

Croydon Council Infrastructure Delivery Plan 2022

INFRASTRUCTURE DELIVERY PLAN: CONTENTS

Introduction	4	Digital Infrastructure Network	68
Education		Green Grid	
Primary Schools.....	6	Parks	70
Secondary Schools.....	8	Allotments	72
SEN Provision.....	10	Trees and Woodlands	74
University Centre Croydon	14		
Transport		Sports & Leisure	
Rail Capacity Increases	17	Recreational Areas	76
Station Improvements.....	19	Sports and Leisure Facilities	78
Tram Network	21	Libraries	81
Bus Network	26		
Walking and Cycling Infrastructure.....	28	Utilities	
Micro Mobility Hire Scheme	30	Flood and Water Management.....	84
Road Network.....	32	Electricity	87
Corridor Improvements.....	35	Water	89
A213/A212 Junction Improvements.....	38	Sewerage.....	91
Electric Vehicles	40		
Construction Logistics.....	43	Health	
Freight and Deliveries.....	45	Primary Healthcare Provision	94
Car Clubs	47	Supported Housing Facilities	99
Car Park Improvements and Rationalisation	50	Burial Ground.....	101
COA Traffic and Travel Management.....	52		
Technology		Emergency Services	
Enterprise Centres.....	54	Metropolitan Police	103
Croydon Creative Campus	57	London Ambulance Service	105
		London Fire Brigade	107

INFRASTRUCTURE DELIVERY PLAN: CONTENTS

Public Realm & Masterplans

Growth Zone	109
Public Realm Improvements.....	111
Places and District Centres	113
East Croydon	115
West Croydon	117
Mid Croydon	119
Fairfield	121
Old Town	123
Purley strategic regeneration framework.....	125
Thornton Heath	127
South Norwood	129
Purley Way	132
Kenley and Old Coulsdon	136
Kenley Transport	138

Miscellaneous

Street Lighting.....	140
Schedule	142

What is the Infrastructure Delivery Plan?

Croydon is a vibrant and growing south London Borough that is experiencing a significant transformation. It is already one of the most populous boroughs in London and aims to be the city's most enterprising borough. The Infrastructure Delivery Plan (IDP) demonstrates how infrastructure will support the development and growth set out in the Local Plan for the next 20 years. The Local Plan is based on the 16 places of Croydon which is a character and spatial approach that help to steer those involved in shaping the built environment, in order to assist in creating sustainable neighbourhoods. This approach has been adopted corporately by the Council and is therefore reflected in the IDP. The IDP is updated every year to show how progress has been made and the current up to date information about infrastructure delivery and its timing.

The council is planning for up to 2079 new homes in the borough up to 2029 in accordance with the allocation in the London Plan 2021. The document supports the Croydon Community Infrastructure (CIL) Charging Schedule which delivers infrastructure alongside the planned development.

The IDP also informs and is informed by the delivery of the Croydon Growth Zone. The Croydon Growth Zone is a Tax Increment Financing model which harnesses business rates growth to enable borrowing to fund infrastructure. The Growth Zone will run until approximately 2043 and is a necessary tool to enable the borough to support provision of the infrastructure needed to support the growth planned over the plan period.

For each infrastructure type, the IDP sets out the borough's requirements, where and when it is required, why it is needed and an update on the delivery of the infrastructure to date. It also sets out what progress will be made over the next year and identifies whether there are any risks and mitigation measures to assist with delivery.

Each section is accompanied by an Infrastructure Delivery Schedule table which provides further detail on who will be delivering the required infrastructure, funding sources, total costs and identifies whether there are currently any funding gaps. Each infrastructure project is also prioritised to identify its relationship with the Croydon Local Plan.

The IDP addresses the following types of borough-level infrastructure:

- Education

- Transport
- Technology & Arts
- Green Grid
- Sports & Leisure
- Utilities
- Health
- Emergency Services
- Masterplans & Sites

Croydon is a borough made up of a series of varied and distinctive neighbourhoods and areas, which are referred to as the 16 Places of Croydon. Some sections within the IDP apply to the borough as a whole and some sections refer to specific locations and sites such as the 16 Places of Croydon and the four intensification areas.

How has the Infrastructure Delivery Plan been produced?

The IDP has been produced in consultation with internal stakeholders including officers in Regeneration, Strategic Transport, Green Spaces, Education, Spatial Planning, and Bereavement Services. Consultation has also taken place with external stakeholders including Utility providers, Network Rail, Transport for London, NHS, London Ambulance Service and London Fire Brigade.

How are infrastructure projects prioritised?

The projects contained in the IDP are as follows:

- *Critical*: physical constraint to growth- development cannot come forward without it.
- *Essential*: development cannot come forward in a sustainable/acceptable way without it.
- *Important*: development can come forward but some sustainability goals will need to be compromised and some adverse impacts accepted.

Key recent legislation and policy?

The National Planning Policy Framework 2021 (NPPF) highlights the significance of infrastructure delivery. Paragraph 20 states that strategic planning policies should make sufficient provision for

- infrastructure for transport, telecommunications, security, waste management, water supply, wastewater, flood risk and coastal change management, and the provision of minerals and energy (including heat)
- community facilities (such as health, education and cultural infrastructure)

Paragraph 26 further outlines the importance of engaging with infrastructure providers and that engagement should be “effective and on-going” throughout the plan-making process.

The Community Infrastructure Levy (CIL) authorises local authorities to raise and charge a levy on most types of new development in their area in order to secure funding for local infrastructure. The Croydon Council CIL charge came into effect in April 2013.

The Mayor of London charges CIL across the 33 London Boroughs to fund infrastructure.

EDUCATION INFRASTRUCTURE: PRIMARY SCHOOLS

<p>What? Provision of temporary and permanent additional primary school places through the expansion of existing schools and new build schools</p> <p>Where? Borough-wide</p> <p>When? 2022- 2040</p> <p>Why? Croydon has six educational planning areas for primary schools; North West, East, Central, South, South East and South West.</p> <p>The Education Estates Strategy for the next three academic years (2022/23 to 2024/25) was approved by the Council's Cabinet Committee in January 2023. Croydon has been experiencing a slowing in demand for additional primary school places on a borough wide level, however, the level of demand differs across the six educational planning areas. The pupil projections suggest that demand may increase in some planning areas i.e. Central, South and the South West and may potentially require additional school places in the future. In other areas, such as the North West and East, the level of demand is likely to remain lower than it has been in the past. The council are working closely with schools and academies across the borough to ensure there continues to be sufficiency of places.</p> <p>Where are we now? There were no new projects in Croydon during 2022-23</p> <p>What are the next steps? Gresham Primary School – bulge class: 2023/24 academic year</p> <p>Risks and Mitigation: The demand for school places is reviewed regularly and refreshed annually due to the different factors that can cause an increase or decrease in demand e.g. birth rates and planned housing developments. The latest pupil projections indicate that there will be a sufficient number of school places to meet demand borough wide for the next three years. Due to planned housing developments in the</p>	<p>Central, South and South West educational planning areas, there is likely to be an increase in the number of children and young people needing a school place in the long term. In addition, there are new factors emerging, such as the Asylum resettlement programme, that were not taken into account in the latest pupil projections and might cause an increase in demand.</p>
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EDUCATION INFRASTRUCTURE: PRIMARY SCHOOLS

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
GRESHAM PRIMARY SCHOOL – 1FE BULGE CLASS	South	Y				LBC	LBC	£350,000	Basic Need Funding	£250,000	-	2

EDUCATION INFRASTRUCTURE: SECONDARY SCHOOLS

What?

Provision of permanent new secondary school places through the expansion of existing schools and new build schools.

Where?

Borough-wide

When?

2022-2040

Why?

There are two secondary educational planning areas; North and South. These reflect home to school journeys as pupils tend to travel further to school independently due to good transport links.

The Education Estates Strategy for the next three academic years (2022/23 to 2024/25) was approved by the Council's Cabinet Committee on 24 January 2022. Currently, there is a sufficient number of secondary school places to meet overall demand at a borough wide level, however, this varies at planning area level. Currently there is a higher than necessary level of surplus places in the North and sufficiency in the South.

Where are we now?

There were no new projects in Croydon during 2022-23.

What are the next steps?

There are currently no plans to provide any additional secondary school places in Croydon.

Risks and Mitigation:

The demand for school places is reviewed regularly and new pupil forecasts are produced each year. This is due to the different factors that can result in an

increase or decrease in demand e.g. birth rates, planned housing developments and the transfer rate of pupils moving from a Croydon primary school to a Croydon secondary school. In addition, there are new factors emerging, such as the Asylum resettlement programme, that were not taken into account in the latest pupil projections which might cause an increase in demand.

The latest pupil projections indicate that for the next three years, there will be a sufficient number of school places in the North planning. However, for the South planning area, there is likely to be an increase in the number of young people needing a school place in the medium to long term due to increase pupil yield from planned housing developments.

EDUCATION INFRASTRUCTURE: SECONDARY SCHOOLS

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKE-HOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
-	-	-	-	-	-	-	-	-	-	-	-	-

EDUCATION INFRASTRUCTURE: SEND PROVISION

What?

Provision of placements at Special Educational Needs and Disability (SEND) schools and, where required, within mainstream settings.

Where?

Borough-wide

When?

Up to end of 2023

Why?

The Council as an Educational authority has specific duties in relation to provision of education for children with special educational needs (SEN). Croydon's vision for young people with special educational needs and disabilities is that these young people are included within the community of Croydon and are given the same opportunities as others to access education to live fulfilled lives, gaining employment and living independently as possible.

There are two planning areas for Special Educational Needs (SEN) schools; North and South. There is a significant shortage of places for children with SEN in Croydon, both at primary and secondary level. The Educational Estate Strategy programme for delivering additional SEN school places for the academic years up to 2020/21 was approved by the Council's Cabinet Committee on 21st January 2019.

Where are we now?

To meet the current demand for special school places for children and improve the existing provision in the borough the following is being provided:

- Addington Valley Academy (age 2-19) 120 place provision completed. This opened to 80 Reception – KS3 children and young people with complex needs and ASD September 2021 and fully opened to capacity of 120 in September 2022. Early discussions are underway re potential for expansion to 150.
- St Nicholas Primary School 2FE expansion to provide a 4FE provision completed and opened September 2021. Early discussions and planning underway re additional expansion and developments of distinct pathways for range of needs for September 2023. The delivery will require a review of

internal space and possible refurbishment in order to meet the needs of the distinct pathways.

- St Giles School – Increase in age range to include a nursery provision on site completed and opened September 2021. The condition of the site remains an issue and priority.
- Meridian School – Improved suitability for ASD Secondary ELP provision completed September 2021.
- Castlehill School – places for children with ASD at primary ELP provision completed September 2021.
- Croydon College – Post 19 SEN Provision – Pathways to Adulthood Programme at Coulsdon College Campus – temporary accommodation completed and in place until August 2023. The demand for placement for local students with SEN onto the Pathways programmes has continued to grow since the programme offer opened and has become an established offer within Croydon. Planning is underway to deliver permanent accommodation to support the delivery and long-term future of the offer.

What are the next steps?

The continued rise in numbers of children and young people with SEND across the borough requires continued review and development of provision – both within mainstream settings and the expansion of our specialist settings. As of January 2023 we have 4,015 children and young people with Education, Health and Care plans identifying special educational needs requirements and placements.

An analysis of potential developments of additional Educational Learning Provisions within our mainstream settings is underway as part of the overall review of the education estate. This will offer opportunities to develop enhanced provision where needed within localities and will compliment the borough-wide Locality SEN Support Programme which addresses identified needs at the earliest opportunity.

To provide local permanent accommodation to support Pathways to Adulthood Programme for young people with SEND aged 16-19/19-25 and to improve outcomes for these young people whilst supporting them within their local community of Croydon. Croydon Council will work with providers in partnership to take forward the development of a permanent post 16 SEN Centre of Excellence in the borough providing education pathways for young people with moderate/

EDUCATION INFRASTRUCTURE: SEND PROVISION

severe and profound and multiple learning difficulties.

Delivery of an improved fully accessible playground for Redgates special school is currently in procurement phase with delivery planned within 2023.

To review and develop options for St Giles accommodation. The poor condition and continued challenges brought about in trying to maintain effective educational provision within the current setting are a priority.

Risks and Mitigation:

The Council has a statutory duty to ensure there are sufficient and appropriate school places available for every child of statutory school age within the borough. There are a number of unpredictable factors, such as migration, housing developments and the needs of children changing over time that can have an impact on the accuracy of the forecast for future demand for SEN school places. The education estate strategy needs to be responsive to changes in demand and need by ensuring that there is an appropriate balance between current school places and identifying potential opportunities across the estate should there be an increase in demand.

EDUCATION INFRASTRUCTURE: SEND PROVISION

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
2FE EXPANSION OF ST NICHOLAS (112 PLACES)	Kenley	Y				LBC	LBC	£22,400,000	Council	£22,400,000	-	3
ADDINGTON VALLEY ACADEMY	New Addington	Y				ESFA	LBC	£15,670,000	ESFA, S106	£15,670,000	-	3
ST GILES – INCREASE IN SCHOOL RANGE	Purley	Y				LBC	LBC	£670,000	Council	£670,000	-	3
MERIDIAN SCHOOL - ELP	New Addington	Y				LBC	LBC	£100,000	Council	£100,000	-	3
CASTLEHILL SCHOOL ELP	New Addington	Y				LBC	LBC	£50,000	Council	£50,000	-	3
POST 16 CENTRE OF EXCELLENCE	Coulsdon/ Centre	Y				LBC	LBC	£3,300,000	Council	£3,300,000	-	3
SEN ESTATE RE-NEWAL – REDGATES / ST GILES	Borough Wide	Y				LBC	LBC	TBC	TBC	£5,313,000	TBC	3
SEN ESTATE – REDGATES PLAYGROUND	South Croydon	Y				LBC	LBC	£263,848	SEN Capital Estates Budget	£263,848	-	2

EDUCATION INFRASTRUCTURE: UNIVERSITY CENTRE CROYDON

What?

To provide an update on the educational and training programmes delivered and being developed at Croydon College Group i.e. Croydon College, Croydon University Centre (CUC), World of Work (WoW) and Coulsdon College.

Croydon College delivers education and training from entry level to level 3 for those aged over 16 years in a wide range of vocational subjects, general subjects and academic pathways

Croydon University Centre (CUC) situated in the Croydon college building offers degree level courses, validated by University of Roehampton, alongside HNC Diplomas in a variety of subjects. There are two intakes, a September and a January intake.

World of Work (WoW) centre is a branch that focuses on employment related training. In this centre a wide range of apprenticeship programmes (Intermediate to Higher) are delivered, alongside several employment hubs focused on bespoke courses that support the unemployed back into work. For example, Digital hub, Skills Bootcamp hub, Retail and Employability hub, and Construction hub.

Coulsdon Sixth Form college concentrates on the delivery of academic pathways for 16 – 18year olds from a purpose built modern campus based in south of the borough.

Where?

Croydon area and the south east of London

When?

Current courses and quality kite marks

September 2021 – Mayor's Construction Academy (MCA) kite mark renewed supporting the construction employability hub

September 2021 – Degrees in Nursing, Health and Social care, Early Years Child Care, Business Studies, Teaching qualifications, and HNCs in Construction, Engineering, Coding

September 2021 – Employability Hub for the DWP and Skills Bootcamp in Digital curriculum

September 2021 – Vocational and Academic course from level entry to level 3 on Croydon and Coulsdon sites and apprenticeship provision from intermediate to higher programmes.

Course about to start

November 2021 – NEET L1 / L2 provision in Construction, Hair & Beauty, Hospitality, Business and Travel & Tourism supported by Croydon council

November 2021 – Free L3 courses for adult learners under the National Skills Funding (NSF) mainly in Construction, Digital, Retail and H&S care courses

January 2022 – Higher Education courses in Construction (HNC), Engineering (HNC), Teaching Qualification (L4), Facility Management (L4), Construction site management (L4), and IT & Coding degree (L5).

January 2022 – ESOL programmes from entry to level 2

Why?

Croydon College is focused on closing the medium to higher skills gaps in Construction, Care and the Tech/Digital industries. This is in response of local industry, as there are significantly more businesses in construction related trades, healthcare, and digital arts that supports local employment.

For 2021/22 academic year, the key local markets that the College College group are focusing on are:

Educating young Croydon residences: September Guarantee courses, Prevention of NEETs programme and development of T level programmes

Helping adults into employment: Construction, Care and Digital/Tech though using DWP and Mayor's supported employment hubs

Responding to employer skills needs: apprenticeships, Skills Bootcamp, Kickstart scheme and the flexible NSF government funding to support the 25+ age adults 2019.

Where are we now?

1) Construction

The College has made a significant headway in developing apprenticeship provision for construction related industries, ranging from intermediate to higher skills training as a result of being awarded the Mayor's Construction Academy (MCA) kite mark for quality. The College new construction courses include: Facility Management and in Construction site supervision in response to local industry demand. Because of these two provisions, the College has gained capital and resource funding under the HE growth bid to support the delivery of higher

skills training for local Croydon construction industry.

Skilled trade and Engineering	1	Carpentry & Joinery L2 Advance Carpentry & Joinery L3
	2	Bricklayer L2
	3	Plumbing & Domestic Heating L2 Plumbing Heating and Ventilation L3
	4	Property Maintenance Operative L2 Maintenance & Operations Engineering L3
	5	Civil Engineering Technician L3 Construction Site Supervisor L4
	6	Building Services Engineering Installer L2 Building Services Engineering Craft person L3
	7	Engineering Fitter L2 Facilities Management L3 (New)

2) Care

The College launched a Nursing degree starting this September in response to the CUH local needs and to provide a progression route for our six groups of Access to Nursing (120 students approx). The degree is validated by the University of Roehampton (UoR) and has recruited 48 students in September 2021. It complements the existing Health and Social care and Early Year child Care degrees that the College has been running for a quite a good number of years in support of CUH skills needs.

The College is also promoting a breadth of on-line level 3 courses for working adult students interested in the care industry or in upskilling, using the government national skills funding that provides free education for adults over the age of 25. This complements the college's existing full time and part time provision that attracts 2,250 approx students on a breadth of care curriculum ranging from level 1 to level 3.

3) Tech/Digital

The College has established a digital hub focused on delivering adult courses such as:
BCS Level 3 Certificate in IT User Skills (ECDL Advanced) (ITQ)
NCFE Level 3 Certificate in Cyber Security Practices
NCFE Level 3 Certificate in Coding Practices

These courses complement the existing level 1 and level 2 courses delivered over a short period of time and on line aimed at support adults into digital and IT related industry. These courses are funded under the National Skills Funding scheme.

The National Skills Fund is a learning initiative, set up by the government that provides fully-funded courses to adult learners up to Level 3. It is part of the government's Lifetime Skills Guarantee and will see £2.5 billion in funding allocated to adult learning programmes across England. From April 2021, adult learners who don't have a Level 3 qualification can access over 400 free learning courses in a broad range of subject areas. The government has chosen subjects it feels offer the best job prospects, including areas like IT, engineering, business management, agriculture and childcare.

4) Skills Boot camp – Digital Engineering CAD

At Croydon College we work with adult learners to ensure that you are upskilling in the engineering and CAD for specific employers benefitting from this Skills Bootcamp programmes. Once the adult learner completes the programme, s/he will be interviewed by an employer with the aim of gaining employment with the registered employers.

The Skills Bootcamp scheme has been created by the Government in the light of the economic crisis due to the impact COVID-19 as part of the Lifetime Skills Guarantee. It offers free, flexible courses for adults aged 19 or over and who are either in work or recently unemployed, giving them the opportunity to build up sector-specific skills and fast-track to an interview with a local employer.

5) T-Levels qualifications

Croydon College and Coulsdon College have been successful in registering for the delivery of T level qualifications in Health and Science as well Engineering and Manufacturing, as of September 2022. The College group has also been successful in registering to deliver T level s in Construction, Digital, and Care in September 2023.

T Levels are brand new courses came in September 2020, to follow GCSEs and are equivalent to 3 A Levels. These 2-year courses have been developed in collaboration with employers and businesses so that the content prepares students for work. T Levels will offer students a mixture of classroom learning and

on-the-job' experience during an industry placement of at least 315 hours (approximately 45 days). They will gain the knowledge and experience needed to open the door into skilled employment, further study or a higher apprenticeship.

The T Level provision will ensure that students are studying qualifications that are up to date with industry expectations, able to progress to higher apprenticeship or degrees, as well as be prepared for the world of work.

6) NEET programmes

In response to Croydon Council, Croydon College and Coulsdon College will launch a November start fulltime programmes for NEET learners in the borough. The programmes will be at level 1 and level 2 and will include Maths and English courses, either in Functional Skills or GCSEs. The programmes will be in subjects such as Construction, Hair & Beauty, Hospitality, Business, and Travel & Tourism with clear progression to the next level of education in September of the next academic year or apprenticeship training. The Council is committed to training, work placements and apprenticeships and views them as being a sustainable way to improve employment prospects for local people through S106 obligations. These programmes will also have a wrap around Wellbeing and Re-engagement tutorial package to support the vulnerable learners expected to enrol on such programmes.

What are the next steps?

Future development

September 2022 – T levels in Science as well in Engineering

September 2023 – T levels in construction, Digital, and Care

EDUCATION INFRASTRUCTURE: UNIVERSITY CENTRE CROYDON

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
-	-	-	-	-	-	-	-	-	-	-	-	

TRANSPORT INFRASTRUCTURE: RAIL CAPACITY INCREASES

What?

- Network Rail Brighton Main Line upgrade programme
- Transport for London capacity proposals for the London suburban area

Where?

Network Rail is proposing major upgrade works in the East Croydon / Selhurst / Norwood Junction area, known as 'CARS', as part of the Brighton Main Line upgrade programme.

Transport for London is considering the "metroisation" of suburban services in south London, with frequency increases potentially including 24 trains per hour on the East London Line.

When?

The further development of CARS has been affected by issues such as the significant uncertainty about future passenger behaviour and demand following the COVID-19 pandemic, as well as funding constraints following the Government's 2021 spending review. At this time, it is not known when CARS may proceed.

The TfL service increases in the Croydon area are separate, but require the Brighton Main Line upgrade works to be complete due to the capacity constraints in the Croydon area. The project therefore remains a long term aspiration of TfL.

Why?

The 2018 Thameslink Programme helped to relieve overcrowding on the Brighton Mainline to some extent but will not resolve the problem at peak times for the long term due to major constraints in the network at East Croydon. Further measures are therefore required involving major works to eliminate the operational constraints in the Croydon area.

