story in the world's
greatest city

Nine Elms on the South Bank Development status map



Completed

- 01 Chelsea Bridge Wharf
- 02 St George Wharf
- 03 South Lambeth Place
- 04 Spring Mews - phase 1
- 05 81 Black Prince Road
- 06 Embassy Gardens - phase 1

Under Construction

- 07 Battersea Power Station - phases 1 & 2
- 08 Battersea Power Station - phase 3
- 09 US Embassy
- 10 10 Albert Embankment
- 11 Riverlight
- 12 Vista
- 13 Nine Elms Point
- 14 One Nine Elms
- 15 Sky Gardens
- 16 Merano Residences
- 17 The Corniche
- 18 The Residence
- 19 Battersea Exchange
- 20 Atlas
- 21 New Covent Garden Market - Entrance Site
- 22 New Covent Garden Market - Market Site
- 23 Keybridge
- 24 The Dumont
- 25 Palace View
- 26 Aykon
- 27 Urbanest
- 28 Spring Mews - phase 2
- 29 Embassy Gardens - phase 2

Application Approved

- 30 Vauxhall Cross
- 31 Nine Elms Parkside
- 32 Mount Carmel
- 33 Westminster Tower
- 34 Vauxhall Square
- 35 Prince of Wales Gardens
- 36 12-20 Vynall Road
- 37 Nine Elms Station development
- 38 Battersea Power Station - phases 4-7
- 39 Battersea Power Station - phase 4a
- 40 Battersea Power Station - Oringle Dock
- 41 New Covent Garden Market
- 42 New Covent Garden Market - Nine Elms Square
- 43 Tintagel House
- 44 Wierdie Court
- 45 Embassy Gardens - phase 3

Pre-Development

- 46 36-46 Albert Embankment
- 47 46 Ponton Road
- 48 London Fire Brigade HQ
- 49 Lambeth College - Vauxhall Centre
- 50 Rudolf Palace
- 51 Palmerston Court
- 52 Booker/BMW
- 53 Metropolitan Police Warehouse
- ★ Thames Tideway Tunnel sites

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1 Our vision

'A new London Quarter for the benefit of the whole community.'

By 2030 the 227 hectares of Nine Elms and Vauxhall will be viewed widely as an exemplar of regeneration and placemaking and more importantly as a distinctive quarter of central London. As an integral part of the London offer, defined by Lambeth Bridge through Vauxhall to Battersea Power Station and Chelsea Bridge, high quality buildings and public spaces will provide opportunities for jobs and the choice of a variety of homes. New cultural and leisure development in this Thames river front location, supported by high quality services, especially public transport, will make this a successful and sustainable place where people will want to be.

Nine Elms on the South Bank will be a prestigious location for international and domestic business anchored by the rejuvenated Battersea Power Station, the new US Embassy and a transformed Vauxhall district centre. A major new town centre at the former Power Station will provide the focus of much of the new economic activity. New Covent Garden food and flower market will be reconfigured to provide better facilities for its businesses and a public interface that will include new restaurants. This will provide the setting for a bustling 24/7 food quarter. Vauxhall, which already benefits from National Rail and London Underground stations, will be radically transformed into a thriving riverside district centre which will connect neighbourhoods on both sides of the viaduct to the river. It will become an attractive and safe place for pedestrians and cyclists, with a mix of uses and enhanced public spaces and streets that are not dominated by traffic.

Nine Elms on the South Bank will be a connected place with a new linear Nine

Elms Park providing not only new green, open space but also linking Vauxhall and Vauxhall Pleasure Gardens to Battersea Power Station and Battersea Park. The park and creation of other high quality public realm will ensure that pedestrians and cyclists feel safe and secure when moving around and through the area with convenient and attractive routes connecting to existing and adjoining neighbourhoods including the elegant Albert Embankment which is a defining characteristic of the South Bank.

The provision of extensive green infrastructure throughout the development programme, minimising the use of energy and encouraging carbon reduction, including a district heating network serving the whole area, means that this new part of London will be sustainable; underpinned by the improved and new exemplar public transport connections. The Northern line extension from Kennington to Battersea and improved public transport interchange facilities at Vauxhall will exemplify this.

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



2 Introduction



This is the Partnership's fifth business plan covering 2016/17 and looking ahead to 2020. It was endorsed by the Nine Elms Vauxhall Strategy Board in June 2016. It sets out our long term vision and the actions required to deliver the transformation of the area and create a modern and sustainable city district. With delivery mostly by the private sector, the Partnership's focus is on placemaking, working across multiple development sites and stitching these in to established areas.

The ambition the Partnership holds for this new central London city district is high. It is founded upon creating living and working environments of the highest quality, with landmark developments framed by cohesive, beautiful and usable public realm including new and improved access to the Thames river path. The area will be permeable and well connected to surrounding neighbourhoods and communities through the provision of new infrastructure notably the Northern line extension and new bridge. The removal of

Vauxhall gyratory, improved north-south links within the area and new Nine Elms Park and open spaces will contribute significantly to the Partnership's ambition of creating a distinctive quality environment in which people want to live and work.

This ambition also includes ensuring that established communities within and bordering the area benefit widely from the developments taking place notably via increased employment and training opportunities, schools engagement programmes and access to and participation in cultural and community events.

Whilst our ambition is high, in the five years the Partnership has existed much has already been achieved and the pace of development and change remarkable.

Five years ago the Northern line extension was a potential mechanism to provide the public transport capacity necessary to enable large scale development; Battersea Power Station's planning agreement was

not yet signed, the new US Embassy and Riverlight had just received planning approval, Embassy Gardens did not yet have permission, Vauxhall Tower had not yet been built and there was no adopted planning strategy for the area. Yet, in 2015, work started on the Northern line extension, the replacement of the Battersea Power Station chimneys commenced along with 800 residential units in phase 1 which will begin occupation in 2016; Riverlight phases 1-3 and Embassy Gardens phase 1 are now occupied and over 270 local residents have obtained work. In total, 19 developments are now complete or under construction.

As the development programme has gathered pace, the focus for the Partnership has evolved through the necessary stages of strategy and planning, commencing and progressing the delivery of approved developments to now establishing Nine Elms on the South Bank as a well regarded place, a place where people are happy to live, work and visit.

We have been successful in attracting investment into this new quarter, raising the

profile of the area so that it is now recognised as one of London's newest residential districts. The emphasis is now on ensuring that it becomes known also as a desirable commercial / business location with over six million square feet of commercial space within the Central Activities Zone with the capacity to accommodate over 25,000 jobs.

Similarly, underpinning this emphasis on Nine Elms as an employment and business location is the ambition for this place to be a vibrant and welcoming place for existing and new residents and workers that encourages and attracts visitors to its retail, leisure, cultural and community destinations.

This 2016/17 Business Plan therefore sets out a range of actions designed to not only maintain the momentum of the past five years, supporting development and local residents to benefit from the ongoing development programme, but also reflects the shift of emphasis to the wider placemaking agenda of being a place to work and enjoy as well as live.

2.1 Background

Nine Elms on the South Bank encompasses 227 hectares of land, stretching from Lambeth Bridge to Chelsea Bridge and bounded for the main part by Wandsworth Road to the south and the River Thames in the north. In planning policy terms, the area is classified as an Opportunity Area in the Mayor's London Plan, designating it as an area for major housing and employment growth. The Opportunity Area Planning Framework (OAPF), setting out the planning conditions for the area, was adopted in 2012. The Wandsworth Core Strategy was adopted in 2010; the Development

Management Policies Document and the Site Specific Allocations Document in 2012. The Local Plan was adopted by the Council in March 2016. In Lambeth, in 2013, the Vauxhall Supplementary Planning Document was adopted which sets out the plans for Vauxhall as a welcoming place of growth and prosperity with a vibrant and distinct heart that will be associated with tall buildings of exceptional quality and public spaces to walk and spend time.

The area has a long history of being a cultural and social destination, continuing to the present day, including the emerging gallery cluster and thriving night-time

economy of Vauxhall. Alongside this is the area's industrial legacy; sparked by the industrial revolution and proliferation of the railways.

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

Based on the 2011 Census, the population in and around the area stands at approximately 27,000 people in 11,500 households of various tenures. The area is also surrounded by housing estates and large residential populations and it is important that residents benefit and feel part of the significant regeneration taking place. Out of the total population, 21,000 are of working age.

Although Vauxhall is very accessible, the western part of our area is very much reliant on the road network and has a low public transport accessibility level due to lack of

investment in public transport, which needs improving. The legacy of the railway infrastructure passing through the area to connect to central London means that access to the river from the south is constrained because of the physical severance created by transport infrastructure. A package of transport and connectivity interventions is essential in order to serve the new commercial and residential growth and ensuring residents elsewhere in our boroughs can access the employment and commercial opportunities. These measures include the Northern line extension (NLE), reducing traffic dominance at Vauxhall Cross, increased bus services, cycle routes and cycle hire stations, links through the rail corridor and additional river pier services.