Improving suburban rail services in south London is sought to improve connectivity to the Borough and enhance the passenger experience.

Where are we now?

Network Rail has had a design team working on the upgrade to the Brighton Main Line and Croydon Council officers are working closely with Network Rail on the emerging details. There has been ongoing stakeholder engagement with those directly affected by the proposals. The proposals include:

- Providing a total of 8 platforms at East Croydon station
- Adding 2 additional tracks between East Croydon station and Windmill Bridge Junction

- Providing extra track layout capacity at Norwood Junction including a step free access solution
- Grade separation of the capacity constraining flat junction conflicts in the Selhurst triangle

The Williams-Shapps Plan for Rail (2021) reinforces TfL's view that delivering more from the existing rail network will bring improvements to passengers and increase the efficiency of the railway. Metroisation of the National Rail network in south and south east London therefore remains a longer term TfL aspiration.

What are the next steps?

Despite uncertainties around passenger numbers following the pandemic, Network Rail continues to recognise the significant positive changes that CARS could bring to a heavily used and constrained route. It will continue to develop the case for CARS in a way that responds to the wider uncertainties, which will help to build a stronger business case and ultimately improve the chances of securing a positive decision and move the project to the next stage of the Government's investment pipeline.

As a step towards the 24 trains on the East London Line, an initial increase from 16 to 20 trains is being considered. This would provide 6 trains per hour to Crystal Palace, but retain 4 to West Croydon.

Risks and Mitigation

Brighton Main Line upgrade programme (including East Croydon and Norwood Junction works) is currently not a funded project, other than for design development. The uncertainties around how quickly passenger numbers will recover following the pandemic, as highlighted above, is a key risk.

Transport for London capacity proposals for the London suburban area are also not currently funded, other than for development of digital signalling changes on the East London Line core.

TRANSPORT INFRASTRUCTURE: RAIL CAPACITY INCREASES

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKE-HOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
CROYDON AREA RE-MODELLING SCHEME - EAST CROYDON STATION	East Croydon station expansion to 8 platforms				Y	Network Rail	DfT	tbc	Not currently funded	Funded for design only	-	3
CROYDON AREA RE-MODELLING SCHEME- NORWOOD JUNCTION REMODELLING	Norwood Junction remodelling				Y	Network Rail	DfT	tbc	Not currently funded	Funded for design only	-	3
CROYDON AREA RE-MODELLING SCHEME- SELHURST TRIANGLE GRADE SEPARATION	Selhurst triangle				Y	Network Rail	DfT	tbc	Not currently funded	Funded for design only	-	3
CROYDON AREA RE-MODELLING SCHEME— LOWER ADDISCOMBE ROAD BRIDGE	Lower Addiscombe Road / Gloucester Road				Y	Network Rail	DfT	tbc	Not currently funded	Funded for design only	-	3
BRIGHTON MAIN LINE UPGRADE—ELEMENTS OUTSIDE CROYDON	Outside Borough			Y		Network Rail	DfT	£15m for Gatwick improvements over 2021-23. The remainder is tbc.	<u>DfT</u> Not currently funded	£15m Not currently funded	-	3
TFL METROISATION PROPOSALS— (INCLUDING OVER-GROUND GROWTH)	Various				Y	Transport for London	DfT	tbc	Not currently funded	Funded for design only	-	3

TRANSPORT INFRASTRUCTURE: STATION IMPROVEMENTS

What?

- Full reconstruction of East Croydon Station with extended passenger concourse, additional entrances, 8 platforms in total, additional tracks north of the station and grade separation of key railway junctions in the Selhurst Triangle area.
- Improvements to Norwood Junction station, including step-free access and Thameslink serving this station
- Improvements to West Croydon Station including a reconfigured station, transport interchange and the realisation of development potential

Where?

East Croydon, West Croydon and Norwood Junction stations

When?

Due to the impact COVID-19 has had on passenger numbers and DfT finances, it is not currently certain how quickly this scheme might come forward.

Why?

East Croydon station needs to be rebuilt with additional platforms, additional tracks, expanded concourse space and grade separation (Selhurst Triangle area) to allow more trains to be accommodated on the Brighton Main Line (BML) as a whole and to improve train service performance.

Alterations to Norwood Junction are required as part of the BML works. A key Council objective is to incorporate 'access for all' improvements as part of these works.

Improvements at West Croydon Station are sought by Croydon Council, working in collaboration with Network Rail and Transport for London in order to improve passenger accessibility and interchange between modes.

Where are we now?

Network Rail has a design team working on the upgrade to the BML which includes the full reconstruction of East Croydon station.

The programme also includes options for two overbridges at Norwood Junction, one incorporating lifts for step-free access.

Croydon Council commissioned a feasibility study at West Croydon Station in 2019 to consider the potential for station reconfiguration and development opportunities. Croydon Council will be re-engaging with Network Rail to understand what scope there is to deliver improvements to the station.

What are the next steps?

- Further Network Rail design activity is to take place for the East Croydon area and Norwood Junction as part of the BML project.
- Support for BML project, and Croydon Council's aspirations for East Croydon Station, in the Croydon Local Plan update.
- Public consultation taking place in the second half of 2020. Ongoing dialogue by Network Rail with directly affected landowners.
- Preparation for the Transport & Works Act process, commencing from 2021.
- Ongoing work to consider development opportunities for West Croydon Station.

Risks and Mitigation

The East Croydon and Norwood Junction projects, as part of the BML upgrade, are currently not funded beyond the feasibility design stage.

Similarly, the work at West Croydon Station is currently unfunded, other than initial feasibility work by the Council.

TRANSPORT INFRASTRUCTURE: STATION IMPROVEMENTS

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
IMPROVEMENTS TO NORWOOD JUNCTION STATION	Norwood Junction	Y	Y			Network Rail	TfL/Network Rail	Included in the below	Not currently funded	None beyond October 2020	Included in the below	3
EAST CROYDON STATION: ADDITIONAL PLATFORMS AND TRACKS NORTH OF THE STATION	East Croydon to Selhurst		Y			Network Rail	Network Rail	Croydon Area Remodelling Scheme has been estimated by Network Rail as £2.8 billion in 2019 prices	Not currently funded	None beyond October 2020	£2.8 billion	3
WEST CROYDON INTERCHANGE: IMPROVED STATION/ NEW STATION (INCLUDING CYCLE HUB)	West Croydon	Y	Y			TfL/ Network Rail	TfL/Network Rail	£80,000,000	Over station development / Growth Zone/ S106 / CIL / Access for all	None	£80,000,000	3
NORBURY STATION AREA IMPROVEMENTS	Norbury	Y				Network Rail	LBC / Network Rail	tbc	S106 / tbc	£36,000	tbc	3

TRANSPORT INFRASTRUCTURE: TRAM NETWORK

What?

TfL's Trams for Growth strategy (2016) outlined a number of proposed improvements to the tram network, to be delivered in the medium term up to 2027, as well as longer term ambitions. The strategy set out options for doubling capacity of the existing network, due to passenger numbers being forecast to increase to around 60m per annum. The proposals are summarised below, however it should be noted that some of the plans have been delayed due to the pandemic and/or funding constraints. TfL therefore plans to update the Trams for Growth strategy in 2022.

Short-term (up to 2022):

- Wellesley Road tram stop: widening and slight relocation of the tram stop
- George Street tram stop: decluttering and better integration with public realm
- Elmers End line enhancements: creation of a second tram platform and double-tracking of the approach
- New tram turnback capacity improvement scheme needed in Croydon town centre
- East Croydon tram stops: in the capacity and efficiency of this key tram/rail/bus interchange hub by:
 - * increasing tram stop capacity;
 - * improving the public realm in this area, including the tram shelters;
 - * enhancing wayfinding; and
 - * improving walking and cycling facilities etc.

Medium-term (2022-2027)

- Wandle Park Flyover Doubling: double-tracking of the single-track constraint between Wandle Park and Reeves Corner
- Phipps Bridge Doubling: double-tracking of the single-track section between Phipps Bridge and Morden Road
- Eastern satellite depot: A small additional depot to accommodate a larger tram fleet (c.11-14 trams) and to improve operational efficiency & resilience during town centre disruption
- Additional trams to run service enhancements on the infrastructure above, including replacements for the original CR4000 trams
- New TfL Sutton tram extension scheme between Colliers Wood and Sutton town centre to support 'good growth' and new connectivity between the Opportunity Area and Northern Line

- Longer-term (2027+)
- Beckenham branch capacity: additional passing loops or double-tracking to allow more frequency and improve reliability to Beckenham Junction
- Therapia Lane tram depot expansion (or a new second tram depot on the eastern side of the network) for the long-term expansion of the existing heavy maintenance and stabling facility to accommodate a new larger tram fleet, as well as to support existing tram network capacity and future tram extensions
- Longer trams: long-term intervention if further capacity is needed following all of the above projects, to support housing growth in Croydon and beyond

Where?

Borough-wide and adjacent boroughs, including Merton, Sutton and Bromley

When?

By 2030

Why?

The tram system in Croydon is owned by TfL and operated by FirstGroup on TfL's behalf. It has proved to be very popular. However, as a result there is now substantial crowding on several stretches of the existing route, including the approach from Sandilands and along the Wimbledon branch. Further improvements are necessary to enable the tram system to accommodate new demand from the Opportunity Area (and Growth Zone) and access across the borough. During the recovery from the COVID-19 pandemic, passenger numbers have been recovering more rapidly than other modes, with further growth expected beyond pre-COVID levels. Trams remain as an important method of sustainable transport for London's growing population. Expansion and increased capacity across the tram network could help to provide additional homes and regeneration around the tram network.

Where are we now?

A 12tph service is now in place on the Wimbledon branch following upgrade works in 2016, with a subsequent recast of services to deliver services more reliably and reduce bunching of trams.

Feasibility work has been completed for double-tracking at Wandle Park and Phipps Bridge, Elmers End line enhancements and the TfL Sutton Link project.

TRANSPORT INFRASTRUCTURE: TRAM NETWORK

TfL reported in early 2020 that a tram option was strongly supported over bus rapid transit (BRT) for the proposed Sutton Link between Colliers Wood and Sutton town centre route. TfL stated that while some of the funding to deliver the Sutton link project was in place, other sources of funding will need to be confirmed if the project is to move further forward (total cost = c£425m for the proposed new 9km Colliers Wood to Sutton tram extension route). The route would provide links to new destinations to / from Croydon potentially including a possible further extension to Belmont. Discussions with affected boroughs are ongoing.

TfL Trams for Growth 2 (TfG2) study project is currently being scoped and developed by TfL. TfL has estimated that the TfG2 related capacity upgrades required to the existing tram system would cost in the region of £200m+.

Additionally, the council commissioned a multi-modal public transport focused **Croydon corridors improvement study**. The study looked at the scope for tram extensions and other transit-based intervention options to support 'good growth', new housing, climate emergency and other sustainability planning policy objectives in support of the Local Plan review process. The above study was undertaken in discussion with TfL (March-July 2020).

The recent **conclusions** of this feasibility study prioritised the corridors in order of most suitable for a transit-based solution (tram, bus rapid transit (BRT) or TfL rail 'metroisation' where appropriate) in the short to medium-term (see table below). While 3 corridors clearly scored higher against the assessment criteria, the study reported that the other corridors studied should still be considered for a transit-type intervention in the long-term and this issue is reflected in the recommended corridor prioritisation conclusions in the table below:

Prioritisation for further transit-based assessments:

Indicative total cost range between £847m and £1.365bn (+ new tram depot land costs). A full breakdown of related costs (for corridors 2, 3 & 4 as new tram extensions and a new tram depot & centre facility) can be found in the costings table overleaf.

What are the next steps?

To help inform the development of TfG2, strategic modelling work will be commissioned in conjunction with TfL. This exercise will take into account the projected growth set out in the emerging updated Local Plan, will seek to better understand different passenger demand scenarios following the COVID-19 pandemic, and identify the improvements needed to facilitate further growth.

Corridor	Route descriptions	Prioritisation
Corridor 2	Croydon town Centre to Purley Cross & Coulsdon	Tier 1
Corridor 3	Purley Way to Purley Cross	"
Corridor 4	Croydon town Centre to Thornton Heath & Norbury	"
Corridor 5	Croydon town Centre [and/or Harrington Road] to Crystal Palace	Tier 2
Corridor 8	Croydon town Centre to Sutton	"
Corridor 1	New Addington to New Addington south & Biggin Hill	Tier 3
Corridor 6	South Croydon to Addington Village & Hayes	"
Corridor 7	Beckenham Junction to Bromley South	"
Corridor 9	Centre town Centre to West Wickham / Hayes	"

Risks and Mitigation

Key risks associated with these proposals include, but are not limited to, securing third-party funding, reaching agreement, including with TfL, Network Rail and local authorities. There are also challenges in forecasting future passenger numbers given the current uncertainties over how quickly demand will recover following the pandemic.

In the town centre, there are a number of crosscutting objectives around public realm and surface transport modes which will also need to be addressed.

A further key constraint relates to finding suitable locations for tram depots and stabling, as additional trams cannot be acquired and additional services cannot be operated, or the tram network extended, unless additional facilities are found.

TRANSPORT INFRASTRUCTURE: TRAM NETWORK

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
ELMERS END LINE ENHANCEMENTS	Across network	Y				TfL	TfL / Network Rail / Southeastern / LB Bromley / LBC	£9,000,000	TfL	£9,000,000	-	3
NEW TRAM TURNBACK CAPACITY IMPROVEMENT SCHEME IN CROYDON TOWN CENTRE	COA	Y				TfL	TfL / GLA/ LBC	£36,800,000	S106 / GLA / TfL/ Growth Zone	£36,800,000	-	3
WELLESLEY ROAD TRAM STOP	COA	Y				TfL	TfL / LBC	£1,380,000	S106		£1,380,000	3
GEORGE STREET TRAM STOP	COA	Y				TfL	TfL / Growth Zone	£1,081,000	Growth Zone/ S106	£1,081,000	-	3
EASTERN SATELLITE DEPOT & CONTROL CENTRE (MEDIUM-TERM) PHASE 1	Across network		Y			TfL	TfL / tbc	£70,000,000 + land costs	TfL / Growth Zone	£70,000,000 + land costs	-	3
CROYDON TO MORDEN ROAD 18TPH: WORKS AND TRAMS TO PERMIT AN EXTRA 6 TPH BETWEEN CROYDON AND MORDEN ROAD. FLYOVER DOUBLING, PHIPPS BRIDGE-MORDEN ROAD DOUBLING AND EXTRA TRAMS	Across network		Y			TfL	TfL/Growth Zone	£107,630,000	TfL / Growth Zone	£107,630,000	-	3
TFL COLLIERS WOOD TO SUTTON TRAM LINK EXTENSION PROJECT	Colliers Wood to Sutton town centre		Y			TfL	TfL / tbc	£425,000,000	tbc	-	£425,000,000	1
THERAPIA LANE EXPANSION (LONG-TERM, 17 BERTHS) PHASE 2	Across network			Y		TfL	TfL /	£30,000,000	TfL	tbc	tbc	3

TRANSPORT INFRASTRUCTURE: TRAM NETWORK

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
BECKENHAM BRANCH CAPACITY: BECKENHAM DOUBLING	Across network			Y		TfL	TfL/	£28,300,000	TfL	tbc	tbc	3
LONGER TRAMS: REPLACEMENT OF 24 TRAMS WITH 26 LONGER VEHICLES	Across network			Y		TfL	TfL	£155,800,000	tbc	-	£155,800,000	1
NEW ADDINGTON-12TPH (1 ADDITIONAL TRAM)	Across network	Y	Y			TfL	TfL	£4,000,000	TfL	£4,000,000	-	3
CRYSTAL PALACE EXTENSION	Across network		Y	Y		TfL	LBC/LB Bromley	tbc	TfL / Growth Zone / WPL / New development	-	tbc	3
CROYDON TRAM CAPACITY UPLIFT PACKAGE	Croydon Growth Zone	Y				TfL	TfL / LBC	tbc	tbc	tbc	tbc	1
TFL TRAMS FOR GROWTH 2 (TfG2)						TfL		£200,000,000+	tbc	tbc	tbc	3

TRANSPORT INFRASTRUCTURE: TRAM NETWORK

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
TRANSIT BASED SOLUTIONS (CROYDON CORRIDORS IMPROVEMENT STUDY, JULY 2020) TO SUPPORT GOOD GROWTH						TfL / LBC	TfL / LBC	<p>Indicative cost range between: £717m & £1.195bn for 3 x tram extension option based solutions to support housing & jobs growth in the borough (ie corridor 2: COA, Brighton Road, Purley & Coulsdon; corridor 3: Purley Way to Purley; and corridor 4: COA, Thornton Heath & Norbury (ie the 'tier 1 corridors' identified in the Croydon corridors improvement study, July 2020)</p> <p>+ £70m for a new tram depot & control centre + related tram depot land costs + £60m to £100m (for corridor 1: New Addington south tram extension (as a connection to the current network and new tram depot & control centre) to support capacity on the existing tram network & new tram extensions Corridor 2 – Croydon town centre to Purley Cross (via Brighton Road) & Coulsdon Corridor 3 – Purley Way; and Corridor 4 – Croydon town centre, London Road, Thornton Heath & Norbury @ between £30m to £50m per km of new route if these corridors were to be new tram extension routes plus the cost of a new tram depot & control centre @ c£70m + land costs + the tram extension connection cost to the existing tram network (if applicable) = Indicative total cost range between £847m & £1.365bn + new tram depot land costs</p>	tbc	tbc	full cost	3

TRANSPORT INFRASTRUCTURE: BUS NETWORK

What?

Bus priority measures within Croydon town centre, on main corridors leading into the town centre, on parts of the network serving other district centres and other key junctions, to ensure bus journey times and performance is maintained and enhanced where most needed.

- Additional buses and bus capacity to allow services to be more efficient, reliable and attractive to users. Increases due to demand generated by new development and regeneration in the town centre and close to strategic routes.
- Enhanced passenger information systems and provision at stops and passenger waiting facilities across the borough.
- Provision of bus standing (to replace lost capacity and to meet future demands from development) particularly in Croydon Town Centre, to ensure services are regulated, performance maintained and essential bus driver facilities are provided. Other facilities for example at Cane Hill, where bus rerouting and bus driver facilities have been secured.
- Accessibility and safety improvements at bus stops and bus facilities.
- Whilst West Croydon and East Croydon bus stations have recently been upgraded, further bus station/standing type facilities may be required in Croydon Town Centre in response to changes.
- * Additional bus service coverage in the south of the borough which currently have no service such as Kenley and Sanderstead. In Kenley there are proposals to introduce a new service or route extension from Purley along Higher Drive past Kenley Aerodrome which will terminate in Caterham.
- * Additional services along Old Town and Reeves Corner from East Croydon with new bus stops on Old Town and Roman Way.

Where?

Borough-wide

When?

By 2031

Why?

Bus travel accounts for a large proportion of the journeys to work in Croydon and many schools and shopping trips. Bus services provide space efficient use of the road network, and have significantly less environmental impacts compared to car traffic. The bus network is critical in accommodating increased demand by providing accessible and affordable public transport capacity.

To support this investment in bus priority additional bus standing capacity in Croydon is required.

Where are we now?

The redeveloped West Croydon bus station opened in October 2016, significantly improving the overall customer experience, however standing space at both West Croydon and East Croydon is at capacity. Discussions are on-going about the options of relocating existing on-street standing to an off-street location, particularly in the mid Croydon area.

Other bus facilities and services elsewhere in the borough away from the town centre will need to be considered and provided where necessary and appropriate.

Funding for a number of bus priority schemes has been secured, which are currently at the feasibility design stage.

What are the next steps?

Options to accommodate off-street bus standing in Croydon Town Centre are being considered including the potential for a new bus stand at Park Lane Gyratory.

Following on from the Bus Priority Study for Croydon OAPF area that was undertaken by TfL, Croydon Council is now in the process of designing schemes generated by the study. Officers will continue to seek funding from TfL and through s106, to deliver more bus priority schemes.

Risks and Mitigation

- Need to clearly define the costs and benefits of projects.
- Lack of roadspace and capacity to deliver meaningful improvements.
- Increased bus journey times and reduced reliability of the network due to new development, network changes and public realm schemes; bus priority measures need to be considered on a strategic level across the town centre and borough.
- Lack of S106 funding from development to pay for service upgrades and facilities leading to insufficient capacity to meet current need and growth in demand from development and regeneration.
- Shortage of bus standing space to operate the network. Bus services need to be considered across the borough and look more widely than the town centre.
- The costs and funder / deliverer provided in the table overleaf need to be considered in further detail and agreed.

TRANSPORT INFRASTRUCTURE: BUS NETWORK

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKE-HOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
BUS PRIORITY MEASURES	Borough-wide	Y				TfL	TfL	£50,000,000	S106/TfL/LBC/Growth Zone	£1,137,936	£48,862,064	3
ADDITIONAL BUSES	COA	Y				TfL	TfL	£26,000,000	S106/TfL/LBC/Growth Zone	£0	tbc	3
BUS STANDS	COA	Y				TfL	TfL	£1,000,000	S106/TfL/LBC	£0	-	1
ACCESSIBILITY AND SAFETY IMPROVEMENTS	Borough-wide	Y	Y	Y		TfL	Bus operators and TfL	£100,000 per year	Bus operator plans, Mayor's Transport Strategy and revenue	£0	£100,000 per year	2
BUS INFORMATION IMPROVEMENTS	Borough-wide	Y				TfL	TfL	£250,000	Borough Transport Strategy, Mayor's Transport Strategy	£0	£250,000	2
BUS STOP ACCESSIBILITY	Borough-wide	Y	Y			LBC	TfL	£2,000,000	TfL local Implementation Funding	£0	£2,000,000	2
BUS ROUTE IMPROVEMENTS	Borough-wide	Y	Y			LBC	TfL	£10,000,000	TfL local Implementation Funding/Growth Zone	£0	-	2
NEW BUS SERVICE – PURLEY, KENLEY, CATERHAM	KENLEY AND PURLEY	Y	Y			LBC/TFL	TFL	£500,000	S106	£0	£475,000	3
PARK LANE GYRATORY BUS STANDING	OAP	Y	Y			LBC/TFL	TFL	£6,000,000	S106, GROWTH ZONE, TFL	£0	£6,000,000	2

TRANSPORT INFRASTRUCTURE: WALKING AND CYCLING INFRASTRUCTURE

What?

- Improved walking and cycling facilities in the Croydon Opportunity Area
- Network of cycle routes connecting the rest of Croydon to the Croydon Opportunity Area as per Croydon Cycling Strategy Cycle Network Delivery Map
- Other walking and cycle links including borough Greenways
- Walking and cycling measures at key junctions and along transport corridors
- Cycling parking (in town centres, at railway stations and cycle hangars in residential areas)
- Healthy Neighbourhoods / Liveable Neighbourhood
- School Streets

Where?

Borough-wide

When?

Ongoing

Why?

Highways and public realm improvements to increase walking and cycling are priorities within the South sub-regional transport plan.

New and improved cycling infrastructure is needed to support the Croydon and the Mayor of London's objectives to see a shift to more sustainable modes of travel in and around the Opportunity Area and the rest of the borough. This will release pressure on the wider road and public transport network, improve safety, and improve health and well-being.

The Opportunity Area Planning Framework highlights Croydon as a location with high potential to increase levels of cycling, due to its suitability for the required cycling infrastructure to be implemented and the high number of short trips made by car which could be made by bike. Transport for London's Analysis of Cycling Potential (2016) has forecast that the residents living in the centre of the borough in and around the Opportunity Area only require a small amount of encouragement to begin cycling.

The Council and its partners will improve conditions for walking and will enhance the pedestrian experience by enhancing crossings, signage, and footpaths.

These are focussed on green spaces and in and around town and district centres. This will ensure a coherent pedestrian network

Where are we now?

Each year, a range of walking and cycling improvements have been delivered, which is helping to build up a network of routes and secure cycle parking facilities across the borough. Pop-up cycle lanes and cycle parking have been delivered in the Town Centre and on London Road. Concept design options have been developed on the 3 key corridors serving the town centre: Brighton Road, London Road and Mitcham Road.

Over the last two years, seven temporary Low Traffic Neighbourhoods have been delivered. These areas provide cyclists with low traffic routes through residential areas, many of which align with the strategic cycle desire lines identified by TfL. A programme of temporary school streets has also been delivered. TfL funding for the delivery of a Liveable Neighbourhood was awarded, but then suspended due to the pandemic.

What are the next steps?

- Implementation of new town centre routes as identified above.
- Implementation of routes in the wider borough as identified above
- Delivery of further Healthy Neighbourhood schemes, Liveable Neighbourhood scheme and School Streets, including conversion of existing temporary schemes to experimental schemes subject to funding, consultation and evaluation.
- Implementation of further cycle parking in town centres (approx. 50 Sheffield per annum), residential areas (approx. 30 cycle hangars per annum) and at stations (approx. 1-2 per annum).

Risks and Mitigation

Delays on beginning construction work, lack of funding and a negative outcome to implementing walking and cycling measures are all the risks involved with walking and cycling infrastructure.

Risks are that funding will not be identified and secured or that suitable partners and operators will be identified.

TRANSPORT INFRASTRUCTURE: WALKING AND CYCLING INFRASTRUCTURE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
LOCAL WALKING AND CYCLE NETWORK ROUTES (INCLUDING GREENWAYS)	Borough-wide		Y	Y		LBC	TfL, PCT, Sustrans	£2,500,000	TfL LIP, LBC Capital Programme, CIL	£1,017,031	£1,482,969	3
PHASE 2 CYCLE NETWORK DELIVERY	Borough-wide	Y	Y			LBC	TfL, Cycle Organisations	£6,000,000	TFL, LBC CAPITAL, GROWTH ZONE, S106	TBC	£6,000,000	3
PHASE 3 CYCLE NETWORK DELIVERY	Borough-wide	Y	Y			LBC	LBC, TFL, CYCLE STAKEHOLDERS	£10,000,000	TFL, LBC CAPITAL, GROWTH ZONE, S106	TBC	£10,000,000	3
PHASE 4 CYCLE NETWORK DELIVERY	Borough-wide	Y	Y			LBC	LBC, TFL, CYCLE STAKEHOLDERS	£9,000,000	TFL, LBC CAPITAL, GROWTH ZONE, S106	£0	£9,000,000	3
CYCLE PARKING	Borough-wide	Y	Y	Y	Y	LBC	BC, TfL, Cycle stakeholders	£2,500,000	TFL, LBC CAPITAL, S106	TBC	TBC	3
HEALTHY NEIGHBOURHOODS	Borough-wide	Y	Y	Y		LBC	BC, TfL, Cycle stakeholders	TBC	TFL, LBC CAPITAL, S106	TBC	TBC	3
SCHOOL STREETS	Borough-wide	Y	Y			LBC	BC, TfL	TBC	TFL, LBC CAPITAL, S106	TBC	TBC	3
WELLESLEY ROAD CROSSINGS	COA	Y				LBC	TfL / developers	£1,500,000	TfL, Growth Zone, LBC, S106	£0	£1,500,000	3
WELLESLEY ROAD WORKS	COA	Y	Y			tbc	tbc	tbc	tbc	-	-	3
PEDESTRIAN IMPROVEMENTS	Borough-wide	Y	Y			LBC	TfL	£372,000	TfL LIP funding	£0	£372,000	2

TRANSPORT INFRASTRUCTURE: WALKING AND CYCLING INFRASTRUCTURE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
ACCESSIBILITY IMPROVEMENTS	Borough-wide	Y	Y			LBC	TfL	£50,000	TfL LIP Funding	£0	£50,000	2
LOCAL WALKING AND CYCLE NETWORK ROUTES (INCLUDING GREENWAYS)	Borough-wide		Y	Y		LBC	TfL, PCT, Sustrans	£15,000,000	TfL LIP, LBC Capital Programme, CIL	£2,000,000	£13,000,000	3
PHASE 2 CYCLE NETWORK DELIVERY	Borough-wide	Y	Y			LBC	TfL, Cycle Organisations	TBC	TFL, LBC CAPITAL, GROWTH ZONE, S106	TBC	TBC	3
PHASE 3 CYCLE NETWORK DELIVERY	Borough-wide	Y	Y			LBC	LBC, TFL, CYCLE STAKEHOLDERS	TBC	TFL, LBC CAPITAL, GROWTH ZONE, S106	TBC	TBC	3
PHASE 4 CYCLE NETWORK DELIVERY	Borough-wide	Y	Y			LBC	LBC, TFL, CYCLE STAKEHOLDERS	TBC	TFL, LBC CAPITAL, GROWTH ZONE, S106	TBC	TBC	3

TRANSPORT INFRASTRUCTURE: MICRO-MOBILITY HIRE SCHEME

What?

Micro-mobility is the term covering personal shared mobility modes such as e-bikes and e-scooters. To increase active travel and reduce car trips in the borough we are developing proposals to launch an e-bike hire scheme in the borough. The e-bikes would be hosted in micro-mobility hubs situated around the town centre and district centres across the borough in a hub and spoke network.

Where?

The whole of the north of the borough including the Croydon Town Centre as well as a number of district centres in the south of the borough including Purley, South Croydon and New Addington.

When?

Feasibility work/discussions during 2022/23, with a potential launch in 2023/24

Why?

Croydon currently has low cycling figures with around 1% of trips taken by bike and a much higher number of car trips (51% of trips) with many of these less than 5km. Fewer than 0.5% of all adults in Croydon cycle for travel or leisure five times a week, by far the lowest level in London, and only 7.6% cycle at least weekly. At the same time, TfL research quoted in the Cycling Strategy shows Croydon has the highest potential for cycling of all London boroughs. Of the potential 400,000 daily trips that could be made by cycle, only 6,000 are actually cycled. On the other hand, over 300,000 car trips are made every day into or out of Croydon, with the typical length being under 5km.

Cycling as a low cost and flexible form of transport could provide part of the solution for these trips and alleviate problems of congestion and transport poverty caused by dependence on the private car. In addition, cycling can play a part in supporting public health objectives and the planned economic growth for the borough. Croydon is set to grow by at least 30,000 residents over the next 20 years, with the majority living or working in the central Growth Zone.

Currently levels of bike ownership in Croydon are low – only 42% of Croydon residents aged five and over live in a household with a bicycle¹, lower than many other Outer London boroughs such as Richmond (68%).

Improving access to bikes is seen as a key way to achieve this by removing barriers to more cycling. Bike share is suggested in the strategy as a way of providing bikes where they are needed with a low cost of entry, with consideration to be given to electric bikes to help make trips uphill easier.

Linking cycling to public transport, especially rail and tram, is considered to be an important part of the overall approach to accommodating additional growth in the borough.

Where are we now?

The Council commissioned a feasibility study in 2020 to understand what type of bike share scheme was needed, where it should cover, what approach to take to procure it and how much it will cost. The study recommended a 50/50 manual and e-bike scheme covering most of the borough but excluding some of the southern suburban areas. The total cost would be approximately £1.25 million.

The Majority Group in the Council included the rollout of a bike share scheme in their 2018 election manifesto.

What are the next steps?

Secure funding for delivery of the scheme and undertake expression of interest exercise with potential operators and partners.

Risks and Mitigation

Risks are that funding will not be identified and secured or that suitable partners and operators will be identified.

Other risks include acceptance of bike share hubs in certain parts of the borough and identifying suitable sites to locate the parking hubs.

TRANSPORT INFRASTRUCTURE: BIKE SHARE HIRE SCHEME

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
E-BIKE SHARE SCHEME – HYBRID ELECTRIC BIKE	Borough-wide	Y	Y			LBC	Developers, landowners, TfL, bike share operators	£1,250,000	TfL LIP, S106, CIL, LEP, Sponsorship	-	£1,250,000	2
NETWORK OF MICRO-MOBILITY HUBS	Borough-wide	Y	Y			LBC	Neighbouring boroughs, TfL, operators	£500,000	TfL LIP, S106, CIL, Sponsorship	-	£500,000	2

TRANSPORT INFRASTRUCTURE: ROAD NETWORK

What?

- Road casualty reduction programme
- 20mph speed limit review/amendments
- Bridge strengthening

Where?

Borough-wide

When?

On-going

Why?

Investment in the road network can support a mode shift from private car to sustainable modes of transport and is also essential to enable good growth in Croydon. It is also required to achieve continuous improvements to road safety and achieve the Mayor of London's 'Vision Zero' ambition, which seeks to eliminate fatal/serious injuries on London's roads by 2041.

The programme draws in part from Croydon's Local Implementation Plan (LIP), with major interventions delivered via the Croydon Growth Zone programme. Improvements to the road system and associated infrastructure can assist other elements of the Local Plan, reduce traffic speeds, and encourage walking and cycling.

Where are we now?

Croydon has delivered an ambitious programme of 20mph speed limits areas on our residential roads, with at least 85% of Croydon Council controlled roads now covered. An annual programme of road casualty reduction schemes has also been implemented prior to the pandemic when TfL derived LIP funding was suspended;

A number of bridge strengthening schemes have also been delivered, dependent on need.

What are the next steps?

Croydon will continue to deliver road casualty reduction schemes across the borough, in locations with higher than average levels of road danger. We will consider how the design of the street contributes to road traffic collisions and where appropriate look at improvements such as junction realignment, gateway

treatments and improve pedestrian crossing provision. Croydon will continue the rollout of 20mph zones on main roads in district centres and other locations with higher than average casualty incidences.

Further development of bridge strengthening schemes.

Risks and Mitigation

Many schemes are subject to statutory consultation and the outcome of this process is not guaranteed. Both the funding of TfL and funding from TfL is very uncertain for 2022/23 and beyond.

Cost and time are the other major unknown elements. As with any construction projects these can change as studies and designs progress. These can be mitigated by robust project management and value engineering.

TRANSPORT INFRASTRUCTURE: ROAD NETWORK

PLANNED PROVISION	WHERE	WHE N				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
BRIDGE ASSESSMENT FEASIBILITY STUDIES	COA	Y	Y			LBC	LBC	£200,000	LoBEG	£200,000	-	1
BRIDGE STRENGTHENING: HIGHER DRIVE BRIDGE		Y	Y			LBC	LBC, TfL	TBC	LoBEG, LBC	TBC	TBC	3
BRIDGE STRENGTHENING: SPURGEONS BRIDGE		Y	Y			LBC	LBC, TfL, Network Rail	TBC	LoBEG, LBC	TBC	TBC	3
ROAD CASUALTY REDUCTION	Borough-wide	Y	Y	Y	Y	LBC	TfL	£3,000,000	TfL LIP Funding	-	£3,000,000	1
20MPH SPEED LIMIT REVIEW/ EXTENSIONS	Borough-wide	Y	Y			LBC	TfL	£400,000	TfL LIP Funding	-	£400,000	1
SPEED MANAGEMENT	Borough-wide	Y	Y			LBC	TfL	£200,000	TfL local Implementation Funding	-	£200,000	1

TRANSPORT INFRASTRUCTURE: CORRIDOR IMPROVEMENTS

What?

Corridor Improvements (including A23/A232 Fiveways junction)

Where?

Borough-wide

When?

By 2026

Why?

The A23 and A232 corridor suffers severe congestion in peak periods with delays at major junctions. Improvements are needed to reduce congestion, improve road safety, reduce severance for pedestrians and cyclists and address local environmental and air quality problems.

A number of other key corridors on the approach to Croydon town centre, including London Road, Brighton Road and Mitcham Road, are also in need of similar improvements. This responds to the Mayor's Healthy Streets agenda and will encourage further modal shift to walking and cycling.

Where are we now?

A major improvement scheme at Fiveways Croydon, a key intersection of the A23 and A232, is being prioritised and jointly funded by TfL and Croydon Council to relieve existing and future congestion and capacity constraints. It also seeks to provide benefits for pedestrians, cyclists and where possible, buses. TfL and Croydon Council consulted on major proposals at Croydon Fiveways in 2017. Following consideration of the consultation responses, some areas of the proposals were amended to improve project affordability, improve the pedestrian environment and strengthen the cycle provision in support of the Mayor's Transport Strategy. The project is currently paused due to the financial impacts of the Coronavirus pandemic, and the need for updated traffic modelling to be completed.

An A23/A232 corridor study has been produced by TfL and the Council and has categorised the highway network and identified opportunities and constraints. A number of potential scheme options on the A23 corridor were also developed at Thornton Heath Pond, Lombard Roundabout and Purley Gyratory and the A232 Corridor (Addiscombe Road/Chepstow Road). These schemes would deliver a range of benefits including maintaining or improving movement, capacity,

reducing severance for pedestrians and cyclists and improving the urban realm. A proportion of funding has been secured for these projects as part of the Growth Zone programme, but further funding sources will need to be identified.

Bus priority funding has also been identified to examine how improved sustainable transport can support the growth along the A23 forecast as a result of the strategic development identified in the revised Croydon Local Plan in the Purley Way.

Design proposals for Brighton Road, London Road, Lower Addiscombe Road and Mitcham Road Corridors has been modified in response to the Coronavirus pandemic and the need to introduce measures to support walking and cycling quickly and efficiently, with temporary schemes implemented where feasible.

What are the next steps?

Strategic traffic modelling has been commissioned to help inform the business case for the Fiveways scheme and the timescales within which it needs to come forward to help support further development in the area. Once this has been completed and funding has been secured, planning consent will also be required before the scheme can proceed.

Feasibility design work on the Park Lane gyratory improvements and the Chepstow / Addiscombe junction, led by TfL, are also currently on hold.

Feasibility work on walking and cycling improvements in / around the A23 / A232 Corridor is currently on hold.

The Council and TfL will work together and where appropriate, bring forward more detailed options for other junctions on the A23/A232 in order to support growth and regeneration and to mitigate specific development impacts. Funding and timescales are to be identified.

Design, consultation and construction work on the Brighton Road, London Road and Mitcham Road corridors will continue, with a view to transferring temporary schemes to permanent schemes, or implementing new schemes (experimental or permanent), where supported and funding has been secured.

Risks and Mitigation

Need to clearly define the costs and benefits of projects.

Lack of roadspace and capacity to deliver meaningful improvements.

Lack of funding for development and delivery of further A23/A232 schemes. Funding for many of the schemes is currently dependent on the Growth Zone and is currently severely constrained due to the Coronavirus pandemic. The costs

TRANSPORT INFRASTRUCTURE: CORRIDOR IMPROVEMENTS

provided in the table below are indicative and subject to further review detailed design and business case assessment.

Coordination of construction and delivery of all schemes identified needs to be considered individually and cumulatively.

Many of the proposed projects, subject to funding, are more likely to be delivered over a 10 year period (between 2020 and 2030). These schemes are subject to further detailed design and, testing before costs are finalised.

Ongoing traffic impacts on the network during construction of the A23/A232 Fiveways Croydon major project and ensuring the necessary approvals and consents are achieved.

Traffic issues in the town centre being displaced to the strategic network due to changes in the function of roads and reduced capacity.

Ensuring bus capacity and reliability is maintained and where possible, improved.

Balancing the needs of a variety of modes (including public transport, the private motor vehicle, walking and cycling).

TRANSPORT INFRASTRUCTURE: CORRIDOR IMPROVEMENTS

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
A232 CORRIDOR IMPROVEMENTS– PARK LANE GYRATORY AND APPROACHES	COA		Y			Developers	-	£10,000,000	S106, S278 & Growth Zone & HIF	£0	£10,000,000	3
A23 CORRIDOR IMPROVEMENTS– FIVEWAYS AREA	Waddon		Y			TfL	TfL, LBC, developers	£82,800,000	TfL, LBC, Growth Zone	£0	£82,000,000	3
A232 CORRIDOR IMPROVEMENTS– CHEPSTOW ROAD/ ADDISCOMBE ROAD	Addiscombe		Y			TfL	-	£10,000,000	TfL, LBC, developers, Growth Zone	£0	£10,000,000	3
FURTHER A23/A232 CORRIDOR IMPROVEMENTS	Borough- wide		Y			TfL	-	tbc	TfL, LBC, developers	£0	tbc	2
LONDON ROAD CORRIDOR INCLUDING A23 THORNTON HEATH GYRATORY,	West Thornton, Broad Green	Y	Y			LBC	TfL	£20,000,000	Growth Zone / TfL	£482,542	£19,517,458	2
MITCHAM ROAD CORRIDOR INCLUDING LOMBARD ROUNDABOUT	West Thornton, Broad Green	Y	Y			LBC	TfL	£20,000,000	Growth Zone / TfL	£69,625	£19,930,375	2
LOWER ADDISCOMBE ROAD CORRIDOR	Broad Green/ Selhurst/ Central/ Addiscombe East/ Addiscombe West	Y	Y	Y		LBC	TfL	£15,000,000	Growth Zone / TfL	£153,854	£14,846,146	2
BRIGHTON ROAD CORRIDOR INCLUDING PURLEY GYRATORY	Central/ South/ Croydon/ Waddon/ Purley Oaks & Riddlesdown/ Purley and Woodcote	Y	Y	Y		LBC	TFL	£35,000,000	Growth Zone / TfL	£579,875	£34,420,125	2

TRANSPORT INFRASTRUCTURE: A213/A212 JUNCTION IMPROVEMENTS

What?

A213/A212 Whitehorse Road/Northcote Road junction improvements

Where?

Selhurst

When?

By 2026

Why?

The A212 and A213 roads are the main traffic and bus corridors from the north and north east. The Whitehorse Road/ Northcote Road junction is subject to significant congestion for buses and general traffic however it has zero pedestrian crossing provision. As such it is one of the borough's worst junctions for pedestrian casualties. Improvements are urgently needed to this junction to improve road safety, reduce severance for pedestrians and cyclists, address local environmental and air quality problems, and ensure there are no impacts on congestion and delays to buses.

Where are we now?

The junction is being reviewed by the Highways supply chain as part of the Whitehorse Road –Wellesley Road bus priority scheme. Funding to deliver an adequate scheme that will address bus priority, pedestrian safety and severance without having a significant impact on congestion for general traffic will be dependent on demonstrating a significant improvement in bus journey time reliability and the financial health of both Croydon and Transport for London.

What are the next steps?

Work with Highways supply chain and TfL to design a scheme that improves bus

priority, road safety and addresses pedestrian severance with no significant negative impacts on congestion for general traffic.

Risks and Mitigation

Need to clearly define the costs and benefits of projects.

Lack of roadspace and capacity to deliver meaningful improvements.

Lack of funding for development and delivery of the junction scheme.

The costs provided in the table below are indicative and subject to further review, detailed design and business case assessment.

Ongoing traffic impacts on the network during construction in the Growth Zone area.

Traffic issues in the town centre being displaced to the strategic network due to changes in the function of roads and reduced capacity.

Ensuring bus capacity and reliability is maintained and where possible, improved

TRANSPORT INFRASTRUCTURE: A213/A212 JUNCTION IMPROVEMENTS

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKE-HOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
A212/A213 JUNCTION CONGESTION AND SAFETY IMPROVEMENTS	Croydon Opportunity Area	Y	Y			LBC	TfL	£2,750,000	S106	£337,000	£2,587,000	3

<p>What? Electric vehicle charging point (EVCP) provision</p>	<p>supplies as a power source for EV charging points in residential areas. The Croydon programme is with Liberty Charge, a new charge point operator set up through VPACH. By Spring 2022 Liberty Charge had installed 104 charging points serving 208 bays at 52 locations throughout the borough.</p>
<p>Where? Borough-wide</p>	<p>F. Over 80 new EV charging points are being installed on Council-led <i>Brick by Brick</i> sites .</p>
<p>When? On-going</p>	<p>The updated London Plan (2021) requires ‘active’ charging points on 1/5th of any parking bays in new residential developments, with all the bays to be ready for future installations (‘passive’). Croydon has required half of any Blue Badge bays on a site to be served by an EV charging point.</p>
<p>Why? In 2020 the UK government announced that the sale of petrol/diesel fuelled cars and vans will come to an end by 2030, with all new cars and vans being fully zero emission from 2035. The Croydon EVCP programme aims to facilitate this shift to zero tailpipe emission vehicles, particularly for drivers without access to off-street parking facilities at home or their end destination. This will result in improved air quality, with its associated health benefits.</p>	<p>Electric vehicle users pay a fee each time to charge their electric car or van. Where they have off-street parking they can install an outdoor socket to charge at home at lower cost. In 2022 two commercial super-rapid hubs were opened along the A23 in the Purley Way retail area.</p> <p>As part of the 2017-20 GULCs scheme Croydon ran one of six “Neighbourhoods of the Future”. These were trials in different parts of London to illustrate a low pollution capital. Working with Sutton Council and respective Business Improvement Districts (Croydon and Beddington BIDs) ‘<i>Croydon and Sutton Electric Freight</i>’ offered local businesses to lease an electric van for the cost of a diesel, to report on how they performed over a longer period in a commercial setting. Feedback included the need for vans to have sufficient range to operate in outer London, the importance of charging facilities at any depot, across the borough for daytime re-charging and in residential areas for staff who take their electric car or van home. Since the trial more manufacturers have brought out electric and hybrid vans with a growing range (now 200 miles or more for some) at a cost that is increasingly competitive.</p>
<p>Where are we now? The Council delivered on its 2019 aim of investing in 400 public charging points by 2022, with public installations on carefully selected sites as well as commercial provision in retail car parks and dedicated charging hubs. The council programme was achieved through several schemes:</p> <ul style="list-style-type: none"> A. Source London charging points were installed Blue Point London (BPL) in 2019 and 2020. This London-wide network of charging points is operated and maintained at no direct cost to the Council, and will provide a small income to the Council. B. under the London <i>Go Ultra Low</i> City scheme a first set of 18 Ubitercity charging bollards connected to lamp posts were installed at the end of 2019. C. GULCs 2 saw the firm Char.gy install 36 charging bollards. D. GULCs also funded a dozen rapid charging points (50kW) on TfL Red Routes in 2018-2020, and one on a borough main road in 2020. E. As part of a fully funded Innovate UK research project called <i>Virgin Park & Charge</i> (VPACH) with Liberty Global, the parent company of Virgin Media, a new network of 7kW charging points has been established. VPACH was developed around the concept of using existing broadband cabinet power 	<p>What are the next steps? A second phase of GULCs 2 with Chargy is due to install another 5-10 charging bollards in the Kenley area with additional support from the Kenley Good Growth Fund.</p> <p>An extension of the Source London scheme is under consideration, dependent on agreement to make a bid for an ORCS grant to fund over 40 residential charging points, and to remove or replace a small number of the oldest charging points in council car parks.</p> <p>Other innovations being explored are the practicalities of EV charging sockets within existing lamp posts, for the small number of locations where these are at the kerbside rather than back of the footway; and a scheme that connects a resident’s own power supply to a surface-flush socket at the kerbside, with the</p>

potential for other EV drivers to also plug in and pay for the electricity separately.