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

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



3 Progress and challenges

3.1 Progress

The area is well on the way to being transformed and we are seeing new residents and businesses move in whilst construction continues. Our many active construction sites are visible markers of London's continuing strong growth and attractiveness to investment. The completion of further phases at Riverlight, Phase 1 of Embassy Gardens, 81 Black Prince Road and 10 Albert Embankment in 2015 mean we welcomed more residents in to new homes. Construction at Battersea Power Station (Phases 1 and 2), Embassy Gardens and the new US Embassy has progressed well with the latter officially 'topping out' this year. The 'crane count' in the area continues to be staggering.

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

The Partnership will support the development of necessary social infrastructure (health, education and affordable homes) being developed by the boroughs and NHS England, as well as supporting the boroughs' communications, marketing and community engagement work. The Strategy Board has changed its reporting structure to reflect this as shown in Appendix A.

The funding and delivery of necessary infrastructure is linked to development being progressed. Making decisions on prioritisation and timing of key projects is therefore crucial. Transformation is

happening at a much faster pace than originally anticipated, which although positive, has implications for the delivery of timely infrastructure. 17,796 homes and 6.5m sq. ft. commercial space have planning approval and we have seen a major increase in construction activity with 19 developments now on site. In addition there are two major infrastructure projects underway – the NLE and Thames Tideway Tunnel (TTT) – both of which started on-site operations this year.

The focus in 2015/16 was on taking forward the area's plans into the delivery phase: commencing the programme of public realm improvements in Vauxhall, along the Thames River Path and Nine Elms Lane; increasing the area's profile as a vital business district for central London and welcoming new business; seeing more developments start on site and increasing the number of affordable homes with permission in the area. Our cultural profile was strengthened throughout the year with more cultural businesses opening and more events and activities being held, attracting



more visitors. Vital decisions on heat and power were made which will ensure the area has the capability to support the new homes and businesses being delivered here.

The vast majority of our goals were met but progress was difficult in some areas. Some aspects of public realm improvements moved slower than we would have liked but, like the Thames River Path, now have an agreed delivery timetable in place.

Battersea Park Station improvements are not proceeding as quickly as originally

anticipated and high level representations have been made to resolve issues of phasing and costs. The Phasing Study refresh was delayed so will be completed this year with a review of the DIFs funding programme being conducted subsequently. The Education and Health Business Plans were also moved into this year following determination that provision was not needed in the short term. A summary of progress is given in section 5.

Development highlights:

- Battersea Power Station's (BPS) chimney replacement programme is now well underway with Phases 1-3 on site and permission granted for Phase 4a including bringing forward affordable housing and health facilities
- The new US Embassy was topped out in December
- More residents moved into Riverlight which also saw its commercial space begin to be occupied
- Embassy Gardens Phase 1 completed, including homes, commercial occupiers such as Waitrose and the first phase of the Nine Elms Park. Marketing of Phase 2 and the office space of Phase 3 also began
- Dalian Wanda officially started on site, developing their first five-star hotel outside of China at One Nine Elms
- The former gasholders site, Keybridge and Atlas all started demolition and / or construction
- Development also continues along Albert Embankment on St James' Corniche and Merano Residences schemes, while Bellway's The Residence, Taylor Wimpey Central London's Battersea Exchange and Barratt and Sainsbury's Nine Elms Point developments are also well underway
- Applications were approved for amended schemes at Spring Mews and Vauxhall Square, Nine Elms station's over site development and 46 Ponton Road
- Sales programmes continue to go well and enable future phases, including affordable housing, to be brought forward more swiftly
- Overall, 19 schemes are now on site or are completed.

3.2 Challenges

Even with the remarkable progress being made, the Partnership faces significant challenges in ensuring the continuing success and momentum of the programme. The actions agreed by the Partnership are designed to tackle these challenges, ultimately contributing to the creation of a place which is connected and accessible; where a range of high quality market and affordable homes have been provided and a community is growing; where there is a new thriving commercial district which provides a wide range of employment opportunities for local people and the new public realm and leisure attractions and events encourage people to dwell. To achieve this, infrastructure needs to be provided - the infrastructure that underpins successful places. This includes the hard infrastructure, including

telecommunications, to support a 21st century business district as well as the fundamentals of sustainable power and drainage and importantly the social infrastructure of schools, health facilities etc. so essential for community well being. Infrastructure is mostly funded through development but partners have recognised the benefit of collaborative working to ensure growth is maintained.

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



Our main challenges are:

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

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

4 Our priority outcomes

We continue to shift focus from planning and strategy and more on to people and placemaking, where we need to create affinity and affection with the place we are creating.

4.1 Outcomes

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

4.2 Priorities

The following Partnership-led priorities are in development or are time critical and need focused effort this year to be delivered:

- Inward investment - raising awareness of Nine Elms on the South Bank as an internationally competitive business district drawing in commercial occupiers
- Cultural Strategy – funding and implementing our programme to take forward the area's cultural offer, building on our successes to date and continuing partnership working
- Construction logistics – led by TfL, monitoring the coordination function of our local management system to ensure the resilience of the road network during the peak construction period.

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

- Employment brokerage – enabling local people to access local jobs through our coordination service and monitoring its effectiveness
- Supporting local supply chains – raising awareness and competitiveness of local business to bid for contracts through Supply Nine Elms and monitoring its effectiveness
- Utilities infrastructure – developing a coordinated approach to utilities infrastructure across the development area and in particular finding solutions to the electricity primary substation location, drainage system and enabling excellent telecommunications provision
- Nine Elms Pimlico bridge – working with the winner of the design competition and seeking funding to create this key pedestrian and cycle route
- Northern line extension – supporting the delivery of the NLE in order to enable the required growth in jobs and homes.

The following priorities are being taken forward on behalf of the Partnership by the boroughs in conjunction with other partners:

- Affordable homes – ensuring the targets for affordable homes are met, working with the GLA to implement innovative solutions to the challenge of delivering affordable homes in a high value, central London location
- Communications and community engagement – promoting the area and engaging with local communities including schools, ensuring benefits are understood and maximised
- Vauxhall Cross – agreeing a transport solution which fulfils our ambitions to create a new, pleasant, safe district centre for Vauxhall. Replacing the gyratory with a two way road network whilst ensuring the transport interchange works effectively
- Nine Elms Park – delivering the first phase and subsequent phases of the Nine Elms Park, a high quality new public realm with an agreed management structure, and improving our existing parks and open spaces
- Strategic links – improving connectivity of and between the area's new and existing open spaces for pedestrians and cyclists, making the most of the Thames River Path and its ties to the wider South Bank through means such as the Missing Link programme
- Planning the delivery of local services and social infrastructure – understanding the need and planning for timely health, education and other public infrastructure requirements.

5 Programme summary

5.1 Partnership projects

5.1.1 Employment, Business and Inward Investment

The huge scale of development at Nine Elms on the South Bank is creating 22,000 construction jobs, 25,000 new end use jobs and investment of over £15bn. Whilst the commercial district being created is of international significance, we are committed to maximising the benefits for local people and businesses throughout Wandsworth and Lambeth as set out in our Employment, Skills and Business Charter which set an aspiration of 20% of all new jobs going to local people.

We have established a local labour infrastructure within both local authorities which supports and co-ordinates the successful delivery of Employment and Skills Plans as part of each development's planning agreement. In 2014 the Joint Co-ordination Unit (JCU) was established to act as the shared employer facing service for construction jobs across all developments. The JCU works closely with Wandsworth

Work Match and Lambeth Working borough jobs brokerages that put forward local candidates for vacant positions and organise successful pre-vocational training courses.

An Education Link programme is also underway within schools and colleges.

We also focus on the impact of the area's redevelopment on local businesses, in particular the commercial opportunities the investment will bring. The Supply Nine Elms on the South Bank initiative facilitates links between local businesses and contracts being let by contractors and their supply chains.

We are now entering a period where our new £6.5M sq.ft. commercial space is being built and occupied (such as Waitrose superstore, pubs and cafes along Nine Elms Lane), enlivening the area. We will need to attract a range of new business (end-use) occupiers to meet our jobs targets and so we will promote the area to a wide range of businesses through a commercial district inward investment communications campaign.



What we have achieved:

- In 2015/16 270 local people started work on NEV sites; 175 of these were advertised through the JCU infrastructure. 62 local people were placed on site based training programmes of which 46 were new apprentices
- Protocol agreed by the Partnership regarding end-use jobs which sets out how we maximise the resulting job opportunities for local people
- Successful Supply Nine Elms programme for local businesses providing the support to compete for contracts including meeting the buyers resulting in support to over 220 local businesses, 38 tender submissions and 21 contracts secured valued at £1.27M. Second programme funded and launched in December
- Partnership represented at MIPIMUK promoting the area to commercial agents and their clients
- Nine Elms on the South Bank commercial brochure launched at MIPIM.
- To the end of March 2016, 31 new contract opportunities were identified and an average of 10 local businesses put forward per contract.