Strategic Transport, working with consultants WSP, will publish a detailed guide for developers on EVCP and car club requirements under the revised London Plan and Croydon Local Plan. This will ensure consistent proposals are delivering through Planning for both car club and EVCP bays.

The council is considering the best route to deliver the expected EV charging needs for the borough to 2025, and 2030/35, including how it would tender a contract for one or more charge point operators (CPO) for this period, given a potential investment of around £10m plus operating costs. There are CPO interested in investing up to 100% of the costs, and the council would receive an income from the charging points in return for the use of the parking bays.

In anticipation, resident and business requests are being encouraged to suggest locations and sites are being assessed, with key locations being referred to UK Power Networks (UKPN) to check availability of power supplies.

Risks and Mitigation:

Charging points are costly to install and operate, so for public charging points each location has to have potential for good use over an extended period. The Council has mitigated the risk by working with BPL on the Source London points, and winning government funding for the lamp column and on-street rapid chargers to date. The potential costs, returns, loss of parking income and risks are being weighed up before letting any competitive contract for the next big phase of growth in electric vehicle numbers and public charging point demand.

TRANSPORT INFRASTRUCTURE: ELECTRIC VEHICLES

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKE-HOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
EVCP – LAMP COLUMN BOLLARDS PHASE 2	Various Wards	Y				Strategic Transport	Go Ultra Low City and Char.gy	£252,000	GULCs	£252k	£0	(1)
EVCP – VIRGIN PARK & CHARGE	Various Wards	Y				Strategic Transport	Innovate UK, Liberty Charge	Approx. £1/2m	IUK, LC	Approx. £1/2m	£0	(1)
EVCP – Source London	Various Wards	Y				Strategic Transport	Total Energies, On Road Charging Scheme (ORCS), S106 - subject to approval	Approx. £500k	Total Energies, ORCS, S106	Approx. £500k	£0k	(1)
EVCP – new council General Contract	Various Wards	Y	Y	Y		Strategic Transport	ORCS, and Charge Operator to be selected	Approx. £9m	LEVI	£2.4m capital earmarked, subject to business case	£6.6m	(1)

What?

Town Centre Construction Logistics Plan and Construction Consolidation Centre

Where?

Growth Zone/ Town Centre

When?

On-going

Why?

A Growth Zone/ Town Centre Construction Logistics Plan has been produced to deal with the delivery of development in the Croydon Opportunity Area over the next five years to ensure vehicle movements can be planned efficiently and move in a way that minimises the impact to residents.

Where are we now?

The Council have implemented a number of locations for Holding Areas where vehicles can park and wait to be called to the site when they are required rather than queuing outside the site, including on Roman Way.

The Council had been working in partnership with a number of other boroughs to develop proposals for the development of a Construction Consolidation Centre for South London. This project aimed to reduce and consolidate construction related deliveries and logistics, particularly in light of the proposed town centre redevelopment. However, this project is currently paused as it is no longer needed in the short term, although remains a longer term aspiration.

The Council worked in partnership with other boroughs to develop a Low Emission Logistics Plan. This project aims to reduce and consolidate deliveries. The project led to a 60% reduction in deliveries to the town centre by amending contracts where deliveries had previously been daily and have now been agreed to be less frequent. The Council continues to engage with developers.

What are the next steps?

For the Town centre to continue to engage with developers to encourage more developers to attend the forum to help to develop a long term logistics plan to support development.

For the Low Emissions Logistics project, four other London boroughs have joined the project and further work will be carried out investigating reducing deliveries further and engaging with local Croydon businesses, this project is still ongoing.

Review of the Roman Way holding area to understand if it is still needed, or if the space should be reallocated to other Healthy Street uses, such as cycle lane.

TRANSPORT INFRASTRUCTURE: CONSTRUCTION LOGISTICS

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
MANAGEMENT OF CONSTRUCTION LOGISTICS PLAN	COA	Y	Y			LBC	LBC	£35,000 per year	Air Quality Grant, S106, Growth Zone & TfL LIP	tbc	tbc	3
VEHICLE HOLDING SITE REVIEW	COA	Y	Y			LBC	LBC	£21,000 for feasibility study	tbc	£21,000	tbc	3
CONSTRUCTION CONSOLIDATION CENTRE	COA	Y	Y			LBC	LBC	£1,000,000	Growth Zone, s106	0	£1,000,000	1

TRANSPORT INFRASTRUCTURE: FREIGHT AND DELIVERIES

What?

Area Freight Management Plan, Low Emission Logistics Plan, Town Centre Construction Logistics Plan and Toolkit

Where?

Growth Zone, Borough-wide

When?

On-going

Why?

An Area Freight Management Plan is being developed for the Growth Zone/Town Centre and the Purley Way Retail and Industrial Estates. The Freight Management Plan will consider how to deal with freight, deliveries and servicing in the borough and the town centre in particular. The interventions that form part of the plan will help to minimise any adverse effects on these areas from freight/servicing (regarding safety of vulnerable road users, congestion and air quality), whilst recognising the vital role it plays in the functioning of these areas.

Where are we now?

The Council have identified potential sites on the edge of the town centre suitable for micro-consolidation and distribution hubs where deliveries could be dropped off and then the last mile delivery can be made by electric van or electric cargo bike to the commercial premises and residential towers within the Growth Zone.

Construction Logistics Freight Guidance document developed and publicised on council website outlining requirements for developers to follow when commencing a new development in the town centre. This proposal draws upon the Mayor of London Construction Logistics Freight Guidance document outlining requirements for developers to follow when commencing a new development in the town centre.

Consideration has been given to developing proposals as part of the Area Freight Management Plan (AFMP) to restrict access for freight vehicles to the Croydon Town Centre area for specific periods of the day/week enforced by automatic number plate recognition cameras sited in a cordon around the town centre.

Funding over three years has been secured for a Business Low Emission Neighbourhood (BLEN) on the London Road. This will work in partnership with businesses and organisations along this key corridor to improve air quality and reduce exposure by transforming it into a 'Healthy High Street'. Interventions will include educational campaigns; anti-idling enforcement; a zero emissions delivery scheme; improved management of kerbside loading/servicing with priority for zero emission vehicles; roadspace reallocation/greening (parklets, side road modal filters, landscaping) and monitoring.

What are the next steps?

Continue to progress the BLEN scheme.

Re-evaluate the need for edge of town micro-consolidation/distribution hub(s) and freight cordon, in light of forecast growth/construction activity and existing/emerging distribution centre uses in the Purley Way area. If considered necessary, further investigate the feasibility of a zero emissions e-cargo bike delivery scheme for the Purley Way, Broad Green, Selhurst, Addiscombe and Town Centre areas. Develop, and implement the concept if considered feasible.

Subject to the outcome of further feasibility work on consolidation, high density new development within the town centre will require to use an off site micro-consolidation site for receiving mail and deliveries. It would also require all major development to have an off-site servicing yard to reduce disruption to the road network.

TRANSPORT INFRASTRUCTURE: FREIGHT AND DELIVERIES

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
MICROCONSOLIDATION CENTRES	Edge of Croydon Opportunity Area	Y	Y			LBC	LBC	£500,000	S106 / Growth Zone / TfL / BLEN	-	£500,000	2
E-CARGO BIKE DELIVERY SERVICE AND DISTRIBUTION HUB	Edge of Croydon Opportunity Area	Y	Y			LBC	LBC	£150,000	S106 / Growth Zone / TfL / BLEN	-	£150,000	2
AREA FREIGHT MANAGEMENT ZONE – CORDON ACCESS RESTRICTIONS	GROWTH ZONE BOUNDARY	Y	Y			LBC	TfL, FTA, LBC	£250,000	S106, GROWTH ZONE, TfL, DEFRA GRANT	-	£250,000	1
BLEN	London Road	Y				LBC	LBC, GLA	£325,000 + other measures identified in Walking/Cycling chapter	Mayor's	£325,000	0	1
DEVELOPMENT OF FREIGHT SPD AND SUPPORTING TEXT IN LOCAL PLAN	Borough wide	Y				LBC	LBC, TfL	£20,000	Growth Zone, TfL	-	£20,000	1

TRANSPORT INFRASTRUCTURE: CAR CLUBS

What?

There are currently 37 car club vehicles in Croydon. Close engagement by the borough with car clubs provides estimates from those operators that a borough like Croydon should have at least another 100 vehicles to accommodate current and future demand.

To date user demand in outer London has been lower than for central London, and the number of vehicles provided by car club operators has tended to grow slowly. Transport for London and planning policy also direct the borough to provide more on-street car club bays and for more of these to have electric vehicle charging points to facilitate the expansion of car club vehicles. The Covid lockdown in 2020 slowed down the pace of growth from all parties.

In 2020 the Council commissioned a Car Club Strategy which identified the following actions to successfully deliver a network of car clubs across the borough, with lower emission vehicles:

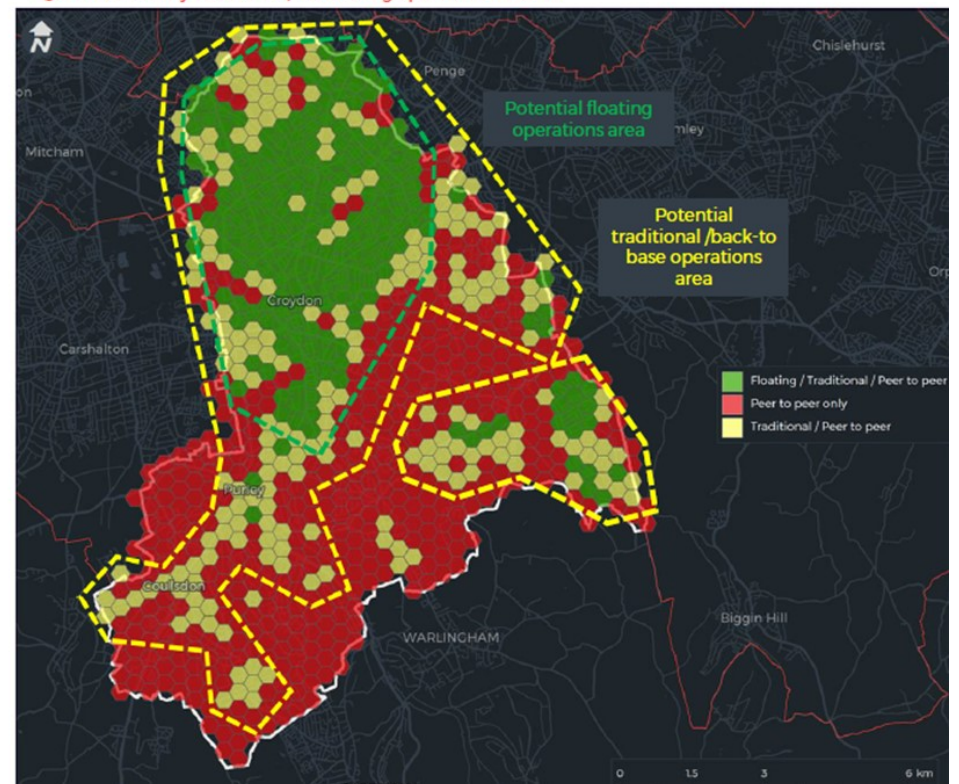
- Limit car parking in new developments with a focus on car free developments
- Further develop and implement a policy shift away from the private car
- Provide adequate charging infrastructure to support car clubs increase their selection of ULEVs
- Create new parking permits for one way floating car clubs
- Rollout new on street bays for back-to-base vehicles at key sites across the borough.

Where?

Car clubs have been in Croydon for the past ten years and there are currently 37 traditional car club vehicles in the borough, with over half reserved as council pool cars during office hours. The car clubs operating in the borough are Zipcar, Enterprise, Ubeeqo (formalised), Turo, HiyaCar and Getaround (peer-to-peer).

The spread of car clubs in the borough is uneven with the majority around the centre and north of the borough. There is a need to increase provision of car club bays in the far north of the borough as well as long the Brighton Road, Purley, Coulsdon, New Addington, South Croydon, Kenley and Addiscombe, particularly in the vicinity of new car-free developments.

Figure 5 Suitability of car club / car sharing operational models



When?

For the car club and EVCP strategy to be in place and being implemented before 2025, in line with an agreement between Transport for London and car club operators for at least half the car club vehicles in the borough to be ultra low emission by that year.

Why?

Car clubs deliver many benefits, from reducing the private ownership of cars, to encouraging people to take more walking and cycling trips, and to improving air quality in London.

Where are we now?

The Car Club Strategy requires minor updates and an agreed process put in place to implement it. There is potential funding from contributions to sustainable travel, including EV provision and car club bays, that have been negotiated with developers in the last few years. A strategy and contract or contracts with car club operators now needs to be developed, for implementation from 2023 onwards.

What are the next steps?

Develop a multi-operator car club framework / service level agreement specifically for use by traditional / back to base car clubs.

Work with interested car club operators to refine the operational zone for a one-way floating model in the borough.

Creation of a new All Zone parking permit specifically for use by floating car club operators.

Secure funding and deliver a comprehensive network of an additional 50 street car club bays across the borough with associated EV charging point infrastructure. A number of charge point operators, such as Liberty Charge, are partnering with car club operators to be able to provide boroughs with an integrated service.

Risks and Mitigation

Lack of funding and resources to deliver the schemes. Opposition to loss of on-street parking bays. Lack of interest from car club operators for expansion in the borough without financial support.

TRANSPORT INFRASTRUCTURE: CAR CLUBS

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
ROLLOUT OF ADDITIONAL 50 ON STREET CAR CLUB BAYS WITH ASSOCIATED EV CHARGING INFRASTRUCTURE	BOROUGH-WIDE	Y				LBC	CAR CLUB OPERATORS	£750,000	S106, LIP, OLEV	£50,000	£700,000	2

TRANSPORT INFRASTRUCTURE: CAR PARK IMPROVEMENTS AND RATIONALISATION

What?

Investment in smarter technology solutions to better manage parking provision, infrastructure & Controlled Parking Zones and ensure the flow of traffic to available parking spaces to reduce congestion and air pollution levels in and around the metropolitan town centre.

Delivery of new/amended CPZs across the borough, prioritised by need. Delivery of other minor parking projects such as parking restrictions to improve road safety/ease congestion, creation of new parking bays such as disabled parking bays and loading bays.

Where?

Borough wide

When?

Ongoing

Why?

New developments, redevelopment and regeneration of the town centre and Purley Way area will have an inevitable impact on the demand, supply and displacement of parking provision in and around the Croydon Opportunity Area. This investment in technology will enable more efficient management of the limited parking provision, whilst contributing to efforts to de-escalate the borough's climate emergency and support the ambitions of a Croydon becoming a Smart City.

Parking controls such as CPZs and other parking management measures will help to manage parking demand, commuter traffic and freight/servicing, and encourage modal shift towards walking, cycling and public transport.

Where are we now?

A parking review has been conducted to understand the current supply and demand profile of parking provision & how it is managed together with an assessment of the changes & impacts over the next 3 years, including contributing factors to poor local air quality.

What are the next steps?

To assess the impacts of the Covid-19 pandemic on new developments, redevelopment and regeneration of the town centre, and re-calibrate a delivery plan to maximise the investment for the benefit of the town centre & wider borough.

Continue the roll out of extended CPZs and other parking projects.

Risks & Mitigations:

Covid-19 related risks.

Loss of funding.

TRANSPORT INFRASTRUCTURE: CAR PARK IMPROVEMENTS AND RATIONALISATION

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
CAR PARK IMPROVEMENTS AND RATIONALISATION	COA			Y		LBC	TfL	£2,940,000	Growth Zone, s106	0	£2,940,000	3
CPZ PROGRAMME	Based on need	Y	Y	Y	Y	LBC	LBC	£2,000,000	LBC, s106	£50,000	£1,950,000	1
ON-STREET PARKING PROJECTS	Borough wide	Y	Y	Y	Y	LBC	LBC	£1,000,000	LBC, s106	£50,000	£950,000	1

TRANSPORT INFRASTRUCTURE: COA TRAFFIC AND TRAVEL MANAGEMENT

What?

Digital signage at bus stops/advertising panels, with travel information incorporated, to better manage travel demand and flow. This will help to reduce congestion & poor air quality on the approach to and within the COA, helping travellers to switch to walking/cycling/public transport, and in the longer term also directing drivers to available parking. Measures will align with upcoming smart technologies such as those developed for Smart Parking to ensure a futureproof and sustainable infrastructure for the town centre.

Where?

Croydon Opportunity Area

When?

By 2026

Why?

Sustainable redevelopment of the Growth Zone will require a different approach to traffic management on the approach to and within the COA to ensure a reduction in congestion and poor air quality both during construction phases and after. By aligning this investment with smart travel and parking technologies, the COA infrastructure will be future-proofed to ensure efficiency and contribute to de-escalating the borough's climate emergency and supporting the ambitions of Croydon becoming a Smart City.

Where are we now?

Project development work is underway, focusing on monitoring and sharing traffic/cycle flow, public transport real time information and air quality data. However, the parking management component is dependent on the redevelopment of the town centre, and so is currently paused.

What are the next steps?

The digital bus shelters and signage are due to be delivered from spring 2022. As part of any the town centre development plans, discussions will be required to

scope the project and align with parking measures. In conjunction with PIM's measures and s106 commitment.

Securing funding to develop the platform for data monitoring, which will allow data sources to be better integrated and shared, as well as more advanced uses of the information applied.

Risks & Mitigations:

Development delays or withdrawal.

Loss of funding.

TRANSPORT INFRASTRUCTURE: COA TRAFFIC AND TRAVEL MANAGEMENT

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
IMPROVED PLATFORM FOR MONITORING/ SHARING DATA	COA	y	Y			LBC	TfL / LBC / developers	£150,000	Growth Zone, S016	£50,000	£100,000	3

What?

Creative and cultural industries centres

Where?

Croydon Opportunity Area, Grafton Quarter, South Norwood (Stanley Halls)

When?

By 2028

Why?

Croydon Council's latest Local Plan, its Growth Zone ambitions and area-specific masterplans all include policy provisions to support the creative industries. Croydon has the first Mayoral Growth Zone, which will see £519 million invested in key infrastructure projects including the public realm and culture. Croydon is one of 6 Creative Enterprise Zones (CEZ) supported by the Greater London Authority where artists and creative businesses are provided with the right conditions to put down roots and develop an ecosystem that supports creative activity. The central Croydon area has experienced increasing rents across both office and industrial premises, and vacancy rates across workspace markets is very low. The core aim of all CEZs is to retain and attract new creative businesses to the area by offering permanent affordable workspace, business and skills support and pro culture policies like business rate relief.

Central Croydon is home to a diverse and growing creative and cultural cluster and the area has also experienced strong digital and tech sector business growth. The performing arts (particularly music) visual arts and designer makers have been identified as key sectors with significant growth potential. The overall scope of Croydon's CEZ is broad and includes fashion, tech and new media. Particularly prominent within Croydon's creative economy is the digital/tech sector, with specialisms in IT, software & computer services; advertising & marketing; and film, TV, video, radio & photography. The tech sector was identified as a high growth sector in Croydon and the Croydon Metropolitan Centre (CMC) is one of the fastest growing tech clusters in London.

In 2018 the council revealed its aim to develop the borough as a Music City where music-making and production (affordable recording studios, support for musical talents, platforms and venues for performance, festivals, training, and music heritage and industry network) is at the heart of the local culture and economy. The fulfilment of Croydon's potential in all aspects of music production, education and promotion has its beginnings in the CEZ process and structure and defined area. The full potential of music as an economic driver for Croydon and vehicle for

social and educational change is likely to develop beyond these boundaries, but the CEZ creates a firm basis on which to begin.

Where are we now?

Croydon Council has demonstrated that we are serious about the borough's digital future by recruiting a digital team to cover three main areas of; digital council, digital services and digital borough. Digital borough aims to maximise opportunities for digital, data and tech to enhance the quality of life and economic growth in our borough.

The CEZ action plan is the collective work of 28 consortium members who have met 5 times in 2018. It will be delivered by a team of 4 including a full time CEZ co-ordinator based in the economic regeneration team at Croydon Council. The consortium is made up of 5 visual arts and designer maker organisations including Made in Croydon and Artist Studio Company (ASC), 2 music venues including the Beamhouse, a new 125 capacity music and performance venue, 4 performing art members including BRIT School and Fairfield Halls, 4 co-working and business support partners and 4 community and education partners including Croydon College, Croydon Music & Arts and CVA.

The CEZ consortium will be overseeing a programme that includes initiatives such as the creation of a vacant property listing, launch of a 5 year Cultural Plan for Croydon, a workspace provider list and an on line service matching artists and cultural organisations with developers and business owners. In 2018 Music sector research commissioned to build up mapping data to produce cultural infrastructure map.

The TMRW tech hub alongside Sussex Innovation Centre further confirms Croydon's status in London and the wider south east region as the place to start and grow technology and creative sector businesses.

Our hub and spoke model balances the large investment in the town centre with support for creative clusters in our neighbourhoods. South Norwood is the first 'spoke' area aligning with plans for investment from the Good Growth Fund.

CEZ Phase 1: 2018 – 2022

The Creative Enterprise Zone is focused on the town centre plus 3 neighbourhoods– South Norwood, Purley / the A23 corridor and Thornton Heath. Phase 1 covered 2018 – 2022 and included:

- Expanding the existing Croydon Culture network,

- Producing a cultural infrastructure map,
- Delivering TED style talks, hosting Career roadshows
- Establishing a paid internship programme, tailored business support
- Offering new production and business investment funds,
- S106 scoping findings fed into Local Plan Review
- Offering 40% discount scheme for workspaces for under 25s,
- £30k of funding to subsidise creative workspaces for local young people
- High Street Pedestrianisation scheme adopted, Queens Garden and Clocktower schemes supported,
- Producing a wide ranging social charter ensuring that existing communities are supported and recognised
- Launching a major new initiative in music– Croydon Music City.
- Providing extensive relief grant funding to creative businesses, freelancers etc in Croydon during the pandemic.

What are the next steps?

After securing and accreditation and additional funding from the GLA, the Croydon Creative Enterprise Zone has now entered Phase 2, covering the financial year 2022 - 2023, with work centred on:

- Expanding the existing CEZ Consortium Membership
- Establishing a CEZ CIC as a legacy body
- Developing a fundraising strategy for new CIC and securing fundraising support to continue activity beyond March 2023
- Updating the Croydon Creative Directory Website
- Supporting the involvement of Consortium in the delivery of the 2023 Borough of Culture Programme
- Establishing a creative industries paid internship and career development programme, and tailored business support.
- Lobbying for continued specified support for the creative industries in the new Local Plan
- Updating 2018 creative industries baseline research data.
- Continuing to offer a discount scheme for partner workspaces for under 25s.
- Support for Creative Digital Laboratory facility (see table below).

Risks and Mitigation

The main risk associated for each project proposed below is that the projects are fully reliant on securing external funding resources which are becoming increasingly competitive.

TECHNOLOGY, INNOVATION & ARTS INFRASTRUCTURE: ENTERPRISE CENTRES

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IM-
		2020/25	2025/30	2030/35	2035/40							
CREATIVE DIGITAL LABORATORY	Central Croydon	Y	Y			South London Partnership	Independent operator (TBC), LBC, South London Partnership	£1.2 million	City of London, Independent operator, LBC	£1Million	Operational costs to be funded by the operator	1

Introduction: Croydon Creative Campus

Croydon Creative Campus is the borough's approach to deliver a holistic mix of creative, learning, cultural, leisure, commercial and residential uses that can change over time as the needs and demands of our populations change. It seeks to bring together a vibrant mix of uses in a high-quality built environment and public realm.

The specific aims of Croydon Creative Campus are to:

- Build the partnerships and collaborative networks between businesses, education, research institutions, universities and communities that are needed to stimulate innovation to make our businesses more productive.
- Build the physical environment and ecosystems (smart workspaces, R&D spaces, collaboration spaces) needed to stimulate the growth of knowledge intensive businesses. This is consolidated by the Croydon Local Plan / Employment Land Review which intends to explore policy levers needed to stimulate the growth of affordable workspaces.

Croydon Creative Campus is a fundamental aspect of Croydon's Post-Covid economic recovery. It seeks to improve economic productivity, creating the high value jobs and apprenticeships that are needed to address the long-term structural challenges in our local labour market.

The Council has been working with developers, stakeholders and higher education providers to bring about this change. Delivery is underway on a number of projects that fall under it.

Please see the following pages for:

- University Centre
- Creative Digital Lab
- London Southbank University Innovation Centre
- Creative Enterprise Zone / Croydon Music City
- Technical Colleges

University Centre

A total of £3.3 external funding has been secured to pump-prime Croydon's Creative Campus with the redevelopment of Electric House into a new efficient and modern university site. The refurbishment of the proposed site, located at the heart of Croydon Metropolitan Centre, will support the expansion of London South Bank University (LSBU) in Croydon. The building will be redeveloped to include a lecture theatre, classrooms and a café. For nursing students, the building would also include nursing skills suites that replicate hospital wards.

Where?

Croydon Metropolitan Centre, Electric House, CR0 2AG.

When?

2020-2021 coinciding with the launch of the University in Sept 2021

Why?

The need to address low levels of educational attainment and youth unemployment which have been exacerbated by COVID-19. The university will skill local residents while fostering innovation and creating high value jobs needed to address the challenges that the labor market will face in the next months and years.

Where are we now?

London South Bank University (LSBU) is operating on site.

TECHNOLOGY, INNOVATION & ARTS INFRASTRUCTURE: CROYDON CREATIVE CAMPUS

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
UNIVERSITY CENTRE	CMC	Y				Croydon Council	London South Bank University; Landlord of site	£10m	Private Landlord, LSBU, CoL (SIP fund), C2C (LGF)	£3.3m	N/A	3

Creative Digital Lab

Croydon has been successful in its bid to become London Borough of Culture in 2023, and as part of this there are a number of planned culture hubs that will open in existing sites in the town centre and in district centres across the borough as a means to engage local residents. Organisations and businesses involved in the “Creative Enterprise Zone” consortium will be playing a key role in the delivery of this work during 2022 and 2023.

In August 2019, Croydon Council secured £900k as part of the £6.04m South London Knowledge Exchange Programme (SLKE). The bid was led by the South London Partnership (SLP) and is funded by the Business Rate Retention - Strategic Investment Pot (BRR SIP) to the City of London Corporation.

The SLKE programme aims to build an ecosystem of dynamic SME/University collaboration with a network of hubs located in the five boroughs’ town centre to stimulate knowledge-based business growth through research and development activities, business start-up or expansion and creation high-quality jobs.

Where?

Croydon Metropolitan Centre

When?

2021-2022. Lab launch Dec 2022

Why?

To stimulate the growth of the creative digital sector in Croydon and harness the momentum created by the Mayor’s Creative Enterprise Zone.

Where are we now?

Procurement for the Lab operator
Site identification

What are the next steps?

Construction and delivery of the lab

Risks and Mitigation:

Additional funding needed to accelerate and enhance its provision

TECHNOLOGY, INNOVATION & ARTS INFRASTRUCTURE: CROYDON CREATIVE CAMPUS

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
CREATIVE DIGITAL LABORATORY	Central Croydon	Y	Y			South London Partnership	Independent operator (TBC), LBC, South London Partnership	£1.2 million	City of London (50%), Independent operator (50%)	TBC	Operational costs to be funded by the operator	1

LSBU Innovation Centre

Secured £300,000 external funding for the creation of 450 sq.mt. of lab space managed by London South Bank University, School of Engineering. The centre will harness the growth of the energy and bioengineering sector developing new low carbon emission, energy waste, CCUS, medical, artificial vision, artificial intelligence, wireless communication and radar sensing technologies.

The centre aims at filling the gap between academia and businesses by stimulating collaborations between the centre's researchers, engineers and business partners with start-ups and established SMEs, providing them with the R&D support that will lead to: development and deployment of new concepts and products; optimisation of prototypes; commercialisation of products across the full range of technology readiness levels; creation of new partnerships and university spin-outs.

Where?

Croydon Metropolitan Centre – location to be identified

When?

2021-2023

Why?

The Innovation Centre is part of South London Knowledge Exchange (SLKE) programme, an ecosystem of dynamic SME/University collaboration to stimulate knowledge-based growth through business start-up or expansion, improved

productivity and creation of high-quality jobs.

The centre will support a wide range of companies, from fast growing start-ups to local established SMEs, with a R&D function. Through the collaboration between researchers and businesses, the centre will improve, test and validate current and new technologies, expand businesses' products range and give businesses the possibility to acquire new market shares. The Centre will also support companies with business counselling, monitoring and applying for public and private funding opportunities. New spin offs will be created.

Where are we now?

Negotiations started for preferred site. Waiting for fit out costs and other details.

Risks and Mitigation:

Location is not secured

Additional funding needed to accelerate and enhance its provision

TECHNOLOGY, INNOVATION & ARTS INFRASTRUCTURE: CROYDON CREATIVE CAMPUS

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
LSBU SCIENCE AND INNOVATION CENTRE	CMC	Y				Croydon Council	London South Bank University, Landlord of site	TBC	Private Landlord, LSBU, CoL (SIP fund through SLP Knowledge Exchange Programme)	£302k	TBC	3

Creative Enterprise Zone / Croydon Music City

Creative Enterprise Zones (CEZ) are a new Mayoral initiative to designate areas of London where artists and creative businesses can find permanent affordable space to work; are supported to start-up and grow; and where local people are helped to learn creative sector skills and find new jobs.

As part of this, Croydon council has worked with Sound Diplomacy to develop new partnerships/inward investment in Croydon and advise on creating a new music industry ecosystem, including new performance and production spaces in Croydon.

Where ?

Croydon Metropolitan Centre

When

2020-21

Why?

A vibrant, amenity rich town centre with a successful evening and night time economy is essential to the regeneration of the borough. The CEZ and Music City initiative will attract new residents, visitors and investors, providing an exciting new leisure and visitor offer.

Where are we now?

Funding for the phase 2 of the CEZ has been secured from the GLA in order to continue delivery. Sound Diplomacy have delivered an assessment of the music ecosystem in Croydon .

What are the next steps?

To deliver phase 2 of the CEZ

Risks and Mitigation:

Covid-19 related risks

TECHNOLOGY, INNOVATION & ARTS INFRASTRUCTURE: CROYDON CREATIVE CAMPUS

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
CREATIVE ENTERPRISE ZONE / MUSIC CITY	CMC	Y				Croydon Council	Sound Diplomacy, Croydon Council, Music Sector	TBC	GLA	£70k	TBC	2

Technical Colleges

The government is currently establishing high-quality technical colleges. Technical colleges are collaborations between further education (FE) providers, universities and employers. They will specialise in delivering higher technical education (at Levels 4 and 5) with a focus on STEM (science, technology, engineering and mathematics). Technical colleges focus on tailored STEM provision in the local area and will provide employers with a skilled workforce and students with a clear route to technical employment.

The government has already launched Wave 1 and 2 to establish 20 Technical colleges by 2020. It is anticipated that further measures will be announced i.e. the possible expansion of Technical colleges as part of wider FE reforms. Technical colleges present an opportunity to leverage existing initiatives and enable HEIs, FEs and employers in South London to work together to develop a world class institute for technical education.

Where?

Croydon Metropolitan Centre

When?

2022 / 2023

Why?

The COVID-19 lockdown highlighted the resilience of high productivity sectors in Croydon which have a STEM focus; and at the same time, fast tracked automation in others e.g. Retail. It is imperative that training provision is future-

proofed so that young people have access to high quality technical qualifications leading to higher skilled and higher paid employment.

Where are we now?

The project is currently being scoped and discussions are underway with the FE and HE sector and employers.

What are the next steps?

Discussions to crystallise into a business plan and forward funding strategy.

Risks and Mitigation:

Lack of funding

TECHNOLOGY, INNOVATION & ARTS INFRASTRUCTURE: CROYDON CREATIVE CAMPUS

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
Technical Colleges	CMC	Y				Croydon Council	Croydon college, John Ruskin College, London South Bank University, South Thames College Employers	TBC	Department for Education	TBC	£3m	1

What?

Digital Infrastructure: Ultrafast Broadband and WiFi

Where?

Borough-wide

When?

On-going

Why?

Providing world-class digital connectivity infrastructure is at the core of Croydon's ambition to become a world-class smart city. The deployment of a modern and reliable ultra-fast fibre network with complementary wireless infrastructure is key to provide both local residents and the business community with a technology network that supports Croydon's ambition of being London's most enterprising borough and the best place to start and grow a business whilst getting ready for the future (e.g. 5G technologies).

Where are we now?

Following the review of Croydon's existing digital connectivity infrastructure (autumn 2017), the Council has engaged with major connectivity infrastructure and service providers to discuss and identify investment opportunities in the borough. Some areas of Croydon are now being upgraded and the Council is working with providers to ensure that they continue to roll out to other areas of the borough and in particular not-spot areas or areas with very low connectivity capability.

The Council is also enabling providers to deliver improved broadband to social housing estates, in support of reducing the digital divide.

The Council is also engaging with providers on delivering / improving mobile and public Wi-Fi connectivity, in particular in the town centre.

The Council has also installed an initial Low Power Wide Area Connectivity Network to support the development of Internet of Things (IoT) technology solutions in Croydon.

What are the next steps ?

Croydon Council will continue to work with providers to secure investment and accelerate the rolling out of ultrafast connectivity in the borough.. Aligning with key growth policies and initiatives from central government and the Greater London Authority, Croydon Council will ensure that its Smart City and digital programme contributes to the delivery of its vision and action plan on specific areas of focus:

- Development and infrastructure: to support growth in the COA
- Economic Growth: to improve productivity and Croydon's growing tech sector
- Public infrastructure: to help rationalise health and other public sector provision within modern efficient premises that enable improved digital services to be delivered to customers

The Council will also continue its work with the national digital skills charity 'Go On' UK to support those 20% of Croydon residents who lack digital skills and support the Councils' aim to be a more inclusive society which is a key corporate priority for Croydon.

TECHNOLOGY & ARTS INFRASTRUCTURE: DIGITAL INFRASTRUCTURE NETWORK

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
OAPF AREA WIFI / ROOFTOP AND STREET FURNITURE CONCESSION FOR ISP TO IMPROVE 4G / WI-FI COVERAGE	COA	Y	Y			LBC	tbc	tbc	Via third party service provider	tbc	tbc	2
BROADBAND AND FIBRE NETWORK COVERAGE ACROSS THE BOROUGH	Borough-wide	Y	Y	Y		LBC Place Department	Partners to be identified	tbc	Via third party service provider	tbc	tbc	2
NEXT GENERATION SHARED TENANT SERVICES	COA	Y				LBC Place Department	Developers, Landlords and Managing Agents	tbc	Part of developers build programme	tbc	tbc	1
CROYDON GO-ON DIGITAL	Borough-wide	Y				Resources	Croydon & Private sector Corporate Partners such as Lloyds Bank, Post Office and Argos.	Not known	Central Govt. & private sector	tbc	N/A	2
SMART CITY	COA	Y	Y			LBC	LBC / tbc	£2,205,000	Growth Zone	£2,205,000	-	1

GREEN GRID INFRASTRUCTURE: PARKS

What?

The 127 parks and green spaces across the borough require a programme of infrastructure maintenance and improvement works to ensure their long term sustainability. Good quality green infrastructure provision supports positive impacts on the health and wellbeing of residents and visitors to these spaces, as well as valuable habitat for local flora and fauna.

Where?

Borough-wide

When?

By 2039

Why?

The Council aims to manage and develop its parks and greenspaces across the borough to ensure sustainable, diverse and accessible use by our current residents and visitors as well as the increased numbers of individuals through the forecasted population growth in Croydon. The value of Croydon's greenspaces for the health and wellbeing of local individuals has been considered in Croydon's Natural Capital Account (2019) and they present an estimated £15m of welfare value annually, based on the number of recreational visits. Investment into these spaces is fundamental to ensure the sustainable future and value of our parks and green spaces for residents as well as local flora and fauna.

Where are we now?

- Officers involved in the operational and development functions for parks and green spaces are being merged to create a unified Parks and Green Spaces service in 2022.
- A Parks and Green Spaces Renewal Strategy (2021-24) has been drafted and is due to be taken for Cabinet approval in early 2022 after engagement with local 'Friends of' park and community groups.
- There are multiple park improvement work streams currently underway, inclusive of ongoing service delivery improvements (e.g. playground improvements) and finite projects (e.g. Park Hill Park water tower improvements). These works will continue as an ongoing programme of improvement works.

What are the next steps?

- The Renewal Strategy will be followed up with an associated delivery plan which will itemise how the council and community intends to achieve the strategy's priorities. This will include the requirement for financial investment from multiple funding streams, both internal (S106, CIL, Croydon Green Fund) and external (crowdfunding, grant funding).
- In line with the Draft Renewal Strategy, officers will review the process of working with 'Friends of' park groups towards enabling more community driven park improvement projects which will require capital and revenue investment.
- Progress additional park development projects across parks and green spaces, including but not restricted to; Grange Park (perimeter path) and South Norwood Country Park (visitor centre/pitch and putt projects).

Risks and Mitigation:

The Covid-19 pandemic has acutely demonstrated the significant value of our green spaces whilst simultaneously raising the awareness of the quality and management of these spaces. To deliver parks and green space related services to satisfy expectations and the ambitions set out in the renewal strategy, will require resource and funding investment. Access to internal capital funding allocations will be critical to securing additional match-funding to creatively and efficiently deliver these services and improvements.

GREEN GRID INFRASTRUCTURE: PARKS

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
PARK HILL PARK WATER TOWER (INITIAL INFRASTRUCTURE REQUIREMENTS)	Park Hill Park	Y				LBC Capital Delivery Service	LBC Colleagues, Local Councillors and Friends of Parks Groups	£480,000	Capital Programme	£480,000		3
PARKS AND GREENSPACE DEVELOPMENT PROGRAMME	Borough-wide	Y	Y	Y	Y	LBC Parks and Green Spaces Service	Parks Programme Board, LBC Colleagues, Local Councillors and Friends of Parks Groups	Varied	LBC Capital Funding, LBC Revenue Funding, External Grant Funding, Crowdfunding			2

GREEN GRID INFRASTRUCTURE: ALLOTMENTS

What?

- Support allotment committees and societies to take more ownership of their site and explore opportunities to devolve / self-manage.
- Deliver a capital programme of improvements to the 6 council managed allotment sites.
- Improve site security
- Improve site accessibility
- Increase plot and food growing space

Where?

Borough-wide at six direct let sites. Hartley Down / Mickleham Way / Orchard Avenue / Midday Sun/ Pampisford Road / Sanderstead.

When?

On-going

Why?

Croydon has 17 allotments located within the borough; 6 are managed by Culture & Leisure, 9 are self-managed and 2 are private sites. There is high demand for allotment plots throughout the borough with post Covid-19 demand placing a greater public demand on food growing. There are specific areas of high demand in the north of the borough where residential gardening opportunities and open spaces are limited.

Where are we now?

In the last three years, the Allotment Service has significantly improved its policies and procedures, highlighted by a review of fees, charges, and concessionary tariffs, which resulted in a three-year program of increase, culminating in 2022. The successful acquisition of a management software system has resulted in a more accurate and efficient allocation service. Plot occupancy is increasing year after year and is now at 99%. All of the

plots have been rehabilitated, and some of the plots have been designated as "community gardens" in order to integrate members of the community who have mobility issues. The council has invested £200,000 to upgrade all council-managed sites, including installing new water systems, improving access, and repairing existing communal huts.

What are the next steps?

We require additional funding to complete the development of the allotment sites. We will be able to secure site fences and build facilities in the allotments for an additional £ 100,000 while continuing to support allotment sites where allotment committees have expressed an interest in entering devolved management.

Risks and Mitigation

We are experiencing an increase in demand for growing spaces across the borough as a result of the large number of construction projects, population growth, and a shift in community needs following Covid-19. The Parks and Green Spaces service still has a limited resources what affect the services offered. Security risks identified in allotment sites hinder the finished works, which can result in lost of investment due to security issues.

GREEN GRID INFRASTRUCTURE: ALLOTMENTS

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2023/28	2028/33	2033/38	2038/43							
ALLOTMENTS CAPITAL PROGRAMME	Borough Wide	Y				LBC	Parks and Green Spaces Service	£100,000	Capital Programme (CIL)	£100,000		2

GREEN GRID INFRASTRUCTURE: TREES AND WOODLANDS

What?

- Highway, Parks, Housing and Woodland Inspection programme: surveying and maintenance.
- Woodlands: surveying, maintenance and biodiversity projects
- Street Tree Planting Programme & Urban Tree Challenge

Where?

Borough-wide

When?

On-going

Why?

The Council is responsible for over 33,000 street trees and over 450 hectares of woodland. Council Housing tree sites are also inspected and managed.

Where are we now?

The Countryside Stewardship scheme was successfully applied for in 2018 and provides 5 years at £47k per annum for woodlands improvement works. The CS scheme requires an annual application, typically done in May of each year.

Street Tree Planting: Capital monies relating to the Council's five year (2018 to 2023) street tree planting programme was cancelled in 2020 due to the Council's financial situation. Future and current tree planting is now dependent on successful grant outcomes.

Local Authority Treescapes Fund: In September 2022, the Council was awarded a 'full grant of £270k from the Local Authority Treescapes Fund to plant over 370 of trees in the across the borough by 31st March 2023 and includes three years of tree establishment.

Urban Tree Challenge Fund 2: In 2021, an application was submitted to the GLA to introduce a total of 214 no trees in Oval Road (Addiscombe West), Tudor, Albert & Sidney Roads (Woodside) – results were expected September 2021 but has been delayed until end of November 2021. This grant is over two years whereby the project will be executed in year two 2022/2023 to allow for delivery.

What are the next steps ?

Ongoing work to roll out and compile street tree, parks and woodlands tree safety survey/data. Ongoing management of trees within the borough.

Risks and mitigation:

Street tree survey. The statutory Obligations for tree inspection and recording is dependent on the GIS Asset Management software Confirm being set up and operational. The system is not functioning correctly but works are underway to resolve the technical issues.

The arboriculture term supplier for tree works is due to finish contractually on 31st March 2023. Work is underway to ensure a best value tender process is being developed and rolled in time to install a new supplier on the 1st April 2023.

RPA/FC grant funding relies on the continued support of a woodlands consultant to carry out the terms of the funding and to carry out the works for the woodland improvement and management plans.

GREEN GRID INFRASTRUCTURE: TREES AND WOODLANDS

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
STREET TREE PLANTING LATF2 UTCf	Borough Wide	Y				LBC	£370K -	Local Authority Treescapes Fund	£370k		1	
	Oval Tudor Sidney Road					LBC		-				
WOODLAND PROGRAMME ECOLOGY PROJECTS	Borough-wide	Y				FC	£235,000 (£47K PA)	Forestry Commission Grant	£235,000	-	2	
PARKS, HIGHWAY AND HOUSING HEALTH AND SAFETY INSPECTION PROGRAMME	Borough-wide	Y	Y	Y	Y	LBC	£813,000 PA	LBC Internal Revenue	£813,000pa	tbc	3	

SPORTS & LEISURE INFRASTRUCTURE: RECREATIONAL AREAS

What?