Priorities for 2016/17:

- Implement our agreed end use jobs protocol and local authority jobs brokerages through the JCU
- Maximise construction jobs and training opportunities through the JCU
- Implement recommendations agreed by JCU Board in June from the JCU interim review
- Work with landowners, contractors and other partners to ensure construction skills development is well targeted and resourced
- Develop an Education Link Plan for the 2016/17 academic year by September 2016
- Secure contract opportunities for local businesses through the Supply Nine Elms on the South Bank programme (Meet the Buyer event, directory updated and 30 tenders submitted, 15 won by March 2017)
- Identify ways the local business community can benefit from new residents and businesses moving into the area
- Promote the Nine Elms Commercial District brochure and review its impact in terms of perception of the area
- Identify potential impacts on the surrounding business community resulting from development of the area.

5.1.2 Culture

Nine Elms on the South Bank is in the process of a great transformation – from a mainly industrial area to one of London’s most prominent cultural hubs.

The development of an exceptional cross borough Cultural Strategy is now critical. This will ensure we maximise the benefits of an increased focus and investment in culture for the local community and visitors and bolster the area’s growing national and international importance.



What we have achieved:

- Delivered a programme of cultural activity throughout the area, including a series of high profile temporary public art commissions with community engagement as part of the pan-London cultural calendar. These included commissioning well received programmes for the London Design Festival, Chelsea Fringe and Totally Thames Festival
- Formed a new Cultural Steering Group and agreed a refreshed Action Plan
- Provided expertise on the negotiation of site-specific cultural strategies for key sites
- Brokered artistic consultancy services for Battersea Power Station with the South Bank Centre's Artistic Director and developed a new strategic partnership with the Tate as part of their major new Tate Exchange initiative
- Unveiled the first artworks for Embassy Gardens' public realm at the major visual art event Frieze London
- Initiated a new steering group to support the development of the Floating Greenhouse project in partnership with Cityscapes and The Embassy of the Kingdom of the Netherlands
- Commissioned a new gateway improvement scheme for Riverside Gardens.

Priorities for 2016/17:

- The four key themes for our Cultural Strategy are Sustainability (including wellbeing), Heritage, International Exchange and Creative Industries. All opportunities will continue to be sought that raise the profile of the area as a major cultural destination, using these broad themes to underpin ongoing arts and culture programming and relevant capital projects
- Deliver a regular programme of arts and culture events and continue to develop high profile strategic partnerships with leading cultural organisations that lead to local community benefit
- Nurture local arts development and community engagement by supporting and delivering programmes that reach the widest audience and meet local needs. This will help mitigate the ongoing disruption in the area
- Seek ways to improve the public realm for the local community and visitors through the construction period by delivering a series of meanwhile gateway commissions by leading artists and designers
- Crucial to the long term development of the area as a thriving place is the need to identify creative industry spaces of all scales that will provide not only place-making cultural attractions and local educational enrichment outcomes, but also sustainable local employment and skills / training opportunities. Therefore we will continue to pursue with council partners at least two new major cultural anchor spaces for the area.

5.1.3 Infrastructure (Construction Logistics, Transport and Utilities)

Creating a new district of international significance, attracting businesses, residents and visitors requires a step change in the accessibility, capacity and quality of transport throughout Nine Elms on the South Bank. As well as the NLE, this involves a range of transport infrastructure improvements.

We need to address the physical barriers to movement (railway lines, arches and boundary walls) which increase severance across the area and limit the number of north-south connections. The Partnership has also produced a Cycling Strategy for the area and the first development-related Cycle Hire docking stations have now been installed.

The proposed pedestrian and cycle bridge is a key component in the development plans for the area – and there is a strong transport case for bringing it forward.

A well-designed bridge has the potential to provide a unique and attractive public realm, as well as improving pedestrian and cycle connectivity.

New residents, visitors and businesses have already started coming here, before the NLE is operational and, in addition to improvements to Vauxhall Cross and Underground station, we need to review other transport interventions to support these early pioneers. Cumulatively this will also be one of the biggest construction areas in London and, on top of the associated investment in utilities infrastructure to service new developments, there are competing pressures on the area's road network. Consequently, measures are being developed to mitigate the impact on the road network and the area's public spaces in order to ensure the area is welcoming and attractive despite the level of construction activity underway.



What we have achieved:

- Main construction works on all NLE sites has now started. Design work on Battersea and Nine Elms stations are also progressing well
- Delivery of major pedestrian and cyclist improvements at Queens Circus through the delivery of a new 'Dutch style' roundabout.
- Additional bus capacity has already been implemented on a number of routes and further enhancements have been developed and consulted upon
- TfL and Network Rail continue to work with Wandsworth Council and developers to identify affordable options for a station upgrade scheme to improve accessibility and capacity in Battersea Park Station, improve interchange with other local stations and improve connectivity to new developments in the vicinity
- Network Rail is developing proposals for Queenstown Road Station to provide a new eastern access into the station as part of its Battersea Exchange development with Taylor Wimpey
- An international bridge design competition was launched in December 2014 and attracted 74 entries from across the globe. A winning team, led by Bystrup Architecture Design and Engineering, was announced in November 2015. The Partnership will now work with the design team and communities and stakeholders on both sides of the river to develop a detailed design which could be taken through the planning process.

Following earlier work through the utilities master plan, which identified issues in electrical, drainage and mobile telecommunication infrastructure, and through the Energy Master Plan, significant progress has now been made in identifying solutions:

- The US Government, Bellway, Vinci St Modwen and Ballymore, supported by the Partnership and the GLA, have selected a preferred bidder to build out and run the Embassy Quarter district heating network, with the first section of the network completing in 2017
- A site has now been acquired on Stewarts Road by UKPN for a three transformer primary substation, which will be able to serve all development demand for the foreseeable future
- Thames Water have successfully secured £14M of capital funding to upgrade the Ponton Road substation and build a new surface water network, which will free up sufficient capacity to enable the additional foul sewer connections required to the west of the area with opportunity to expand eastward through Lambeth
- We have now identified telecommunication infrastructure at risk through development, and potential interim sites owned by Network Rail, which provide sufficient time for new mobile telecommunication infrastructure to be built into new developments as a long term solution.

5.1.3 Infrastructure (Construction Logistics, Transport and Utilities)

Priorities for 2016/17:

- Complete the detailed design for Nine Elms and Battersea Power Station NLE stations
- Commence NLE tunnel boring works
- Finalise the cultural strategy for the NLE
- Completion of station upgrade works at Vauxhall Underground station
- Progress designs for Vauxhall Cross and Nine Elms Lane / Battersea Park Road
- Work with the winning design team on the pedestrian and cycle bridge to develop designs in more detail
- Implement proposed changes to bus routes 436 and 452
- Develop proposals for improvements to Battersea Park Station with Network Rail, including detailed design of an Access for All scheme
- Commission external consultancy support to develop detailed construction logistics and utilities master plans for key hot spots
- Re-commission utilities support and strategic development data collection and analysis, including a review and refresh of the Construction Logistics Charter
- Develop a construction logistics communications strategy, coordinating messaging around construction works
- Appoint local coordination and enforcement roles for the area
- Deliver pumping station upgrade works and a new surface water network through Nine Elms Park
- Secure additional locations for new telecommunications mast infrastructure
- Construct the first section of the Embassy Quarter district heating network.



5.2 Programme Summary - Partner-led Projects

5.2.1 Public Realm

The importance of delivering a high quality public realm cannot be underestimated. We want to create public realm that serves the whole area, links the different developments, and makes the most of the fantastic assets we have such as our riverside location, Battersea Park and Vauxhall Pleasure Gardens. Increasing access via strategic links to the improved Thames River Path and key gateways will not only enhance the area for existing and new residents, but also be a key factor in building a successful business district.

We will create and enhance new public spaces, including flagship projects such as Nine Elms Park, creating 4.5 hectares of new

open space along a one kilometre length linking Battersea Power Station in the west to Vauxhall Cross in the east, continuing on to Archbishop's Park through Vauxhall One and the London Borough of Lambeth's improvements to Vauxhall Walk.