Improvements to existing recreational areas and the creation of new recreational areas to meet the needs of residents (current and those inclusive of future growth) and support their ability to lead healthy and active lifestyles.

Where?

Borough-wide

When?

On-going

Why?

There are currently 55 sites with recreational areas within the borough's parks and green spaces, including Children's Playgrounds (CPG), Multi-Use Games Areas (MUGA), Outdoor Gyms (OG), Trim Trails (TT), Skate Facilities (SF) and a BMX track. There are also 21 play areas on Housing land, managed and maintained by Housing team officers.

One in five children aged four to five and two in five children aged 10 to 11 years in Croydon are overweight or obese and this proportion is increasing over time. Improving the quality of Croydon's recreational areas is key to providing young people with the best start, supporting health and wellbeing issues associated with youth inactivity and wider determinants of health for all residents.

Where are we now?

The Playground Investment Programme (PIP) was paused during part of 2020-21 but has been restarted in late 2021. The programme have seen 5 new playgrounds regenerated during 2022 with collaborative input from the community.

Additional capital programme funded improvement to recreational areas have also begun in Autumn 2021, with these works set to continue through to summer 2023.

Revenue funding will continue to be used to manage and maintain the existing facilities across all our recreational areas.

What are the next steps?

In addition to the improvements mentioned above, capital projects to deliver new children's playgrounds in Queens Gardens and the Minster Green continue underway.

Parks and Green Spaces service officers are working on the next phase of identifying projects/ sites that will be prioritised for investment and improvements as part of the new Parks and Green Spaces Renewal Strategy.

Risks and Mitigation:

The Covid-19 pandemic has acutely demonstrated the significant value of our green spaces and the recreational areas within them, whilst simultaneously raising the awareness of the quality of these spaces and the need for access to free recreational area facilities. The Council has a financial challenge to develop these spaces and facilities and must explore all avenues for generating capital and maintenance funding going forward. This is particularly pressing given the highly pressured existing revenue budget for recreational area maintenance. New external funding sources must be a priority – such as grant funding and commercialisation - as well as utilising development funding in the form of Community Infrastructure Levy and S106.

SPORTS & LEISURE INFRASTRUCTURE: RECREATIONAL AREAS

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
PLAY INVESTMENT PROGRAMME	Borough-wide	Y				LBC Parks and Green Spaces Service	Parks Programme Board, LBC Services, Local Councillors and 'Friends of' Parks and Community Groups	Est. £630,000	£310,000 (S106) £280,000 (Capital Programme) £40,000 (Crowdfunding)	£630,000		3
RECREATIONAL AREAS DEVELOPMENT	Borough-wide	Y	Y	Y	Y	LBC Parks and Green Spaces Service	Parks Programme Board, LBC Services, Local Councillors and 'Friends of' Parks and Community Groups	Varied	LBC Capital Funding, LBC Revenue Funding, External Grant Funding, Crowdfunding			2

SPORTS & LEISURE INFRASTRUCTURE: SPORTS AND LEISURE FACILITIES

What?

In alignment with Croydon's Sport and Physical Activity Facilities Strategy 2018-2023. Key projects include:

- The installation of up to 4 new cricket pitches in our parks. The locations are currently to be confirmed.
- The redevelopment of Monks Hill Sport Centre's community space to install a 30-station gym.
- An upgrade of 32 tennis courts across 14 different sites in Croydon. The upgrade will include resurfacing, improved fencing and the introduction of controlled access.
- A partnership with the Football Foundation to improve football facilities and pitches across the borough
- Further assessment of Croydon's Sport & Leisure facilities in line with our facilities strategy

Where?

Parks, green spaces, tennis courts, football pitches and leisure facilities across the borough.

When?

- The aim is to have the cricket pitches installed by April 2023
- The aim is to have Monks Hill Sports Centre Gym installation complete and operational by July 2023
- We plan to begin the upgrade of our tennis courts in summer 2023
- The timeline for football pitch investment is still to be determined

Why?

The two independent assessment reports that will underpin the Sport & Physical Activity Facilities Strategy have identified issues with the quantity and quality of several of our sport and physical activity facilities, as well as the distribution of facilities.

In 2018, the service developed a strategy to deliver prioritised objectives which are reviewed annually to meet changing needs, demands and external funding opportunities in line with the staff capacity to deliver outcomes.

The installation of the cricket pitches is vital to meet the increasing usage demands of our community, to further enhance to quality of our green spaces and to continue to push the development of sport within the borough.

Installing a gym into Monks Hill sports centre converts a largely unused space into multi station gym. This will open a new revenue stream for the council and introduce a community gym into an area that currently does not have one.

A study has shown that 86% of Croydon Council's tennis courts are in a poor playing condition or worse. The upgrade of all of the tennis courts will increase community usage, reduce the chances of injuries and introduce a sustainable model for the long-term maintenance of the courts.

The Football Foundation's report into Croydon's facilities identifies 41 potential development projects across the borough with 12 listed as priority projects. Croydon Arena is ranked highly on this list and has also been the subject of interest from community stakeholders interested to take a greater investment in the site. A wider strategic review and development plan for the site, alongside the facilities upgrades identified by Football Foundation, is advised to secure the greatest benefit and long term impact for the community from the asset.

Where are we now?

- Funding has almost been confirmed for 3 projects (Cricket, Tennis, Monks Hill)
- We are currently in discussions with the Football Foundation to prioritise investment in projects on this list which most closely align with LBC's strategic needs.
- Work is also planned to commission a strategic review of the playing pitches to support prioritisation, allocation of investment, stakeholder engagement and future planning and demand management

What are the next steps?

Whilst the funding for the cricket pitch installation is being confirmed LBC alongside Key Stakeholders are finalising the site choices from a current shortlist of 9.

Once the funding for the redevelopment of Monks Hill is confirmed, LBC to communicate with GLL to initiate the beginning of the works taking place.

Once the funding for the Tennis Courts is confirmed, LBC alongside Key Stakeholders will do a final review of all the sites.

Our Leisure Centres usage numbers have now significantly bounced back since the pandemic and usage is now higher than prior to 2020. Utilities is a major worry. The Sport & Leisure manager is working closely with our leisure operator Greenwich Leisure Limited, external partners, national governing bodies and other departments within the council to ensure that we accurately assess the needs of the borough are strategically target upgrades to existing or the installation of new sport and leisure facilities.

Engagement ongoing with the Football Foundation and key partners to prioritise investment and project development in line with our priorities.

Risks and Mitigation:

- Identify and prioritise development opportunities where external grant funding available.
- Ensure due diligence on any invest to save initiatives.
- Ensure there is staff capacity to deliver any future development opportunities.
- Significant redevelopment work to place across multiple sites. Disruption and safety concerns will be fully addressed and managed.

SPORTS & LEISURE INFRASTRUCTURE: SPORTS AND LEISURE FACILITIES

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
CRICKET PITCHES	Locations to be confirmed	Y				LBC, Surrey Cricket, ECB	LBC with local stakeholders		Surrey Cricket / ECB	100%	0	2
MONKS HILL GYM INSTALLATION	Monks Hill Sports Centre CR2 8HD	Y				LBC, GLL	LBC with local stakeholders	£140k	Council Capital	100%	0	2
TENNIS COURT UPGRADE	14 sites across the borough	Y				LBC, LTA, GLL	LBC with local stakeholders	£605k	Council Capital & LTA	100%	0	3
FOOTBALL PITCHES	12 priority project identified across the borough	Y				LBC, FF, GLL	LBC with local stakeholders	TBC	Football Foundation / Council Capital	TBC	TBC	2
CROYDON ARENA	Croydon / South Norwood / Ashburton	Y				LBC, FF, GLL	LBC with local stakeholders	TBC	Football Foundation/ Council Capital	TBC	TBC	2

What?

Improvements to existing libraries, archives, museum services and resources and the installation of new digital infrastructure to meet the needs of residents in Croydon.

Where?

Borough-wide

When?

By 2028

Why?

Croydon's Libraries Plan 2019-28 outlined the commitment to retaining 13 libraries, and to make them modern, accessible and welcoming spaces for our those who live, work or study in the borough.

Croydon's published Libraries Plan 2019-2028, sets out the council vision for Croydon's libraries, with a vision to Inform, Involve and Inspire. Libraries will be designed around the needs of our residents; acting as the front door to the Council; will be at the heart of our cultural offer; and will be situated in modern, welcoming, inclusive and accessible buildings.

Our libraries already receive over 500k visits a year, with half of these for access to IT, events or other activities. Over 400,000 books are borrowed each year from the borough's libraries, with 50% of those borrowed by library users under 16, who make up 30% of overall library users. The library resources (including books and reading materials) require ongoing investment to meet the needs of Croydon's growing population and maintain a quality standard of service.

In 2022 Croydon Archives was integrated into the Library Service, to align the two statutory services, economise on staffing costs and maximise reach and engagement with residents. The Archive service has a key statutory role to play in the information governance framework of the council and is a place of deposit for public records in addition to being a well-used resource for residents undertaking research and reference queries.

The library and archive services also work closely with the museum service which operates from Croydon Clocktower. As a result of environmental faults in the building and a reduction in service budget, the main Then and Now galleries which presented the permanent museum collection until closing during the lockdowns in 2020, have not reopened. Work is currently underway to decant the

items previously on display from that area into secure storage. The Riesco collection is still on display in a smaller gallery on the ground floor of the Clocktower, alongside the archive research room. The museum team currently deliver heritage engagement, education and access to the collections through community outreach, digital exhibitions and temporary physical exhibitions displayed in the gallery spaces on the ground floor of the clocktower. This is an interim service offer while the long term plan for the service and the collection displays spaces is developed.

Where are we now?

Libraries

- The Libraries Plan 2019-2028 was published in May 2019 – this is being used to lead the council's work on library facilities across Croydon over the next ten years
- This is an ambitious ten-year plan which sets out the vision for our libraries and introduces a transformational programme of work that will ensure Croydon's network of libraries are fit for the future and serve the changing needs of our communities.
- Norbury Library has been fully refurbished to bring the character of the building back to its former glory, with additional facilities. A café has been installed to the ground floor, while the community room has been refurbished, including installation of a wheelchair accessible lift.
- Selsdon Library was refurbished in summer 2019.
- All 13 libraries have been upgraded to full fibre broadband, with new computers and WiFi to allow bring your own device capability.
- Selsdon and Norbury have been fitted with Open+ technology to allow extended unstaffed opening hours, and this service will launch in 2023 with the potential to roll it out to other sites
- The impact of Covid and the council's financial position has required consultation with residents on the level of statutory provision within the borough to enable the service to live within our means. This has resulted in a reduction in opening hours by an average of 21% across the borough.
- The library buildings are utilised by other partners outside of library opening times but there is a strategic review currently underway to review this and maximise access for residents – potentially through a combination of co-location, technology assisted unstaffed opening hours, library provision in other community locations, disposal and transfer of library buildings.

Archives

- In 2023 the archive service received provisional accreditation status under the national scheme administered by The National Archives, with an action plan setting out further work required prior to December 2024 in order to regain full accreditation status. This work will require capital and additional budgetary support to deliver, particularly in regards to additional environmentally secure storage, a digital storage solution, improved mechanisms for residents to be able to access records and improvements in document transfer and retention of council records.

Museum

- There is currently a two year transformation project underway to develop a sustainable model for the service delivery.
- This work may include replacing, repurposing or reconditioning museum display spaces, establishment of an eternal body to fundraise and develop investment in the service and utilisation of community hub networks and library buildings to increase engagement, access and education on Croydon's heritage
- The service currently has 'working towards accreditation' status with an obligation to progress key actions on collection storage, care and access prior to March 2024 to retain this status or achieve full accreditation status.

What are the next steps?

- Complete implementation of new Self service kiosks with cashless payment facilities, being rolled out to all libraries. All functionality installed by early 2023
- Pilot new technology, Open+, which will allow residents to access buildings independently with a library card, providing longer access to their library spaces and services. This has been delayed because of the impact of Covid and need for new kiosks
- Refurbish existing South Norwood Library
- Extend Open+ to another four libraries, including South Norwood Library.
- Work toward full archive accreditation, which is dependent on improving management of digital data and widening online access to the collections
- Develop new model for delivery of the museum services, undertake related capital changes to exhibition and collection management spaces and work towards full accreditation status

Risks and Mitigation:

Ensure the Libraries Plan is adhered to in order to avoid slippage whilst ensuring aims are met for the remaining seven years.

Covid-19 has forced the physical closure of library buildings and a reduction in service in 2020 and 2021. This has impacted upon the timescales for delivery of the Libraries Transformation Programme.

The Council's medium term financial strategy includes a proposal to review all community assets and therefore may impact on the ability to delivery all of the proposed transformation, and within the original timescales.

The financial position of the council may also restrict our ability to achieve both archives and museum accreditation status if additional resource cannot be allocated to deliver the improvements required. Loss of this status severely impacts the ability of the service to attract additional funding, jeopardises our reputation and in the case of the archives risks us being unable to meet our statutory obligations.

Engagement with key stakeholders across the council and the sector is underway to progress these project streams. A transformation project board will be established to develop the museum service proposals and ensure good governance, oversight and support from key council stakeholders.

SPORTS & LEISURE INFRASTRUCTURE: LIBRARIES

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
SELF-SERVICE KIOSKS	All libraries	Y				LBC	LBC / local stakeholders / library users	£300k	LBC	£300k	£0	3
OPEN+ EXTENSION	Thornton Heath, Coulsdon, Purley, and South Norwood	Y				LBC	LBC / local stakeholders / library users	£310k	LBC	£310k	£0	2
REFURBISH SOUTH NORWOOD LIBRARY	South Norwood	Y				LBC	LBC / local stakeholders / library users	£890k	LBC	£890k	£0	1
MUSEUM & ARCHIVES – DIGITAL SYSTEM*	All Croydon	Y				LBC	LBC / local, national & international stakeholders / researchers	£80k	Applied - grant funding	£0	£80k	2
CROYDON ARCHIVES STORAGE	All Croydon	Y				LBC	LBC / local, national & international stakeholders / researchers	TBC	LBC	0	TBC	2
MUSEUM OF CROYDON TRANSFORMATION	All Croydon	Y				LBC	LBC / local, national & international stakeholders / researchers	TBC	LBC but possibility for matched grant funding for exhibition space works	TBC	TBC	2

*Development of online access to Museum & Archives collections through digital system, to create public access possible for promoting Croydon's heritage online to widest audience, especially celebrating and preserving London Borough of Culture.

UTILITIES INFRASTRUCTURE: FLOOD AND WATER MANAGEMENT

What?

Flood and Water Management (FWMA)

Where?

Borough-wide

When?

On-going

Why?

The Flood and Water Management Act was enacted in 2010 and imposed several responsibilities on the Council. The Council was designated a "Lead Local Flood Authority" (LLFA) and had responsibility for leading and coordinating the management of flood risks from surface water, groundwater, and ordinary watercourses, within the borough. The LLFA was also made a Statutory Consultee on planning application for major development proposals which have surface water drainage implications.

According to national research undertaken by Defra in 2009, Croydon is ranked the 4th settlement in England most susceptible to surface water flooding, with as many as 21,100 properties estimated to be at risk. Croydon is at risk of flooding predominantly from surface water and groundwater sources. The main areas of surface water flooding are in Purley Town Centre, Purley Cross, Kenley Station, Lower Barn Road, Brighton Road Coulsdon, Purley Oaks Road, Purley Oaks Station, Norbury and Thornton Heath.

During the winter months of 2014, parts of Purley and Kenley experienced significant flooding from the Caterham Bourne due to exceptional rainfall and extremely high groundwater. In August 2015, parts of the borough were subjected to surface water flooding with Purley Oaks Road and Purley Cross underpass suffering the most. In June 2016, parts of the borough were again subjected to surface water flooding with Caterham Drive suffering the most. Since, there has been incidents of surface water flooding August/October 2019, August/October 2020, October 2021 and more recently in October/November 2022.

Where are we now?

LFRRMS – The Flood & Water Management Act required LLFAs to develop, maintain, apply, and monitor a strategy for local flood risk management in its area. Consequently, a Local Flood Risk Management Strategy (LFRRMS) was produced

and approved by the Cabinet Committee in November 2015. The strategy set out the boroughs priorities for dealing with local flood risk management and contained an Action Plan which set out a delivery plan for managing flood risk over 6 years (2015 – 2021). The Flood & Water Management Act required the strategy to be reviewed and updated every 6 years. A draft of the new strategy has been prepared for public consultation which is due to take place soon and it is

Caterham Bourne FAS – A feasibility flood alleviation study which would investigate the flooding mechanism within the Caterham Bourne catchment and identify viable/affordable long-term solutions that could be implemented to alleviate flooding and/or better manage the flood risks. The project has been ongoing since 2014 due to the complex nature of the Bourne and having to overcome technical challenges. Option(s) that could be taken forward to the Outline Business Case (OBC) are being considered.

Kenley Lane FAS – A feasibility flood alleviation study which would explore small scale drainage interventions that had the potential to reduce the frequency and impact of flooding at the junction of Kenley Lane and Welcomes Road, without increasing the risk to properties. Proposed solutions which involve installation of an underground water storage system, improvement works to the existing drainage infrastructure and public realms measures are programmed to commence in January 2023.

Caterham Hill FAS – A joint project between Croydon, Surrey County Council (Lead Authority), Tandridge District Council (TDC), Environment Agency (EA) and Thames Water (TW). A feasibility flood alleviation study which would investigate the flooding mechanism in the Caterham-on-the Hill catchment (includes parts of Croydon) and identify viable/affordable long-term solutions that could be implemented to alleviate flooding and/or better manage the flood risks. An Outline Business Case (OBC) which recommended Property Flood Resilience (PFR) measures to be installed to all the properties identified to be at risk of flooding by the study, was presented and approved by the Environment Agency in November 2020. Surveying of the properties at risk of flooding and PFR installation are now in progress.

Chaffinch Brook FAS – A feasibility flood alleviation study which would investigate the flooding mechanism within the Chaffinch Brook catchment (parts of Bromley included) and identify viable/affordable long-term solutions that could be implemented to alleviate flooding and/or better manage the flood risks. Site Investigation and Optioneering have been completed and the project is in the final stage – Economics Appraisal and Options Shortlisting.

Flood Alleviation Works Programme – These are small/medium scale solutions that have been identified and designed, to address flooding and/or better manage flood risks in areas within the borough that are susceptible to flooding. The

UTILITIES INFRASTRUCTURE: FLOOD AND WATER MANAGEMENT

programme is ongoing and flood alleviation measures were completed in 2022, to address flooding at King Henrys Drive and Palace Green.

Confined Space & Blocked Gully Outlet Programme – These are programme of works that are aimed at restoring the existing drainage infrastructure in areas within the borough that are susceptible to flooding, to their original designed/operating states. The works involve deep cleaning of soakaways by personnel who are trained/accredited to work in confined spaces, entering the soakaway chamber to manually remove silt/debris from the walls, weep holes and bottom of the chamber, gully cleansing and jet cleaning of all associated pipes using a high-pressure water jetting tanker. The areas that are being targeted include Purley, Coulsdon and Kenley.

Drainage Maintenance Programme – This includes a cyclical gully cleansing programme where all the gullies in the borough are inspected/cleaned once a year (or more frequently in areas susceptible to flooding), general mechanical and electrical inspections and test of our pumping stations, and remedial works to existing drainage infrastructure where applicable. This is ongoing maintenance of the highway drainage infrastructure in an effective and working conditions to prevent the accumulation of surface water and minimise local flooding.

What are the next steps?

- Complete the review/update of the LFRMS and Action Plan. Arrange for the updated or newly written strategy/action plan to be approved by the Cabinet Committee and publish on the Council website
- Re-start and complete the Caterham Bourne Project. If no viable/affordable solution(s) are identified, consider localised small-scale interventions where applicable.
- Complete the Kenley Lane, Asmar Close and Sanderstead Court Avenue flood alleviation works.
- Complete the detailed design works for measures to address the flooding on Stites Hill Road and Caterham Drive.
- Continue to work with our partners on the Caterham-on-the-Hill project to ensure that as many of the Croydon residents that have been identified to be at risk of flooding, take up the offer of the PFR measures.
- Complete the Outline Business Case (OBC) for the Chaffinch Brook FAS and submit it to the Environment Agency for approval.

- Continue to identify/implement solutions to address flooding in areas that are susceptible to flooding, restore existing drainage infrastructure to their original design/operation states and carry out improvement/remedial works where applicable.
- Explore possible sources of funding to undertake feasibility flood alleviation studies, implement flood defences/alleviation measures, improve/repair existing drainage infrastructure, the procurement of system that could help to better manage the risk of flooding.
- Continue to work closely with neighbouring boroughs and other risk management authorities, to address flooding issues within the borough and share knowledge.
- Identify more sites that could benefit from the installation of the water level monitoring equipment and ensure that existing system are utilised effective for managing flood risks.
- Continue to carry out our statutory duties in accordance with the requirements of the Flood & Water Management Act.

Risks and Mitigation:

The risks envisaged are:

changes in government policies/legislation

- inability to attract funding from central government, internally or from alternative sources
- lack of resources/skills shortage
- lack of appropriate technology
- significant flooding event/pandemic outbreak/other major incidents

Mitigation measures includes:

- keep up to date with government policies/legislation through adequate training, attending seminars, regularly checking government websites for updates, attending partnership meetings
- explore all possible sources of funding (including the Council) through regularly checking appropriate websites for information, submitting well written business cases
- upskill existing staff and/or procure the services of consultants/contractors
- implement flood defence measures where applicable and ensure that a robust emergency plan to deal with any major incidents is in place.

UTILITIES INFRASTRUCTURE: FLOOD AND WATER MANAGEMENT

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
GULLY MAINTENANCE	Borough-wide	Y				LBC	LBC	£450,000	LBC Capita/Revenue	£450,000	0	2
CATERHAM BOURNE FLOOD ALLEVIATION STUDY	Croydon/ Tandridge	Y				LBC	Surrey County Council, Tandridge District Council, Environment Agency, Thames Water, SES Water	£50,000	(EA) FDGiA	£50,000	0	2
KENLEY FLOOD ALLEVIATION STUDY	Kenley & Old Coulsdon	Y				LBC	LBC Highways & Public Realm	£214,000	LBC Capital	£214,000	0	3
CHAFFINCH BROOK FLOOD ALLEVIATION STUDY	Croydon & Bromley	Y				LBC	Bromley Council, Environment Agency, Thames Water	£109,636	(EA) FDGiA	£90,000	£19,636	2
CATHAM HILL FLOOD ALLEVIATION STUDY	Croydon & Tandridge	Y				SCC	LBC, Tandridge District Council, Environment Agency, Thames Water	£1.7M	(EA) FDGiA	£1.7M	0	2
FLOOD & WATER MANAGEMENT	Borough-wide	Y				LBC	LBC	£435,000	LBC Capital/ DEFRA	£435,000	0	2

UTILITIES INFRASTRUCTURE: ELECTRICITY

What?