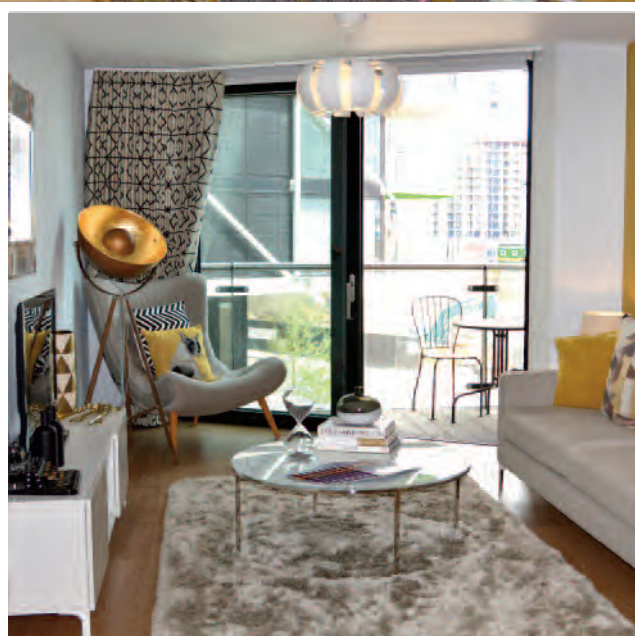
Vauxhall Cross will also be transformed into an attractive and vibrant district centre well connected to the river and parks and characterised by high quality public realm. The return of a two-way road network with improved crossings, whilst retaining a centralised bus interchange, will encourage walking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

What we have achieved:

- Completion of TfL's phasing strategy to inform investment in Nine Elms Lane and Battersea Park Road. Feasibility design and early traffic modelling for the highways scheme has also been completed. Work is now progressing on interim improvements and more detailed concept design and traffic modelling over the coming year
- The second public consultation for the Transformation of Vauxhall Cross was completed whereby 61% were generally positive about the concept design proposals
- Completion of the Thames River Path Design Strategy and the completion of the first element of Phase 1 with the completion of a high quality perennial plating scheme in Riverside Gardens. Work will commence on the main capital works contract in the summer of 2016, completing in spring 2017.
- The first section of Nine Elms Park is now completed adjacent to Embassy Gardens, with the second more significant phase commencing this summer.
- A unified management and maintenance approach to Nine Elms Park has been agreed, complemented by the further development of high level design and management principles.

Priorities for 2016/17:

- Implement the first substantive improvements to the Thames River Path between Vauxhall Tower and Riverlight
- Implement a signage strategy and interim scheme on Nine Elms Lane and Battersea Park Road and complete the design of a permanent layout
- Design and procure the delivery of the second phase of Thames River Path investment
- A design study for improvements to Thessaly Road will be completed, complemented by meanwhile interventions, to enhance this key linkage, prior to longer term legacy improvements
- Vauxhall Cross concept design progressed and further transport modelling to commence in spring 2016, concluding with a further consultation in the Autumn. Construction work expected to commence in Spring 2018
- Lambeth Council to enter into a Planning Performance Agreement process with TfL to evolve a design for the new centralised bus station and canopies.



5.2.2 Housing

The Partnership is committed to sustaining development in the area to meet our 20,000 homes (and 3,500-4,000 affordable homes) target and to work with developers to maximise the delivery of housing that can both meet the needs of residents and make a significant contribution to meeting the capital's demand for housing. Delivering this in a central London, high value riverside location has its challenges but the value now established by the successful redevelopment to date has resulted in

greater opportunities for affordable housing options. Recent planning approvals have resulted in increased levels of affordable housing being permitted with, for instance, Wandsworth achieving 25% affordable housing at Prince of Wales Gardens in 2015. Lambeth and Wandsworth Councils are also committed to taking forward estate regeneration and improvement plans where these are supported by local communities and residents and to utilising their land holdings to provide additional housing where appropriate.

5.2.3 Housing

What we have achieved:

- Planning approvals given for 17,796 homes of which 3,078 are affordable
- Delivered of new residential units with occupation of the first 98 affordable homes at Embassy Gardens and starting construction on other sites such as Keybridge, Vauxhall City Farm and along Albert Embankment
- Across the two boroughs, plans are being progressed to provide over 287 affordable homes on Council-owned sites and estates, with planning permission now having been granted to deliver 57 affordable units in Wandsworth with another 230 under negotiation in Lambeth and development of 177 council rent homes on Lambeth and Wandsworth owned sites in the area.

Priorities for 2016/17:

- 330 affordable will be delivered which will be targeted and marketed to meet local housing demand and needs across tenure and size
- Progress plans for the development of affordable housing on council-owned sites, with 121 units in Lambeth and Wandsworth commencing on site in 2016 and completing in 2018 / early 2019
- Bring forward estate improvement options for consultation with local residents in respect to the Westbury Estate in Lambeth and three Wandsworth Council estates.

5.2.4 Education

The Partnership continues to progress plans for the expansion of existing and provision of new schools in the area in order to cater for the increase in population. There are three Wandsworth primary schools in the area (St. Georges CE, St. Marys RC and Griffin Academy) and the area is well served by two secondary schools (Harris Academy Battersea and St. John Bosco College) on the other side of Battersea Park.

This is projected to result in an additional 185 – 262 reception year pupils attending Wandsworth schools. It is planned to meet this demand by expanding St. Mary's RC and St. George's CE by one form of entry as well as building a new school at Nine Elms Parkside initially at two forms of entry and expanding Wyvil Primary School on the Keybridge site, also by two forms of entry.



What we have achieved:

- The Partnership recalculated the number of children it would need to cater for following the receipt of the 2011 Census figures. But it was decided that a business case for capital funding was not required for 2015/16.
- The location of existing 0-5 aged educational provision in the area was mapped and will be periodically reviewed.
- Lambeth Council undertook a child place need analysis to confirm that the new 2-Form entry expansion (Keybridge House site) to Wyvil Primary School would be required for school term 2020/21.

Priorities for 2016/17:

- Confirm timescales and plans for delivery on potential school development sites (including Nine Elms Parkside, St. Georges CE and Wyvil primary schools)
- Continue to liaise with the Education Funding Agency about the acquisition of the Metropolitan Police site on Ponton Road. This would potentially allow the Nine Elms Parkside school to expand to four forms of entry
- Wandsworth Council will determine this year whether to give the five years' notice required by the developers of Nine Elms Parkside and begin design work on the school
- Lambeth Council will continue to work with the Keybridge House Developer, Mount Anvil, to agree on an appropriate financial model to deliver a state of the art expansion of Wyvil Primary School by 2020.

5.2.3 Health

The Nine Elms Vauxhall (NEV) Health Project (“the Health Project”) continues towards the production of an Outline Business Case describing the preferred option for Health Services to support both the new development and to improve health services for the existing and growing populations living near to the Opportunity Area. Current modelling has described the requirement for two new healthcare facilities in the development area (Wandsworth), the expansion of three existing GP practices in the Borough of Lambeth and further support from two other GP practices in Lambeth. This modelling takes account of short term (2-5yr) and medium term (5-10yr) demand for primary health services within the opportunity area and long term (+15yr) pressures on services from the general growth of North Lambeth.

The predicted increase in population of around 34,707 (including an 11.34% vacancy rate) is estimated to require an additional 19 WTE GPs across the two new sites in Wandsworth and existing practices in Lambeth. These plans cover the 15 years of the development and has mitigated for the general growth of each borough. The estimates on GP resource are calculated using established models that account for the needs of the population demographic for the area. The demand predictions are based on an average of 1,800 patients per GP, agreed by NHS England. In the short and medium term of the development, this ratio could initially require a higher patient to GP ratio than a more established population however, this should normalise in the longer term. Options for provision of healthcare facilities will include testing the possibility of temporary facilities in the Opportunity Area, if a site for such facilities can be found.

What we have achieved:

- The Health Project has produced a Project Initiation Document (PID) describing the forthcoming requirement for additional health services to support changes to the local infrastructure.
- Following the PID, the Health Project has produced a Strategic Outline Case that lays out the options for healthcare in order to mitigate for the increased pressures in local health services over the next 15 years.
- Ongoing development of a draft Outline Business Case (OBC) with a view to engaging with local stakeholders during 2016/17.
- Engaged with GP practices, clinicians, local patient groups, Healthwatch Wandsworth and acute Trusts in the local area to understand the future demands and requirements for healthcare services.
- Engaged with developers around S106 sites around the development of two new healthcare facilities (BPS – Sleaford Street; and CGMA – North Site)

Priorities for 2016/17:

- Development of the final version Outline Business Case for submission to the NHS and the two lead Boroughs.
- Affirmation of decisions and predictions around three main areas: 1 - Scope (models of care); 2 - Cost (Interim and long term capital and operating costs); and 3 - Resource requirements (demand versus capacity over the 15 years of the development), that form the foundation of the OBC being produced by the Health Project.
- Explore all options for capital funding the Health Project proposal with NHS England for a three level approach to the provision of healthcare services for the residents of the development: 1 - utilise existing capacity in local practices and scope the potential for temporary facilities; 2 - Expands three local practices; 3 - develop two S106 sites within the development.
- Submission of bid for Community Infrastructure Levy (CIL)/Tariff funds to Wandsworth and Lambeth Councils to support any gap in capital funding that cannot be sourced from the NHS. The bids would identify potential gap funding requirements for the next three years 2017/18 - 2019/20 and the longer term estimate of costs over the 15 years of the development.
- Enter the Health Project OBC finalisation process in 2016, to gain approval or support from Wandsworth and Lambeth CCGs, NHS England, the NEV Partnership and Healthwatch.
- Present proposals for support to the NEV Opportunity Area Strategy Board in September and establish with relevant authorities what the proposed gap funding requirements are for the next three years which will form a bid for forecast CIL/Tariff budgets.
- Determine any lease or letting arrangements for floor space in new developments committed to provide primary health care facilities. This may include liaising with Council property services to support such negotiations.

5.2.4 Communications

Nine Elms on the South Bank is now recognised as an area undergoing major change and regeneration within central London. In light of the rapid progress made, our communication programme must also adjust and evolve in line with the changing priorities.

With such a high profile, the area rightly

attracts a high level of scrutiny and media commentary. This high level of interest means the Partnership, acting collectively and independently, has to make a continued and concerted effort to inform these debates and communicate its strengths, achievements, opportunities and the real challenges faced both at local, national and international levels.

What we have achieved:

- The area has a global profile and the scale and objectives of the delivery programme are well understood. The area is now also well recognised as central London's biggest development project, having attracted billions of pounds of inward investment for the city
- Collectively the Partnership held more than 39 public exhibitions and consultation events in 2015/16, as well as 29 community meetings and numerous resident association meetings. There have also been jobs fairs, school visits, supply chain events for local businesses and career exhibitions linked to development opportunities
- Two annual open days were held and two further community outreach events, held in Lambeth (Vauxhall Pleasure Gardens) and Wandsworth (Doddington & Rollo Estates)
- In the media, the Partnership collectively achieved around 1,500 pieces of coverage during 2015/16
- The Partnership was represented at high profile events including the London Property Summit, MIPIM and MIPIM UK, BASE London Conference and NLA on location.

Priorities for 2016/17:

- The Partnership's central communication and community engagement programme must focus its finite resources on supporting areas of the business plan where it can achieve the greatest benefit, value and impact: supporting the placemaking agenda; promoting growth in the area's cultural scene; local jobs, skills, supply chain and education links; attracting inward investment (particularly commercial occupiers) and supporting the construction logistics programme
- The key objectives running through all areas of the programme are: strengthening Nine Elms on the South Bank's reputation as an attractive and inviting place with an increasingly well-defined character and identity; increasing interest in the surrounding communities and linking local people with the new opportunities being generated; and supporting and enhancing the efforts to mitigate the local impact of major development work
- The network of partner public relations and communications leads will be maintained and information sharing facilitated by regular contact, meetings and programming
- Subject to funding, the Partnership will host / contribute to events linked closely to the priority areas listed above e.g. open days, job fairs, Totally Thames, Chelsea Fringe, development / commercial occupier trade shows
- Undertake a programme of proactive public relations and media engagement, closely aligned to the core Partnership priorities listed above.



5.3 Linkages

The priorities and projects listed above are not treated in isolation – extensive partnership working occurs across projects and working groups i.e. culture in the design of public realm, gateways and key transport infrastructure such as bridge and tube stations; telecommunications provision and its importance in enabling a world class business district; jobs and business opportunities found not just in development of homes and commercial space but in

infrastructure projects (NLE/TTT) and the public realm; the creation of the Nine Elms Park and other new open spaces, leading to improved health and well-being, including the improvement of existing spaces and the impact on the public realm of utilities provision and construction logistics. We will also update our comprehensive phasing study this year which underpins our planning for a number of workstreams such as construction logistics, utilities, housing, health, educations and skills.

5.4 By 2017

In 2017 the NLE and TTT infrastructure projects will both be well underway whilst our population will effectively have grown by a quarter, mainly along Nine Elms Lane developments such as at a completed Riverlight, Embassy Gardens Phase 1 and Battersea Power Station Phase 1, with the latter's chimney rebuilding programme complete. The first commercial spaces at the Power Station will be occupied and the new US Embassy will be open for business. The area's first private rented sector development by L&Q at The Residence will also be occupied and the Atlas student accommodation and swimming pool will be complete. Construction jobs and supply chain opportunities will be peaking. Small sections of Nine Elms Park will be on site and the interim flower market will be operational with the Garden Heart following in May. Public realm improvements along Nine Elms Lane, Albert Embankment, the Thames River Path and the area's gateways will be in place, with more to follow. Placemaking will be front and centre; knitting developments together and unifying the whole area into the South Bank and existing urban fabric. Our placemaking efforts will focus on our commercial centres

at Vauxhall and the Power Station and the linkages between, including the Embassy Quarter and New Covent Garden's food and flower markets and include both the daytime and evening economy, encouraging people to linger more after work.

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

We will be making the most of one of our standout features, the three kilometres of Thames River Path running through our area and the green spaces including Vauxhall Pleasure Gardens and Park. Projects will be initiated to implement a series of improvements, as well as promoting and marketing its benefits.

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

The commercial district offer of our area will be well understood and more businesses, both multination operators and smaller independent traders, signed up to locate in

our area, seeing the many benefits of moving to Nine Elms on the South Bank. Utilities provision and telecommunication improvements will continue, befitting a modern, central London business centre. The planning and implementation of a strategic integrated water strategy is a priority, as is the district heating scheme at Embassy Quarter.

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

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

Just three years later in 2020, the NLE will be open as will the Power Station and its High Street (Electric Boulevard).

There will be over 8,500 new homes (including a third of the total affordable provision) and more than half the total commercial space will be completed.

The following section provides more detail on our work programme, categorised according to project. Appendix B outlines the next 12 months' key milestones and, where known, those of the following three year term again arranged by theme. Appendix D shows our programme of priority projects which will need further prioritisation depending on resources becoming available and decisions of the two local authorities on allocation of these resources. Appendix C outlines the Development Infrastructure Funding (DIFS) administration budget.



6. Delivery and resources

The regeneration of our area is delivered through an informal partnership – the Nine Elms Vauxhall Partnership. Delivery is overseen by the Nine Elms Vauxhall Strategy Board, an unincorporated body comprising all participating bodies and organisations. The vision, aims and objectives of the programme are progressed through the Strategy Board, supported by Working Groups (thematic subgroups and project teams) and a Delivery Team. Some initiatives are now taken forward directly by each borough and progress reported through their own Programme Boards and on to the Strategy Board (Appendix A outlines this structure). Over 150 individuals are directly involved through these mechanisms. The Board does not have executive decision making powers, can not own assets, employ staff, give grants nor place contracts. Each of the partners needs to seek formal approval of decisions and recommendations in these areas via their own decision making structures.

However, the strength of the Partnership and the seniority of its membership have enabled delivery to proceed effectively to date in what is a light touch structure for a multi-billion pound regeneration programme. The Board also plays a key role in considering proposed changes to DIFS arrangements and profiling.

The governance structure was initially established in 2010 when the programme was largely in a planning phase. It has now moved on to an implementation phase and this is becoming ever more evident as more new residents and commercial occupiers come to the area and more schemes commence construction.

A governance review took place in 2015 to ensure that the Partnership has clear objectives for its role going forward from planning to placemaking and is fit for purpose for the new challenges being faced, including those within the public sector.



6.1 Governance

6.1.1 Strategy Board

Governance arrangements for the programme were agreed by the Strategy Board at its meeting of January 2011,

and amended in respect of establishing co-chairs of the Board in October 2011.

The Leaders of Wandsworth and Lambeth Councils are the co-chairs of the Board.

The role of the Strategy Board is -

- to provide strategic leadership for the implementation of the regeneration of the area within the Mayor of London's overall Opportunity Area Planning Framework, the London Plan and the Local Development Frameworks adopted by Lambeth and Wandsworth
- to approve and monitor the Business Plan, ensuring that a strategic approach is taken towards planning, funding, programming and implementation of common infrastructure and to recommend its adoption by all member organisations represented on the Strategy Board
- to develop details of governance and management arrangements for the regeneration of the area
- to develop the overall funding strategy mechanisms and to secure funding - alongside statutory based and controlled funding through Section 106 and Community Infrastructure Levy (CIL)
- to ensure co-ordination of
 - infrastructure
 - programme
 - construction; and
 - long term management of 'common' infrastructure
- to set the agenda for strategic placemaking and marketing the area as a whole (but not restricted to individual schemes within the area); and
- to lobby, influence and manage external relationships.

The Strategy Board has 17 members appointed by public agencies and local landowners. Following the governance review, new constituency groups of 'organisations with a local stake' and 'infrastructure projects' were added. Membership is for two years (save for the 'local stakeholders' constituency which is reviewed after one year) and the last

review took place in September 2015.

A quorum of four has been set, of which a least one must be a local authority representative. The Board is supported in its work by a dedicated Delivery Team, currently based in the area at New Covent Garden Flower Market to drive forward and co-ordinate activities.

6.1.2 Executive Committee

A new Executive Committee was established as part of the governance review. This body meets quarterly reporting to Board, providing early guidance and direction, resolving conflicts and monitoring performance and spend. The membership of the Executive Committee is made up of Board member representatives from the public and private sectors and is chaired by the co-chairs of the Strategy Board.

6.1.3 Working Groups

Specialist Working Groups have been established to take forward specific planning, technical, community and communication issues; while other specific project teams are set up as needed for matters such as Nine Elms Park. These do not have delegated powers and report back to the Board on significant plans and proposals.