Maintenance, renewal and replacement of the electricity supply infrastructure and delivery of an additional substation

Where?

Borough-wide

When?

On-going,

Why?

The local network of electricity supply is owned and operated under licence by UK Power Networks. A further feature of the supply network over the period of the plan will be the introduction of local generation on homes and commercial buildings through local wind turbines and photovoltaic systems. An additional primary substation will be required for any demand beyond the existing capacity of Croydon Grid, Croydon A, Croydon Central and East Croydon due to growth in the Opportunity Area.

Where are we now?

The provision of 400 EV chargers and wider provision for charging points for cycles, scooters, car clubs form part of the input in the load forecasting. The UK Power Networks do not invest ahead of need and rely on developers making applications for their developments and then assess whether there is reinforcement required to connect their additional load or generation

UTILITIES INFRASTRUCTURE: ELECTRICITY

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
MAINTENANCE,RENEWAL AND REPLACEMENT OF ELECTRICITY SUPPLY INFRASTRUCTURE	Borough-wide	Y	Y	Y	Y	UK Power Networks	LBC Highways, TfL	£29,911,000	UK Power Networks Capital Programme	£29,911,000	-	2
NEW SUBSTATION	COA		Y			UK Power Networks	UK Power Networks and developers	£6,854,000	UK Power Networks and developers, Growth Zone	-	£6,854,000	3

UTILITIES INFRASTRUCTURE: WATER

What?

Reinforcement of strategic supplies and continuous renewal of water supply

Where?

Borough-wide

When?

To 2031

Why?

The supply of secure, safe and reliable water supply to Croydon for the period to 2036 to meet both the needs of the existing community and new growth is primarily the responsibility of two regulated water companies: Thames Water and Sutton and East Surrey Water. Both companies bring forward 5-year business plans for the conduct of and investment in their business.

Where are we now?

Thames Water's business plan for AMP7, which covers the period from April 2020 to March 2025 includes funding for company-wide serviceability water mains renewals and reinforcements/new water mains based on development and growth.

In 2018 new pumps were installed at Croydon Water Booster Station. Additional treatment for water quality was also installed at Waddon Water Treatment Works.

What are the next steps?

Thames Water will continue to monitor the performance of its infrastructure and track development proposals. Where needs and risks are identified Thames Water will seek to upgrade its infrastructure in line with needs. Developers need to consult with Thames Water at an early stage as it can take between 18 months and 3 years to deliver infrastructure from the point of certainty that development will proceed.

The Croydon system has enough capacity based on our current view of growth. Therefore, our current plans focus on optimising our assets and undertaking targeted asset replacement where required.

There are a small number of mains to the West of the Borough which has been identified for potential replacement in AMP 7 as part of our Conditional Allowance

Programme. There are additional smaller areas of Croydon that are also being considered for mains replacements. The scope of these programmes has not yet been fully defined, therefore we are unable to provide any further information at this stage. There is ongoing work to reduce burst frequency by optimising the following sites: Croydon Boosters, Addington Water Booster Station, and Foxearth Tower. There are plans to improve the treatment processes at both Waddon and Brantwood WTWs to improve reliability and reduce the likelihood of supply interruptions.

Our long-term plans for Croydon include modelling to understand future abstraction limitations at Waddon WTW and growth in the system.

SUSTAINABLE CITY PROGRAMME: Important developers consult with us it can take between 18 months and 3 years to deliver infrastructure from the point of certainty of development Network upgrades to serve development will be delivered through infrastructure charges more information can be found at <https://www.thameswater.co.uk/developers/charges>

Risks and Mitigation:

None identified

UTILITIES INFRASTRUCTURE: WATER

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
WATER SUPPLY AND REINFORCEMENT OF STRATEGIC SUPPLIES AND CONTINUOUS RENEWAL	Borough-wide	Y	Y	Y	Y	Thames Water, Sutton and East Surrey Water	-	TBC	Thames Water and Sutton and East Surrey Asset Management Plans	TBC	TBC	3
SYSTEM MODELLING TO UNDERSTAND FUTURE ABSTRACTION LIMITATIONS AND GROWTH IN THE SYSTEM	Borough-wide		Y			Thames Water	-	TBC	Thames Water Asset Management Plans	TBC	TBC	2

UTILITIES INFRASTRUCTURE: SEWERAGE

What?

Maintenance and renewal of existing sewerage infrastructure and new infrastructure to support growth

Where?

Borough-wide

When?

On-going

Why?

A systematic pattern of renewal will be needed for the sewerage network. Croydon's wastewater is treated at three major sewage works:

- Beddington treats 65% of the flow. These works are fit for purpose, with a growth upgrade delivered during AMP6 (between 2015 and 2020). Beddington Sewage Treatment Works (STW) is located in Sutton 2km to the NW of the centre of Croydon and discharges into the River Wandle.
- Long Reach on the Thames at Dartford takes 30% of the flow and has recently been subject to a major upgrade. A sludge treatment upgrade to the STW is nearing completion. Long Reach STW is in Dartford and discharges into the Tidal Thames.
- Crossness in Bexley takes the majority of other flows and is currently undergoing a growth and resilience upgrade. The Tideway Tunnel - under construction - will take flows from major CSOs to Beckton sewage works to be treated. Crossness STW is located in Abbey Wood and discharges into the Tidal Thames.

Where are we now?

- Beddington: Combined Heat and Power project and growth upgrade has been delivered during AMP6 (between 2015 and 2020). Currently, Thames Water does not anticipate further growth upgrades at this site for AMP7 (2020 – 2025).
- Crossness: Thames Water recognises the need to upgrade our STWs to meet the requirements of the increasing population. Within the Crossness catchment, which part of Croydon and other LA drains to, has led to a need to upgrade Crossness STW. A planned upgrade project will provide additional capacity up to a design horizon of 2026. The scope will include enhancements to ensure the site can robustly meet all aspects of the consent, accommodate additional growth and also integrate with the

London Tideway Tunnel.

- Long Reach: Regular maintenance will continue throughout AMP7 (2020-2025) with a possible upgrade in AMP8 (2025-2030). Sludge treatment upgrades to the STW are anticipated to begin by the end of this AMP to produce biomethane on-site and support Carbon Net-Zero.

What are the next steps?

Thames Water will continue to work with Croydon Council data to determine infrastructure upgrades.

Thames Water will continue to work with the developers to ensure that developments are phased to ensure the STW has sufficient capacity to cater for the growth and meet the requirements of the EA permit.

Sewerage network upgrades will continue to be required to accommodate growth. Planning conditions will be used where required to ensure that any upgrades are delivered ahead of the occupation of the development. Several areas are not served by surface water sewers because the chalk substrate allows for infiltration and soakaways/highway drains are prevalent. In these areas, Thames Water would only accept an SW connection into the foul system when the developer provides written authorisation from the LLFA that the surface water disposal hierarchy has been followed and other methods of SW disposal have been deemed impracticable. Where there are capacity concerns in the foul network, Thames Water will either upgrade the foul network or work with LBC to develop an alternative surface water disposal location, such as expanding or creating new a surface water sewer discharging to a water course or via infiltration. Thames Water would appreciate where these proposals form part of windfall sites that they are identified individually for comment.

Thames Water will continue to monitor the performance of our infrastructure and track development proposals. Where needs and risks are identified Thames Water will seek to upgrade its infrastructure in line with needs. Developers must consult with Thames Water at an early stage as it can take between 18 months and 3 years to deliver infrastructure from the point of certainty of development proceeding. Network upgrades to serve development will be delivered through infrastructure charges, more information can be found at <https://www.thameswater.co.uk/developers/charges>.

Risks and Mitigation:

Throughout the first few years of this new funding period (2020-25) Thames Water will develop our first Drainage and Wastewater Management Plan. Drainage and Wastewater Management Plans or DWMPs are long-term strategic plans that will set out how wastewater systems, and the drainage networks that impact them, are to be extended, improved and maintained. This is to ensure they are robust and resilient to future pressures, such as population increase and climate changes. LBC is a key stakeholder Thames Water has been consulting since the beginning of DWMP development.

This means Thames Water want to regularly review the wastewater systems and drainage of our catchments, looking at both quantity and quality of flow. This will incorporate input from our stakeholders and partners on their key issues and areas of concern. The aim is to come up with joint solutions to problems for delivery either in the next five-year cycle of funding or to put forward for future cycles. Some of the solutions in consideration for the Croydon network include Sustainable Drainage Systems (SuDS), sewer lining, property level protection, storage, and disconnecting surface water from foul. Solutions for the sewage treatment works include intensification, expansion, an additional treatment plan, and enhanced fat, oil and grease removal. For more information, please refer to the following web page: <https://www.thameswater.co.uk/about-us/regulation/drainage-and-wastewater-management>

To address increasing pressures on the sewerage system by growth and climate change, implementation of Sustainable Drainage Systems (SuDS) at the source (homes and buildings) and in the network is key to managing surface water in both the surface water and foul water networks. Thames Water has identified a few key areas for SuDS implementation to increase headroom in the sewer, mitigate flooding and reduce pollution risk to groundwater resources, with additional SuDS required as part of DWMP solutions. Thames Water would like to work with LBC to see these projects through to delivery and support LBC-led SuDS through Thames Water's Surface Water Management Programme in AMP 7 (2020-2025) and as part of AMP 8 (2025-2030). As a Planning Authority, LBC also supports this by enforcing the London Plan Policy SI 13 Sustainable drainage, subsection B (the drainage hierarchy) and minimising any surface water discharges to the public network to greenfield runoff rates at most or preferably via alternative methods or, and especially preventing surface water connections to the foul network.

UTILITIES INFRASTRUCTURE: SEWERAGE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
MAINTENANCE/ RENEWAL OF SEWERAGE INFRASTRUCTURE AND NEW SEWERAGE INFRASTRUCTURE TO SUPPORT GROWTH	Borough-wide	Y	Y	Y	Y	Thames Water	LBC Highways, TfL	TBC	Thames Water Assessment Management Plan	TBC	TBC	3
CROSSNESS STW FTFT AND GROWTH COMPLIANCE	Abbey Wood	Y				Thames Water			Thames Water Assessment Management Plan	£40.6m	0	3
CROSSNESS, LONG REACH & BEDDINGTON STW SLUDGE PERMIT CONDITIONS	Abbey Wood, Dartford, Croydon	Y				Thames Water			Thames Water Assessment Management Plan	£3.62m	0	3
LONG REACH STW BIOMETHANE UPGRADE	Dartford	Y	Y			Thames Water	TBC		Thames Water Assessment Management Plan	TBC	TBC	2

HEALTH INFRASTRUCTURE: PRIMARY HEALTHCARE PROVISION

What?

Provision healthcare infrastructure
Primary Care
Community
Acute
Mental Health Services

Where?

- 48 GP premises (owned by the practice or non-NHS landlords) across six Primary Care Networks
- 14 additional primary and community care sites, including Purley War Memorial Hospital
- Community Sites across the borough
- Croydon University Hospital
- Eight Community Mental Health buildings deliver clinical services to the local population.
- Specialist Mental Health services are also provided in adjacent borough. for example, Bethlem Royal Hospital.
- Networks of Mental Health Services are also provided across Primary Acute and Voluntary Sector Estate Sites. , These are located in primary settings and in specialist accommodation. Croydon residents access specialists' mental health services in adjacent boroughs, for example, Bethlem Royal Hospital.

When?

By 2039

Why?

SWL Integrated Care Board (ICB), established in July 2022, replacing the SWL Clinical Commissioning Group, is developing its clinical and estate strategies and is working with the local authorities and other partners as part of an Integrated Care System. At the borough level the Integrated Care Board has set up a Croydon Place Partnership together with the borough, the VSC and other partners. This partnership will have an important role in identifying health and

wellbeing priorities.

The NHS has very limited capital funding with many restrictions on how it can be spent and challenges of poor outdated sites and properties which require major investment to be brought up to modern health standards. A key priority is to increase the sustainability of the estates in terms of tackling climate change, and ensuring resilience and affordability. Alongside this are the challenges of ensuring sufficient increased capacity for the changing and increasing population to support health and wellbeing and reduce health inequalities.

Health outcomes tend to be poorer for those in deprived communities and facing disadvantage and the NHS has a key aim of reducing health inequalities and this will inform infrastructure priorities and decisions. South West London Integrated Care Board (SWLICB) has identified the need for capital funding to support the provision of additional primary care capacity, to modernise the state and to transform services, including enabling primary care services to work at scale. These projects have been informed by the ICB's Interim Estates Strategy (2020). Croydon Health Services have developed plans to consolidate and redevelop the Croydon University Hospital estate which will modernise facilities as well as release less utilised estate for disposal and regeneration.

The health estate infrastructure need is underpinned by Croydon's health and care transformation plan which sets out preventative and proactive models of care that ensures integrated community services organised around localities.

Where are we now?

As part of Croydon Local Plan process, the Council worked with SWLICB and other NHS bodies to identify a need for additional healthcare provision to accommodate population growth and existing floor space shortfalls and allocate suitable sites for health use in the Plan.

The Croydon Health and Social Care Estates Board as part of the Croydon Transformation Board (CEOs from across public bodies) has brought together the Council, SWLICB, Croydon Health Services, South London and Maudsley NHS Foundation Trust and other stakeholders to identify and prioritise capital projects.

What are the next steps ?

The ICB and partners have identified and secured funding from different sources, including the NHS Estates and Technology Transformation Fund (ETTF), NHS England/NHS Improvement STP capital funding, GP premises Improvement Grants, Croydon Growth Zone funding and developer contributions.

HEALTH INFRASTRUCTURE: PRIMARY HEALTHCARE PROVISION

SWL ICB is split into six GP networks, who alongside the council's place-based focus area have developed localised commissioning plans. The networks will experience different levels of population growth and change over the plan period and the demand for services will vary. There is little primary care capacity in the system to manage the population growth. Additionally, the majority of GP premises are considered to have existing floor space deficiencies, with many operating from small and outdated premises. Additional healthcare roles for example, physiotherapists and pharmacists commissioned through GP networks have also created additional demand on GP consulting space. As such, additional investment is needed to accommodate population growth and modernise premises.

The NHS Long Term Plan (2019), and the recent Fuller Report emphasis the need for more services to be delivered closer to patients within the community, and for the latter the importance of a neighbourhood approach,

Substantial investment is also required in the mental health and acute sector to bring existing premises up the standards needed for a modern 21st century health service as well as expansion to meet the needs of a changing and ageing population as well as the substantial growth in population.

The ICB and health partners will work closely with the Council to understand the nature and timing of increased demand required to support communities across the borough with a key area exploring what is required in the Transformation Areas.

Key areas:

- A new health centre in New Addington
- A new health centre in Coulsdon
- Upgrading and expanding a range of primary care premises.
- Increasing capacity at Croydon Mortuary to meet local and wider area needs
- Support an aging population, and tackling health inequalities.
- Expanded capacity in the Croydon Town Centre and Purley Transformation Areas
- Develop and increased Community Diagnostic capacity particularly within Purley and New Addington
- Additional infrastructure to ensure a neighbourhood focus reflecting the Fuller Report

- E Health services in line with population growth being mindful of varying accessibility within the community. (Transformation areas.)
- Expansion of clinical space for mental health to meet the needs of the existing and growing population.
- Recent investment has seen the development of the East Croydon Medical Centre and plans already with funding, including additional theatre capacity at Croydon University Hospital.

Risks and Mitigation

The main risk in delivering priorities and a health estate fit for modern health services is the lack of capital investment. To mitigate this we need to keep the ICB and ICS estates strategies and capital plan up to date and work closely with the Council and other partners to share information and understanding of the challenges and opportunities. Alongside this is the need to ensure the limited funding which becomes available is used to ensure long term affordability and sustainability.

There is the need to utilise all potential sources of funding, including NHS funding, developer contributions and other Government funding. However, there is a substantial funding gap which will require the use of developer contributions to mitigate the impact of their schemes and deliver the necessary estates infrastructure for health.

Other risks, include: that new premises incur recurring premises costs and must be affordable; that the changes to primary care workforce and information technology will impact the estates needs; and the uncertainty over timing of population growth and development timescales.

Main Health Infrastructure Floorspace Requirements by type to 2039

Infrastructure	Floorspace requirement to 2039
Primary Care	5554
Intermediate	1292
Mental Health	1715
Acute	7031

Source: NHS HUDU Model January 2023

HEALTH INFRASTRUCTURE: PRIMARY HEALTHCARE PROVISION

The floorspace figures in the table above do not include accident and emergency, outpatients nor the requirement for increased mortuary space.

The NHS Healthy Urban Development Unit's Model has been used to calculate the anticipated cost of providing additional health infrastructure using Croydon's housing figure of 42,000 homes up to 2039. This indicates a total investment in health infrastructure could be in the order of £137m comprising £44.6m for primary and community care, over £19m for mental health, £63m for acute infrastructure (excluding outpatients and accident and emergency) and £10.4m for intermediate care. This is an average capital cost per home of £3,266, although this will vary depending on the size of the unit, and the demographics and health needs of the residents. There will be additional revenue costs to deliver services. The NHS will work to minimise the capital cost through the increased utilisation and reconfiguration of existing estate, however, it will be important that developers mitigate the cost of the impacts of their schemes on the NHS and partners.

HEALTH INFRASTRUCTURE: PRIMARY HEALTHCARE PROVISION

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKE-HOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2023/28	2028/33	2033/38	2038/43							
NEW HEALTH CENTRE IN NEW ADDINGTON	New Addington/Selsdon	Y				ICB	ICB, LBC, developer TBC	£5,000,000	s106, CCG, NHS Wave 3, ETTF	£2,500,000	N/A ¹	3
EAST CROYDON – ADDITIONAL PRIMARY CARE CAPACITY AT THREE GP PRACTICES A) EAST CROYDON MEDICAL PRACTICE B) GREENSIDE MEDICAL PRACTICE C) ST JAMES PRACTICE	East Croydon	Y				CCG	CCG, GP providers	£3,000,000	NHS England ETTF, NHS capital receipt, developer contributions (s106 / CIL)	£2,000,000	£1,000,000	3
EAST CROYDON – REFURBISHMENT OF EDRIDGE ROAD HEALTH CENTRE	East Croydon	Y				ICB	NHS Property Services	£1,500,000	Growth Zone funding, developer contributions (s106/CIL)	-	£1,500,000	3
EAST CROYDON - NEW HEALTH AND WELLBEING CENTRE	East Croydon	Y				ICB	LBC, developers, ICB	£6,000,000	Growth Zone funding, developer contributions (s106/CIL), NHS Wave 3	£6,000,000	-	3
EAST CROYDON – COMMUNITY DIAGNOSTIC HUB	East Croydon	Y				ICB, CHS	ICB, CHS	TBC	TBC	TBC	TBC	TBC
EAST CROYDON - LONGER TERM ADDITIONAL PRIMARY CARE CAPACITY AT LENNARD ROAD	East Croydon			Y		ICB, LBC	NHS, LBC, developers	£2,000,000	NHS, developer contributions (s106/CIL)	-	£2,000,000	3

Site will be disposed to a developer who will fund the build and fitout. NHS will sign a 25 year lease with the developer.

HEALTH INFRASTRUCTURE: PRIMARY HEALTHCARE PROVISION

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKE-HOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IM-
		2023/28	2028/33	2033/38	2038/43							
COULSDON GP PRIMARY CARE CENTRE	Coulsdon	Y				ICB	PHP, CCG, LBC	£5,000,000	NHS Wave 3 capital, CCG	-	N/A ²	3
EXPANSION OF CAPACITY WITHIN THE MORTUARY	Croydon University Hospital	Y				UHC	LB Croydon		Developer Contributions +		TBC	3
EXPANSION OF MENTAL HEALTH CAPACITY ACROSS THE BOROUGH, AND PARTICULARLY IN THE TRANSFORMATION AREAS	Borough wide, and esp transformation areas	Y	Y	Y		SLAM			NHS / Developer Contributions		TBC	3
INCREASED CLINICAL CAPACITY AT JEANETTE WALLACE HOUSE	Jeanette Wallace House	Y				SLaM		£200,000-£300,000	NHS / Developer Contributions		TBC	3
REDEVELOPMENT OF PURLEY RESOURCE CENTRE	Purley	Y	Y			SLaM	Developer, LB Croydon	TBC	NHS / Developer Contributions		TBC	3

²PHP have agreed an option to purchase the site and will fund the fitout and build. CHS have agreed to sign a 25 year lease with PHP.

HEALTH INFRASTRUCTURE: SUPPORTED HOUSING FACILITIES

What?

Modernisation and increased provision of supported housing facilities and community provision for people with complex health and care needs to help support move to independent living and long term independence.

Where?

This is to have sufficient capacity and demand borough wide.

When?

For the next three years

Why?

Housing support enables vulnerable people to maintain their independence and to lead a normal life. It provides people with the support, skills and direction they need to help them get back on their feet and to achieve and sustain independent living. Investment in appropriate accommodation and housing support reduces costs in homelessness, health services, tenancy failures, crime and residential care. Housing adaptations can help people stay healthier and mobile and can also help reduce admissions to and length of stay in hospitals.

Currently there is a shortage of housing for people with complex health and care needs; more people are going to live outside Croydon than we are able to find suitable homes for in the Borough. This presents challenges in controlling costs and monitoring quality and performance. We are developing a three year commissioning strategy to support developments and partnership agreements that will:

- Create additional homes and accommodation for adults with support needs
- Provide opportunities for developing housing to meet needs where there are specific shortages

Where are we now?

The Department of Health, Well-being and Adults would like to promote the redevelopment of other public assets to make them fit for purpose and need for ongoing social care provision. The Council are looking at what the need is for the next 3 years by having a demand strategy in place.

There is a shortage of supported housing facilities within the borough with increased waiting time in hospitals and acute settings for vacancies.

What are the next steps?

The next steps are to have a clear strategy for the next three years on what the future demand for properties.