The Working Groups comprise members appointed by the Strategy Board or nominated by Board members and their organisations; at least one of whom (for each Working Group) shall normally be a member of the Strategy Board. The Working Group structure was also reviewed in 2015, resulting in the revised structure shown at Appendix A. This saw several working groups dissolved in favour of workstreams being lead by each borough (such as housing, communications and public realm), reflecting the move from strategy to delivery, and two groups merged to ensure a closer working arrangement between transport and construction logistics and utilities. Chairs, recommended by the Programme Director, have been appointed for a two year term to 31 October 2017.

Membership of each group is reviewed regularly to ensure that the appropriate skill sets and expertise are available to take forward the required areas of work.

6.2 Resources

6.2.1 Infrastructure Funding

The Strategy Board has an agreed list of infrastructure requirements to support the huge growth taking place; to be funded via developer contributions and other funding sources as may become available. The BNP Paribas Phasing Study report was updated in 2013, enabling the Partnership to review its priorities for future years. The Partnership is currently updating the Phasing Study to take into account changes since 2013, including increased housing targets and an accelerated pace of development. We will then carry out further detailed assessments of the population figures to review when, for example, new schools and health care will need to be provided as well as review the infrastructure needs and their associated costs.

Our biggest priority project is the Northern line extension. With the Chancellor of the Exchequer's support for a GLA £1 billion loan and supporting guarantee, great progress has been made in the past year on taking this scheme forward. Transport for London appointed their contractors, Ferrovial Agroman Laing O'Rourke (FLO), to start work in early 2015 and work is now well underway on site. Funding to repay the £1 billion loan will come from two income streams - developer contributions and incremental business rates. This is supported by the establishment of an Enterprise Zone covering key development sites across the area.

Funding for the NLE represents around half of the resources available from DIFS, leaving an estimated £250M for other infrastructure. Income has been top-sliced by 5% for Administration (plus an additional £600,000 for continuing the Delivery Team in 2016/17) and then 15% in Wandsworth and 25% in Lambeth for the Neighbourhood element.

Projected infrastructure project costs in Wandsworth can be met from assumed future developer contributions. Lambeth are currently carrying out a Strategic Investment Review across the Borough and will report back in the summer on their infrastructure priorities. Projected income levels from developments will necessitate careful prioritisation of infrastructure in the area and it is currently unlikely that the full list of infrastructure identified will be delivered solely from this funding source.

There is a high level of confidence that the element of NLE borrowing costs funded via developer contributions can be met.

The challenge going forward is to ensure that sufficient income is available to meet contractually agreed infrastructure contributions and other priority infrastructure at the time when it is needed. We have agreed that, in addition to the contractual commitments, projects which have a strong place-making impact, such as Vauxhall Cross Transformation and public realm projects should be prioritised subject to funding being available and approval by the relevant council.

Appendix C sets out an indicative list of proposed priority infrastructure to be funded from DIFS (excluding the NLE) over the next four years to 2020/21. This will be revised following the analysis of the Phasing Study in June 2016.

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

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

The financial arrangements for the NLE are subject to active and ongoing monitoring of actual S106/CIL collected and forecast and Enterprise Zone revenues to ensure that there is sufficient forecast income to repay NLE debt. This monitoring and reporting process is carried out through an officer level board comprising the GLA, TfL, the Nine Elms Delivery Team, Wandsworth

and Lambeth Councils. The proposed impact of the financial reviews and resulting impacts on the non-NLE infrastructure programme are reported to the Board for consideration before final decisions are made by the public authorities taking the Board's views into account.

6.2.2 DIFS Administration Budget

The budget for Administration was agreed by the Strategy Board as £2.5M over five years, commencing in 2011/12 and ending in 2015/16. 75% of the budget is funded by Wandsworth and 25% by Lambeth. The budget is for staffing and operational running costs with a provision for feasibilities / studies that relate to the programme overall.

In September 2015 it was agreed to extend the Delivery Team contracts for a further 12 months to March 2017.

The full budget for 2016/17 is set out in Appendix C. Spend is recommended on the following key areas:

- £13,000 Phasing Study update (rolled over from 2015/16 due to project delays)
- £20,000 Community engagement, including open days and roadshows
- £100,000 Implement cultural strategy

The Administration budget also includes £76,000 for communications / marketing / Public Relations. This provides funding for core functions (materials, website, events and PR support). Any additional work will need to be funded separately. Costs for community engagement are largely covered by the communications budget (materials / website) and the separate provision for the annual open days and community roadshows.

We will consider our continued administration / project management support requirements post 2016/17 as part of another Partnership governance review commencing in the summer.

The Administration budget is managed by Wandsworth's Economic Development Officer on behalf of the Partnership. All procurement will be undertaken in accordance with the

regulations of the organisation letting the specific contract.

The Economic Development Officer has delegated authority allowing him to approve up to £25,000 of expenditure within the approved budget heads. New items of expenditure over £25,000 will be approved by the Strategy Board, if timing allows, or the co-chairs together with the relevant officers in Lambeth or Wandsworth.

6.3 Performance Management

A performance management framework was introduced in September 2012, where progress against actions in the preceding quarter's action plan is reported to the Strategy Board, enabling them to monitor progress and to alert them to any potential problems or issues. Actions are RAG (Red/Amber/Green) rated as measured against timescales and impact on other actions within the Business Plan. This is a traffic light system to assess whether an agreed action is on target (green); broadly on target but with some moderate delivery issues (amber) and those where there are serious concerns regarding delivery (red).

Regular Board reports are also provided on the DIFS Administration Budget reported to Board by the Nine Elms Delivery Team.

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

6.4 Equality Impact Assessment

The Partnership continues to adhere to the Equality Impact Assessment (EIA) frameworks adopted by both boroughs. The Business Plan will be subject to the EIA process as stipulated by both boroughs prior its adoption.

Nine Elms Vauxhall Partnership 2016/17 - Appendices

Appendix A	Nine Elms Vauxhall Partnership Governance and Delivery Structure
Appendix B	2016/17-19/20 Action Plan
Appendix C	Proposed Priority Programme
Appendix D	DIFS Administration Budget 2011-17

Appendix A Nine Elms Vauxhall Partnership Governance and Delivery Structure



Employment and business

Ref.	Project Name and Description	Key Milestones	Date	Lead Orgs and Named Project Lead
EB01	Maximising Employment Opportunities Maximising job and career opportunities for local people	Implement agreed end use jobs protocol and local authority job brokerages to report on end use job take up by local people. Sainsbury's and BPS Phase 1	Mar-17	LBW, LBL, JCP, Colleges, SFA, GLA CITB
		Maximise construction jobs and training opportunities through the JCU	Mar-17	
		Implement recommendations agreed by JCU Board	Jun-16	
		Develop an Education Link plan for 2016-17	Sep-16	
EB02	Supporting Local Supply Chains Putting in place mechanisms to support local businesses and ensure they can capitalise on the opportunities created by the construction process as well as on going support to new commercial enterprises attracted to the area.	Secure contract opportunities for local businesses through the Supply Nine Elms on the South Bank programme		LBW, LBL, Wandsworth Chamber of Commerce, Vauxhall One
		Meet The Buyer event	Apr-16	
		Directory updated	Apr-17	
		30 tenders submitted and 15 won	Mar-17	
EB03	Nine Elms Vauxhall Business District - articulating the commercial offer and promoting to a range of potential occupiers	Identify ways the local business community can benefit from new residents and businesses moving into the area	Sep-16	LBW, LBL, Landowners, Business Sub-Group
		Promote the Nine Elms Commercial District brochure and review its impact in terms of perception of the area	Mar-17	
		Identify potential impacts on the surrounding business community resulting from development of the area	Mar-17	

Employment and business

Ref.	Project Name and Description	Key Milestones	Date	Lead Orgs and Named Project Lead
C01	Cultural Strategy The continuation of an area wide cultural strategy to establish and embed placemaking to inform and influence a coordinated approach to the delivery of the Nine Elms on the South Bank cultural offer. Key theme for delivery are focused on Heritage, Sustainability, International Exchange and Creative Industries	Deliver series of at least 3 high quality gateway public realm commissions	Oct-16	Delivery Team
		Organise new culture steering grp to meet at least 3 times a year	Apr-16	
		Participation in a minimum of 4 high profile pan London cultural events	Oct-16	
		Delivery of a minimum of 8 local and London wide meanwhile festivals and events	Oct-16	
		Identify at least two new high profile cultural anchor/and or /creative industry spaces for area	Mar-17	
		Deliver feasibility study for Nine Elms park arts and Events	May-16	

Ref.	Project Name and Description	Key Milestones	Date	Lead Orgs and Named Project Lead
IN01	Nine Elms Lane / Battersea Park Road Development of detailed design and implementation of improvements to the key arterial route of Nine Elms Lane, including significant improvements in the design and quality of materials used to create a pleasant environment for walking and cycling. Production of phasing plan, outlining the sequencing related to the development and management of environment during construction phase.	Phasing study complete	Jun-16	TfL
		Signage strategy implemented	Aug-16	
		Permanent scheme concept design completed	Dec-16	
		Interim scheme implemented	Dec-16	
		Permanent scheme endorsed by stakeholders	Mar-17	
IN02	Northern Line Extension The extension of the Charing Cross branch of the Northern line from Kennington to Battersea Power Station with a mid station at Nine Elms/Wandsworth Road will transform the transport accessibility of the area.	Cultural strategy developed	Jun-16	TfL, Local Authorities, GLA
		Nine Elms station design complete	May-16	
		Battersea Station design complete	Dec-16	
		Commencement of tunnel boring	Early 2017	
		NLE complete and in service	Dec-20	
IN03	Nine Elms Bridge A new pedestrian and cycle bridge linking Nine Elms and Pimlico to provide improved connectivity and accessibility across the Thames. It will encourage and enable sustainable travel choices, providing connections to the established and emerging public spaces, amenities, jobs and widening retail, commercial and cultural offer.	Contract with winning design competition bidder commences	Jun-16	LBW
		Pre app consultation	ongoing	
				LBW, Nine Elms Vauxhall Partnership, TfL, Local Authorities

Infrastructure

IN04	Vauxhall Cross Transformation: Removal of Vauxhall gyratory to improve the pedestrian, cycling and public realm environments, help create a district centre with a significantly enhanced sense of place while also ensuring that the transport interchange works effectively	Publish consultation findings report	Mar-16	LBL and TfL
		Publish final consultation report	Sep-16	
		Commence detailed design stage of the Transformation Vauxhall Cross regeneration programme	Oct-16	
		Submit a planning application for the new Vauxhall bus station buildings and canopies	Mar-17	
		Complete concept design	Dec-16	
		Complete detailed design	Mid-2018	
		Expected commencement of main works	Mid-2018	
IN05	Buses - Modelling of bus usage, commencement of regular capacity reviews and implementation of bus service frequency increases on a number of routes to give additional capacity	Complete £40k upgrade of Vauxhall Underground Station	Mid-2020	TfL
		Completion of works	Mid-2020	
		Continuing review of bus service improvements in line with occupation of new developments, developed in consultation with key stakeholders	Ongoing	
		Extend route 452 from Wandsworth Road to Vauxhall	Jun-16	
		Reroute 436 to Battersea Park station	Jun-16	

IN06	<p>Battersea Park Station Proposals have been developed by TfL for the upgrade of the station to improve accessibility and capacity in the station, improve interchange with other local stations and improve connectivity to new developments in the vicinity. DfT Access for All funding is available to provide step-free access to all platforms.</p>	<p>Continued development of station improvement proposals</p> <p>Completion of station improvement works</p>	<p>2016/17</p> <p>End 2019</p>	Network Rail, LBW, TfL
IN07	<p>Construction Logistics: The implementation of collaborative measures to mitigate the impact of construction, including a Construction Charter, enshrining the adoption of best practice measures by local developers.</p>	<p>Signage strategy implemented</p> <p>GIS Tool Complete</p> <p>Construction Charter review and refresh</p> <p>Commission Hot Spot implementation plan and Holding Area study and utilities support</p> <p>Appoint ring fenced coordination and support roles</p> <p>Coordinated cycle safety campaign implemented</p> <p>Data refresh and analysis undertaken</p> <p>Data refresh and analysis undertaken</p>	<p>Aug-16</p> <p>Aug-16</p> <p>Aug-16</p> <p>Aug-16</p> <p>Aug-16</p> <p>Aug-16</p> <p>Aug-16</p> <p>Mar-17</p>	<p>TfL</p> <p>TfL/Arup</p> <p>TfL</p> <p>TfL</p> <p>TfL/NEVRC</p> <p>TfL/NEVRC</p> <p>Delivery Team</p> <p>Delivery Team</p>

Infrastructure

IN11	Telecoms Strategy: To develop a coordinated approach to ensure the timely delivery of telecommunications infrastructure, befitting of a new London business and residential district.	Analysis of temporary mobile telecoms site locations competed by Network Rail	Apr-16	Network Rail
		Secure permanent locations as in building systems at 6 key locations	Dec-16	Delivery Team
		Temporary mobile masts installed at key Network rail locations	Dec-18	Mobile Operators
		Permanent mobile masts installed	Dec-20	Mobile Operators
IN12	District Heating and Carbon Reduction: Development of the Embassy Quarter kick-start Network	Letter of intent agreed	July-16	GLA
		Commercial terms agreed	Jul-16	
		Heat network configured (overarching control and monitoring system)	Dec-16	
		District heating network supplies heat to first phase	Jun-17	

Public Realm

Ref.	Project Name and Description	Key Milestones	Date	Lead Orgs and Named Project Lead
PR01	Nine Elms Park: The Nine Elms Park will create a central spine through Nine Elms as a continuous open space running through three substantial strategically located adjoining landholdings. The project is central to the open space strategy for green links and permeability in the area and to the establishment of an area of high quality public realm.	Management and Maintenance agreement formalised through amendments to Sec 106 agreements	Apr-16	Wandsworth Planning
		Utility Routing designs and way leaves agreed between utility companies and landowners	Aug-16	Thames Water, ESCO, UKPN, Power On, Ballymore
		Ballymore Phase 2 Delivery	Jan-17	US Embassy
		Completion of US Embassy section	Jul-17	US Embassy
PR02	Strategic Links To create seamless high quality routes, including the River Path, connections north through to the River Path across multiple site ownerships and east from the Linear Park to Archbishops Park.	Thessaly Road Design Study completed	June-16	Wandsworth Council (Strategic Planning)
		Phase 2 Vauxhall Walk improvements commences	Oct-16	Lambeth Highways
		Phase 1 Thames River Path Improvements commences	Jul-16	Wandsworth Operational Services
		Phase 1 Thames River Path improvements complete	Mar-17	Wandsworth Operational Services
PR03	Public Realm Design Guidance. A suite of guidance to ensure a consistent and high quality approach to the delivery of public realm across private and public sector ownerships, including Surface Materials Guidance, Public Realm Design Guide (PRDG) and Sustainable Urban Drainage.	Phase 2 Vauxhall Walk Improvements complete	Mar-17	Lambeth Highways
		Wandsworth Council approval of PRDG	Aug-16	Wandsworth Council (Strategic Planning)
		TfL SUDS Guidance completed	Sep-16	TfL
		Review of impact of PRDG	Aug-16	Delivery Team
		Guidance incorporated into OAPF refresh	Sep-16	GLA

Housing and social infrastructure

Ref.	Project Name and Description	Key Milestones	Date	Lead Orgs and Named Project Lead
HSI01	<p>Maximising delivery of affordable housing to provide a range of housing options with a minimum target range of 3,500-4,000 affordable homes. To achieve this through joint working with landowners, developers and the GLA where investment funding may provide better affordable and resident focused housing outcomes.</p> <p>To meet the overall affordable delivery minimum target range of 3,500-4,000 homes and in year forecast completion targets set at the beginning of each financial year</p>	<p>A total of 2,467 affordable homes have planning consent in Wandsworth, with the latest scheme approved in Ponton Road securing up to 29% affordable housing- 116 will complete in 2016/17. Wandsworth Council will continue to seek the maximum reasonable level of affordable housing and will also continue to promote and support the development of varied forms of worker and resident housing and report on progress</p>	Mar-17	LBW
		Lambeth approximately 1,150 affordable housing- complete 186 properties (including an Extra Care Older Persons Scheme), start the construction of 214 units, and consider further planning applications in 2016/17	summer 2017	LBL
HSI02	For Lambeth and Wandsworth Council report to Board on their plans for utilisation of their own sites in and near to the area to provide affordable housing	WBC has planning consent for 57 affordable homes on three Council owned sites on estates within the Area. A contractor has been selected and works will start on site in the Autumn of 2016 and completion late 2017/early 2018. WBC has also undertaken initial consultation with its residents on three estates within the Area to obtain their views on how they would wish to see their estates improved and regenerated. Second stage consultation will take has commenced and will complete in the Autumn of 2016.	summer 2017	LBW
		Redevelop the Westbury Estate that adjoins the Nine Elms Vauxhall Opportunity Area. Starting in 2016/17, the first stage involves the construction of 63 Social Rent Units by St James Plc, which is being provided as the offset affordable housing contribution (there is also onsite provision) in relation to 22/26 Albert Embankment.		LBL

Housing and social infrastructure

Ref.	Project Name and Description	Key Milestones	Date	Lead Orgs and Named Project Lead
HS103	Delivery of School Places and Community Facilities to meet the needs and requirements of a new population. Providing projections of future population growth, child numbers and need for school places and putting in place plans to deliver school places including identifying funding requirements	Produce updated school roll projections which show how many additional school places will be required in the area and when. These will use recently updated housing figures and new birth projections.	Jun-16	LBL and LBW children services
		Confirming timelines for delivery on school development sites and any short-term arrangements that need development to provide places (e.g. as part of expansion of existing school provision).	Jul-16	
		As necessary submit Capital Programme funding bids to the respective Councils in order to support the provision of additional school places.	Nov-16	
		Determine whether to give the 5 years notice required by the developers of the Royal Mail site (Plot C) this year.	Sep-16	LBW
		Outcome of discussions (between EFA and Met Police) over potential purchase of the police vehicle depot site (opposite plot C) known.	Oct-16	
		Further consider potential use of future education facilities for wider community use outside school hours and co-location of services (e.g. with leisure services, health services). Discussions initiated in 2015 and any proposals incorporated in School Delivery and Investment Strategy.	Jun-16	
		Create projections of demand for under 5 provision in the area and consider if the currently planned provision will be sufficient.	Sep-16	LBW and LBL
		Lambeth Council will continue to work with the Keybridge House developer, Mount Anvil, to deliver a state-of-the-art expansion of Wyvil Primary School.	by 2020	LBL and Mount Anvil

Housing and social infrastructure

Ref.	Project Name and Description	Key Milestones	Date	Lead Orgs and Named Project Lead
HS104	Delivery of Health and Social Care Services. Providing projections of future population growth, demand for health and care services, enabling timely planning and provision of new / extended primary care services to take place and addressing wider health impacts of development	Revision and refinement of health requirements in light of review of population assumptions and analysis of comparative health centres in other similar regeneration areas. Consideration given to the potential use of health facilities by the non-resident working population to be developed as part of wider outline business case.	May-16	NHS Wandsworth CCG NHS Lambeth CCG NHS England
		Publication of a Health and Well Being Delivery and Investment Strategy. This will confirm capacity, types of services required and funding requirements and set out costs of delivery and running of services. This will be used to identify funding needs to the Strategy Board, two councils and NHS England. Updates and drafts of plans will be reported to the Strategy Board as required with an update on progress provided in June 2015.	Sep-16	
		As necessary submit capital funding bids to the respective Councils/NHS England to support the provision of health facilities. For the CCGs to have identified revenue funding requirements in order to secure funding from NHS England and for proposals/bids to have been submitted in 2015/16 to secure commitments to fund.	Sep-16	
		Consider opportunities to consolidate/improve existing health facilities in the area to secure high quality health and well being services for existing and new residents. Proposals as necessary will be incorporated into the Health and Well Being Delivery and Investment Strategy - with any further work/implementation plans identified.	Sep-16	
		Put in place a monitoring system to monitor impact of new population and workforce on existing health services.	Mar-17	

Housing and social infrastructure

Ref.	Project Name and Description	Key Milestones	Date	Lead Orgs and Named Project Lead
		Continue to monitor impact of new population on existing health services in the area ensuring that where spare capacity has been identified new residents are signposted to this.	Mar-17	
		Consider potential for co-location of health and related services such as pharmacy, physiotherapy, well being services etc. As necessary identify opportunities to collocate with social care services.	Sep-16	
		As developments progress, determine the leasing/letting arrangements required to occupy space identified for health facilities.	Mar-17	NHS Wandsworth CCG NHS Lambeth CCG NHS England NHS Property Services

Communications and community engagement

Ref.	Project Name and Description	Key Milestones	Date	Lead Orgs and Named Project Lead
CCE01	The Partnership's central communication and community engagement programme must focus resources on supporting areas of the business plan where it can achieve the greatest benefit, value and impact	Strengthening Nine Elms on the Southbank's reputation as an attractive and inviting place for inward investment	Ongoing	Delivery Team
		Increasing interest in the surrounding communities and linking local people with the new opportunities being generated	Ongoing	
		Host/contribute to events e.g. open days, job fairs, Chelsea Fringe, London Festival of Architecture	Ongoing	

Appendix C: Proposed Priority Programme

Description	Total (000)	2011-15	2015/16	2016/17	2017/18	2018/19	2019/20
Non-NLE Transport							
Increased bus capacity and pump-priming new services	7,764,000		348,000	305,000	1,861,000	2,502,000	2,748,000
Improvements at Battersea Park Station	13,004,320			5,464,000	7,540,320		
Sub-total	20,768,320		348,000	5,769,000	9,401,320	2,502,000	2,748,000
Nine Elms highways, pedestrian, public realm and bus	4,500,000		500,000	1,000,000	1,000,000	1,000,000	1,000,000
Vauxhall Cross highways, pedestrian, public realm and bus	10,500,000			500,000	5,000,000	4,600,000	400,000
Pedestrian bridge	4,500,000		150,000	1,500,000	2,850,000		
Strategic Links							
i) River Path Phase 1 (LBW)	1,400,000	400,000	1,000,000				
ii) River Path Phase 2 (LBL)							
ii) River Path Phase 3 (LBW)	2,000,000						2,000,000
Thessally Road	3,025,220						3,025,220
Miles Street / Fentiman St							
Key Gateways	250,000		250,000				
Other							
Sub Total	26,175,220	400,000	1,900,000	3,000,000	8,850,000	5,600,000	6,425,220
Education							
Wandsworth requirements	27,883,885			12,256,845	15,627,040		
Lambeth requirements	7,000,000					7,000,000	
Sub total	34,883,885			12,256,845	15,627,040	7,000,000	
Health							
LBW - Annual Capital Costs	1,639,200					819,600	819,600
LBL - Annual Capital Costs - to be confirmed	1,639,200					819,600	819,600
Sub total	3,278,400					1,639,200	1,639,200
Open Space							
Nine Elms park	10,373,601				1,639,200	1,639,200	7,095,201
Improvements to existing parks/ outdoor sports	2,360,448				546,400	546,400	1,267,648
Playspace							
Sub total	12,734,049				2,185,600	2,185,600	8,362,849
Community							
Land for CommunityCentre in LBW	2,056,650				1,000,000		1,056,650
Land for Community Centre in LBL	1,446,867					1,446,867	
Sub total	3,503,517				1,000,000	1,446,867	1,056,65
Employment							
Joint Coordination Unit	700,000	200,000	125,000	125,000	125,000	125,000	
Sub total	700,000	200,000	125,000	125,000	125,000	125,000	
Utilities							
Strategic planning and coordination	1,633,584	205,000	163,920	163,920	163,920	936,824	
Sub total	1,633,584	205,000	163,920	163,920	163,920	936,824	

Appendix C: Proposed Priority Programme

Description	Total (000)	2011-15	2015/16	2016/17	2017/18	2018/19	2019/20
Adminstration							
Annual requirement	2,500,000	1,695,723	804,277				
Project development		175,000	210,000				
Total	106,176,975	2,500,723	3,341,197	21,314,765	37,352,880	21,435,491	20,231,919
Cumulative expenditure		2,500,723	5,841,920	27,156,685	64,509,565	85,945,056	106,176,975

Appendix D: Nine Elms budget

Budget Item	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Feasibilities / Studies						
Phasing and investment				13,545.00		13,772.00
Public Realm and culture		975.00	10,000.00	11,500.00	23,324.40	54,000.00
Utilities			11,000.00	44,250.43	24,642.00	
Meanwhile uses			12,470.00	81,569.46	20,322.30	50,000.00
Transport	24,465.00			3,750.00		
Governance review/Construction Logistics		9,000.00	58,394.27		18,599.00	10,000.00
Employment		42,000.00	1,500.00	33,000.00		
Misc			5,000.00	2,000.00	23,499.00	
Sub total	24,465.00	51,975.00	98,364.27	189,614.89	110,386.70	127,772.00
Communications						
PR support		31,759.32	51,518.20	48,716.92	51,211.91	40,000.00
Website		20,645.98	4,430.40	3,307.53	6,095.00	16,000.00
Materials/Publications		17,609.71	14,100.00	16,462.00	23,851.23	20,784.00
Sub total		70,015.01	68,048.60	68,486.45	81,158.14	76,784.00
Events						
Expo	790.00	8,233.51	7,090.51	16,935.01	15,992.05	15,000.00
MIPIIM	41,308.34	34,996.17	49,036.07	42,109.15	39,222.26	30,000.00
Tours/Visits		12,428.42	92.65	2,048.32	12,412.50	5,000.00
Model	3,000.00	2,200.00	1,000.00			
Sub total	45,098.34	57,858.10	57,219.66	61,092.48	67,626.81	50,000.00
Support and Delivery Team						
Employee Costs	102,917.49	242,345.67	307,906.26	344,768.74	445,496.00	390,035.00
Office supplies and services	2,009.18	19,926.94	41,059.22	33,751.21	35,626.69	42,900.00
Total Expenditure	174,490.01	442,120.72	574,598.01	697,713.77	740,294.34	687,491.00
Income						
Total Income	-34,176.00	-30,588.00	-44,068.00	-215,471.00	-23,799.00	-50,000.00
Net Expenditure	140,314.33	411,532.88	530,529.68	482,242.60	716,495.66	637,491.00
Cumulative	140,314.33	551,847.21	1,082,376.89	1,564,619.49	2,281,115.15	2,918,606.15