HEALTH INFRASTRUCTURE: SUPPORTED HOUSING FACILITIES

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2023/28	2028/33	2033/38	2038/43							
BUFFER BEAR NURSERY SUPPORTED LIVING: FLATS FOR 8 PEOPLE	New Addington	Y				LBC	LBC, developers	£1,600,000	HRA, tbc	-	£1,600,000	2
HEATHER WAY SUPPORTED LIVING: GROUP HOME FOR 5 OR INDIVIDUAL FLATS FOR 4 PEOPLE; 6 UNITS OF SUPPORTED LIVING TO CREATE CORE AND CLUSTER HOUSING	South Croydon	Y				LBC	LBC, developers	£1,500,000	HRA, tbc	-	£1,500,000	2
TAVERNER HOUSE - 9 FLATS FOR PEOPLE WITH LOW NEEDS	East Croydon	Y				LBC	LBC, developers	£1,350,000	HRA, tbc	-	£1,350,000	2

HEALTH INFRASTRUCTURE: BURIAL GROUND

What?

New Burial Ground

Where?

Greenlawn Memorial Park, Warlingham

When?

By 2023

Why?

In 2010, the Council commissioned a study for future requirements of burial ground and the recommendations estimated that a need for 6,000 interments was required for the period up to 2031. Additional land is required for Croydon to meet this demand.

Where are we now?

Planning permission to extend Greenlawn Memorial Park, a council owned cemetery in Warlingham was obtained in January 2020 following the appeal of the last refused planning application.

The contract for works has been awarded with contractors on site undertaking the required works.

What are the next steps?

The Greenlawn Memorial Park extension is due to open in Autumn 2023 and will cover requirements until 2031. It is expected that the site will open for burials in the early summer of 2023.

Risks and Mitigation

Risks include exhaust Stocks of new graves, continuing to implement steps to maintain a new grave provision at Greenlawns Memorial Park for as long as possible (estimated 3-6 months) and continuing to reclaim graves at Mitcham Road and Queens Road Cemeteries to provide a burial option in the Borough.

The Council does need to identify new site for burial over the next decade and obtain planning permission. That said there are other alternatives in addition to this that the council can utilise to increase land for burial making a multi-faceted approach. The 2 Victorian Cemeteries at Mitcham Road and Queens Road already reclaim grave for burial and have done since 2006. There is also the potential to re-use graves (6000-8000 approx.) that are already full using the appropriate legislation.

This process would require project team to be established and additional funds. In addition to this as this is an extremely sensitive topic detailed prescriptive legal processes' have to be followed. This feasibility work should commence over the next 2 – 3 years.

HEALTH INFRASTRUCTURE: BURIAL GROUND

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2023/28	2028/33	2033/38	2038/43							
NEW BURIAL GROUND	Tandridge	Y	Y			LBC	Tandridge District Council	£1,800,000	LBC Capital Programme	£1,800,000	-	3

EMERGENCY SERVICES INFRASTRUCTURE: METROPOLITAN POLICE

What?

In terms of the existing provision in the Borough, this is set out in the following table. In terms of the future requirements, these are set out below and involve the following:

- S106 funding; and
- Neighbourhood Police facilities.

Where?

Borough-wide

When?

Ongoing

Why?

The growth in homes, offices and other uses will significantly increase the need for policing and the cost for associated infrastructure.

Where are we now?

The Metropolitan Police Service has worked up a charging formula, contained within a calculator. This provides a clear methodology for linking the scale of new development, the demands on policing and the cost of new policing infrastructure arising. This is based on the formula widely used by other Police and Crime Commissioners. The approach has been tested at appeals and in the High Court and found to be procedurally compliant.

What are the next steps?

The impact of large-scale development on the Metropolitan Police has funding implications, and it is widely accepted that policing infrastructure can be included within CIL and s106 obligations. S106 infrastructure is not limited to buildings and could include equipment such as surveillance infrastructure, CCTV, staff set up costs, vehicles, mobile IT and Police National Database. A breakdown of non-property related infrastructure sought by the MPS in the future is detailed below.

• Staff set up costs

- Uniforms.
- Radios.
- Workstation/Office equipment.
- Training.

• Vehicles

- Patrol vehicles
- Police community support officers (PCSO) vehicles.
- Bicycles.

- **Mobile IT:** The provision of mobile IT capacity to enable officers to undertake tasks whilst out of the office in order to maintain a visible presence.

- **CCTV technologies:** Automatic Number Plate Recognition (ANPR) cameras to detect crime related vehicle movements.

- **Police National Database (PND):** Telephony, licenses, IT, monitoring and the expansion of capacity to cater for additional calls.

The MPS also has an emerging infrastructure requirement for neighbourhood police facilities that can provide a base of operation for officers of the MPS and can be secured through S106 agreements. Further information on the neighbourhood police facility will be disclosed soon.

Risks and Mitigations

EMERGENCY SERVICES INFRASTRUCTURE: METROPOLITAN POLICE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
NEIGHBOURHOOD POLICE FACILITIES	TBC	Y	Y			MET POLICE	MET POLICE, MOPAC	TBC	S106	TBC	TBC	1

What?

Review existing London Ambulance Service estate, establish deficiencies and requirements, develop new Estate Strategy

Where?

Borough-wide

When?

2023-2028

Why?

To understand the current estate, investment requirements, operational impact and to plan for future requirements

Where are we now?

The Trust has embarked upon a new Estates Vision that will cover the next 5 financial years

This vision has been discussed and agreed with the five London ICS's and the London Estates & Infrastructure Board

What are the next steps?

With respect to LB Croydon the following are presumed:

Existing ambulance stations will be enhanced and upgraded at a cost of c£8m

A new ambulance station will be provided around the southern end of the Purley Way at an estimated cost of c£15m

Separate to this LAS is due to re-provision its south London Integrated Urgent Care/ NHS 111/ Clinical Assessment Service Control Centre within central Croydon at an estimated cost of c£6.5m

EMERGENCY SERVICES INFRASTRUCTURE: LONDON AMBULANCE SERVICE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
REVIEW EXISTING LONDON AMBULANCE SERVICE ESTATE, ESTABLISH DEFICIENCIES AND REQUIREMENTS, DEVELOP NEW ESTATE STRATEGY	Borough wide	Y				London Ambulance Service	GLA LFB London Boroughs ICS NHS E & I Service Users Staff	£8m	tbc	tbc	tbc	2
A NEW AMBULANCE STATION	Purley Way					London Ambulance Service		£15m	tbc	tbc	tbc	
London Integrated Urgent Care/ NHS 111/ Clinical Assessment Service Control Centre	Central Croydon					London Ambulance Service		£6.5m	tbc	tbc	tbc	

What?

Delivery of an additional training centre

Where?

Croydon Fire Station

When?

-

Why?

The Brigade wishes to increase the ability to train firefighters in order that they develop the skills to deal with incidents in tall buildings. To make this possible, a 6-storey Real Fire Training Venue (RFTV) is proposed. The new training facility will replace those already on site, which are no longer fit for purpose, and include a refurbishment of the current training centre and PEG building. Croydon Fire Station will remain operational during and after construction/refurbishment of these proposed training facilities.

Where are we now?

This project has been cancelled

What are the next steps?

All activities have now ended

EMERGENCY SERVICES INFRASTRUCTURE: LONDON FIRE BRIGADE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
-	-	-				-	-	-	-	-	-	-

What?

The Growth Zone programme was originally established in 2016. It ring-fenced business rates growth from April 2018 for a period of 16 years to enable borrowing to fund infrastructure to support growth. It was meant as a virtuous circle – early investment in infrastructure would lead to faster and better growth, which would in turn provide the business rates to repay the loan taken to fund said infrastructure.

The original Growth Zone programme included an estimated £520 million of projects supported by an initial £7m revenue grant from Central Government and a loan of £309.9 million, with the balance (circa £210 million) met from other sources including TfL, the GLA or S106 planning obligations.

The programme included the following workstreams:

- Public realm
- Transport
- Parking delivery management
- Construction and logistics management
- Inward investment, marketing & tourism
- Social infrastructure
- Energy and Smart City
- Culture

Where?

The business rate retention scheme only applies to the businesses located in the area defined as “Growth Zone” in the relevant Statutory Instrument (2018 No2013). However, the Growth Zone programme is aligned with the Opportunity Area (rather than the Growth Zone retention area). Projects financed by the scheme may be located anywhere within the Opportunity Area, or even outside if it can be demonstrated that they would unlock growth within it.

When?

The programme is based on a period of 16 years (2018 to 2034).

Why?

Following the adoption in 2013 of the Croydon Opportunity Area Planning Framework, Croydon Council, the Greater London Authority (GLA) and Transport for London (TfL), jointly commissioned in 2014 a study to understand the

infrastructure needs of the Croydon Opportunity Area. This study identified a series of infrastructure projects and estimated that the public sector support to drive this change would amount to around £1bn.

Where are we now?

In preparation of the rapid increase in construction and Heavy Goods Vehicles (HGVs), a number of initiatives were implemented to keep Croydon moving and open for businesses at all times, including a construction and Logistics Forum, a utility collaboration project with the GLA, Travel Demand Management measures etc. The Growth Zone cultural programme is supporting Croydon Borough of Culture 2023 (funding award won in 2020). Meanwhile schemes have been delivered on College Square and High Streets, while permanent public realm proposals are in planning for the Minster and the Fair Field. A number of temporary cycle lanes were delivered during the pandemic, and a number of additional projects remain in the early stages of scheme development. Coordination with TfL and National Rail is happening.

What are the next steps?

Due to change in circumstances, the priority is the review of the Growth Zone financial model that helps forecast the borrowing power of the programme. Many projects are currently on hold (Energy Centre, the Fair Field) or progressing in a reduced capacity (Construction Logistics, Social Infrastructure).

Risks and Mitigation

The £309.9m loan was based on the estimated future business rates the programme would be able to retain in the future, and therefore the repayments the programme would be able to make against that loan. When the Growth Zone financial model was built, a significant proportion of the estimated future business rates was dependent on the Whitgift Centre redevelopment being delivered as the programme was in 2018.

The combination of the redevelopment of the Whitgift centre being slower, plus the impact of the pandemic that has affected the High Streets means that the borrowing power of the Growth Zone programme and therefore its financial profile needs to be reviewed, as well as the associated programme of infrastructure. The review of the Growth Zone’s financial model is ongoing however, it is expected that the programme will need to be considerably reduced.

As a programme spanning over a couple of decades based on predicted future business rates it was always envisaged that the strategic direction of the growth Zone, as well as its financial profile might flex and change over time and would need to be reviewed regularly. The governance of the Growth Zone programme was established to reflect this, so the programme is in a good place to accommodate this change of pace and scope.

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: GROWTH ZONE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
GROWTH ZONE	Opportunity Area and corridors	Y	Y	Y		LBC	LBC, GLA, DLUHG, TfL, Network Rail	£520m	GZ funding, £7m DCLG grant, s106, TfL	TBC informed by GZ financial model review	TBC	3

What?

A programme of public works to improve Croydon's streets, squares and open spaces

Where?

Borough-wide

When?

On-going

Why?

Further investment throughout the plan period is necessary to create an attractive environment that will secure inward investment and establish the right conditions for a growing residential community, as well as for those who work in and visit Croydon.

Where are we now?

The Council successfully secured £50m of funding in 2012 to deliver public realm improvement schemes mainly located within the Croydon Opportunity Area. This included £23m from the London Mayor's Regeneration Fund. The majority of these schemes have already been completed with a few being completed in 2018.

Since then, further funding was secured to deliver public realm improvements in Thornton Heath and South Norwood District Centres. The improvements to Station Road in South Norwood completed in 2018.

A funding bid was submitted to the GLA Good Growth fund in late 2018 for further interventions in South Norwood, including light touch public realm improvements to sites on the High Street and Portland Road. This was successful and delivery of these works is planned to complete by 2022.

Funding has been secured to deliver public realm improvement schemes in the Growth Zone area. The funding will help the delivery of projects that were identified through the multiple Croydon Opportunity Area's Masterplans and /or in the Croydon Opportunity Area Planning Framework and the projects that have not been delivered (partly or entirely) through previous funding streams.

What are the next steps?

- To continue delivery of the Growth Zone Public Realm Programme
- Feasibility to explore further public realm works in South Norwood.

Risks and Mitigation

Delays and cost increases due to externalities - mitigate through good project management and governance and continuous engagement with third parties.

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: PUBLIC REALM IMPROVEMENTS

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
EAST CROYDON	COA	Y	Y			LBC	LBC, Network Rail, TfL, HCA, Royal Mail Group, Menta, Stanhope Schroder's	£5,240,000	Network Rail, LBC Capital Funding, Growth Area Fund, S106, MRF, TfL, , TfL LIP Major Scheme	£4,100,000 TfL, £1,040,000 GLA, £280,000 NR, £20,000 TfL	£-200,000	3
WEST CROYDON	COA	Y				LBC, Network Rail	LBC, GLA, Network Rail, TfL, Barratt Homes, CBRE, Investors, Mapeley, Portman Square Holdings, Purespace Group, St Michael and All Angels Church, Canmoor	£4,900,000	MRF	£4,900,000	-	3
HIGH STREETS	COA	Y				LBC	LBC, GLA, TfL, Local Businesses and communities	£10,000,000	MRF, TfL, Growth Area Fund	£10,000,000	-	1
MEANWHILE PUBLIC REALM PROJECTS	COA	Y	Y			LBC	LBC / tbc	£1,600,000	Growth Zone	£1,600,000	-	2
RECONNECTING OLD TOWN LIVEABLE NEIGHBOURHOOD	COA / WADDON	Y	Y			LBC	LBC, TfL	£17,0000	TfL Liveable Neighbourhoods, Growth Zone, S106, LIP	TBC – TfL & Growth Zone funding suspended at current time	TBC	2

What?

The borough's district centres and high streets are identified as a key priority for regeneration in the Local Plan. In some of the borough's district centres (Purley, Thornton Heath, South Norwood and New Addington) ambitious regeneration plans are already being progressed (see relevant sections of the IDP) as well as for Waddon in the Purley Way transformation area (see relevant section of the IDP). However, in line with strategy set out in the Local Plan, projects and proposals will also be identified for the borough's other district centres and high streets to support their economic renewal and regeneration. There are also projects identified elsewhere in the IDP that may also be relevant to these centres (for example for parks and sports facilities, business and workspace, housing, air quality, highways, parking, public transport and sustainable transport).

Where?

Addiscombe, Norbury, Crystal Palace, Selsdon, South Croydon, Coulsdon, Broad Green;(local centres but in close proximity to Croydon Town Centre and where there are opportunities for regeneration); Kenley, Sanderstead and Shirley

When?

2020-2040

Why?

To help deliver regeneration in the borough's district centres and high streets in line with the borough's economic renewal plans and relevant policies set out in the Croydon Local Plan.

Where are we now?

Data and intelligence gathering to identify the interventions needed to support Good Growth of the borough, in line with the ambitious housing targets set for the borough; and to support successful high streets in light of current and future challenges to their survival.

What are the next steps?

To the exception of existing programmes (Connected Kenley, South Norwood and Growth Zone), due to the Council current resources it is not expected that any noticeable progress will be made next year.

Risks and Mitigation

There are risks around securing funding to undertake projects beyond the initial feasibility stage. Resources will need to be identified in relation to short, medium and longer term aspirations. Engagement with landowners, infrastructure providers and other key stakeholders may also be required where appropriate.

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: PLACES AND DISTRICT CENTRES

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
Places and District Centres	-Borough-wide	0	-TBC	-TBC	-TBC	-LBC	-Various	-TBC	-TBC	-TBC	-TBC	2

What ?

Phased public realm improvements in the East Croydon Masterplan area

Where?

Croydon Opportunity Area

When?

On-going

Why?

The East Croydon Masterplan brings together developments including Stanhope Schorder's Ruskin Square and Menta Morello's Cherry Orchard Road, to create a new urban quarter with an improved transport interchange and railway station. Enhanced public realm will tie together the various proposals and connect the area with the improvements planned for Wellesley Road and College Green. New station entrances to the north-west and north-east will increase capacity and better provide for Croydon's forthcoming developments. There are further enhancements to the rail infrastructure in development– this is being led by Network Rail as part of their Brighton Main Line Upgrade proposals. These build on the objectives and principles set out in the East Croydon Masterplan and Croydon OAPF.

Where are we now?

Improvements to the Dingwall Road roundabout, the new station bridge and the delivery of new public realm to provide new access to the station on the Ruskin Square site were completed. In addition to this, the phase one public realm improvements have been completed on George Street and around the main station concourse.

The new step-free public link from Caithness Walk to the main station concourse via Boxpark has been completed, and phase one of the Morello scheme on Cherry Orchard Road is complete with phase two currently under construction. One residential and one commercial building have also been completed in the Stanhope and Schroder site, with a second commercial building under construction. Subsequent phases including associated public realm are in development.

Boxpark has provided extended improvements to public realm on George Street while the Morello scheme on Cherry Orchard Road has provided upgrades to existing footways. Stanhope has recently completed Ruskin Square, a new piece

of public realm in front of No. 1 Ruskin Square which leads to the step-free public link.

Phase 2 public realm improvements have been completed on the area around the bus station.

What are the next steps?

- Further delivery of public realm improvements associated with the Morello development is to continue on Cherry Orchard Road including the progression of the project to deliver a link across the Menta site to connect to the eastern end of the station bridge and further public realm improvements.
- Future East Croydon Masterplan public realm components to commence through private development components (e.g. Stanhope and Schroder components), Network Rail and the council's Growth Zone delivery programme.

Risks and Mitigation

Risks include delays due to the complex nature of work in transport interchange environment, disruption, conflict with other projects, budget pressures and, cost overruns. These can be mitigated by continued close working with TfL and Network Rail, on-going coordination between stakeholders including developers and by using good project management processes and protocols. New bids for grants and funds may also need to be considered as they become available. Further, review of the scale and quantum of public realm may need to be reviewed post Covid-19 to ensure there is sufficient space for safe use of pedestrian environments.

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: EAST CROYDON

PLANNED PROVISION	WHERE	WHE N				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/ 25	2025/ 30	2030/ 35	2035/ 40							
INCOMPLETE ELEMENTS OF PHASE 1 AND PHASE 2 IMPROVEMENTS INCLUDING, GEORGE STREET, BILLINTON HILL, DINGWALL ROAD AND CHERRY ORCHARD ROAD	COA	Y				LBC	TFL/GLA/NR/ Developers	TBC	S106 / TfL / Growth Zone/ Developer delivery	TBC	TBC	3
PHASE 3 PUBLIC REALM IMPROVEMENTS ASSOCIATED WITH REDEVELOPMENT OF EAST CROYDON STATION	COA		Y			LBC		TBC	S106 TBC	TBC	TBC	1

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: WEST CROYDON

What?

Public realm improvement

Where?

Croydon Opportunity Area

When?

On-going

Why?

The West Croydon Masterplan takes a co-ordinated approach to ensure the delivery of a new station and interchange, optimised development potential and a transformed and well-connected public realm and also provides a narrative that sets the scene for a cluster of new buildings.

Where are we now?

Public realm improvements jointly funded by GLA and LBC on Station Road, London Road and North End have been completed.

TFL have completed construction of the new bus station and most of the associated public realm improvements.

St Michael's Square planning application has been granted planning permission and works have commenced.

A new project to improve the station and provide surrounding mixed use development is being developed with the first phase design and feasibility completed.

What are the next steps?

Ongoing discussions with landowners to bring forward development with public realm improvements as part of it.

Ongoing construction of the St Michaels Square development including delivery of a new public square and pedestrian route through to Poplar Walk.

Risks and Mitigation

Delay due to the complex nature of work in the transport interchange will be mitigated by continued close working with TfL and Network Rail.

Another key risk involved is delay due to the complex nature of the schemes and

financial uncertainty in a post Covid-19 scenario and to mitigate this risk, careful working with the local planning authority, key stakeholders including developers and using good project management processes and protocols are in place. New bids for grants and funds may also need to be considered as they become available.

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: WEST CROYDON

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
REMAINING ELEMENTS OF PHASE 1 AND, PHASE 2 PUBLIC REALM IMPROVEMENTS	COA	Y				LBC	LBC,-TFL/GLA/ NETOWRK RAIL/ LONDON SQUARE/ CROYDON PARTNERSHIP	TBC	Growth Zone	TBC	-	3
PHASE 3 PUBLIC REALM IMPROVEMENTS ASSOCIATED WITH REDEVELOPMENT OF WEST CROYDON STATION	COA		Y			LBC	LBC, TfL and developers	TBC	S106/Growth Zone/ Developers	TBC	TBC	1

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: MID CROYDON

What?

Public realm improvements Phase 1/2 - All public realm component projects in the Mid Croydon area as set out in the Mid Croydon Masterplan and Opportunity Area Planning Framework

Where?

Croydon Opportunity Area

When?

All phases by 2031

Why?

The Mid Croydon Masterplan addresses the area between George Street, Park Lane, Fell Road and the High Street, incorporating Park Street, the St. George's Walk office and retail development, Katharine Street, Queen's Gardens and the former Taberner House site. The area is vital to the success of regeneration plans for Croydon Metropolitan Centre and the borough as a whole. Substantial development, including new homes, improved transport, and public realm improvements are expected to deliver major change.

Where are we now?

The public realm components for Mid Croydon are defined in the Mid Croydon Masterplan and the Opportunity Area Planning Framework. New at-grade crossings on Park Lane and the Flyover have improved access to and permeability of Mid Croydon.

Improvements to public realm in the immediate vicinity of Bernard Weatherill House have also been made in line with the Masterplan.

Planning consent is in place for a residential conversion of St George's Tower in line with the Mid Croydon Masterplan, with construction underway.

Planning permission was granted for the new proposals of the Taberner House site in 2017 including designs for improvements to Queens Gardens. This is also in construction with detailed conditions for the landscape designs due to be discharged and landscape works completed.

Phases 1 and 2 of the temporary High street pedestrianisation works have been completed with the remodelling of the carriageways, diversion of buses and relocation of the taxi rank all completed. Meanwhile Croydon interventions including lighting installations, a parklet, ground art and greening have all been

installed and well used through a programme of summer events and activities for three years.

What are the next steps?

Works due to complete on the remodelling of Queens Gardens by Taberner House developers HUB as part of S106 commitments.

Temporary public realm measures to accommodate north/south cycling are proposed to be made permanent later this year.

The areas that can be pedestrianised permanently within the masterplan area and those that may need to be opened up will be discussed with TfL to ensure buses can operate efficiently

Risks and Mitigation

Risk: Disruption and conflict with other projects. Other key risk involved is delay due to the complex nature of the schemes and financial uncertainty in a post Covid-19 scenario.

Mitigation: These can be mitigated by continued close working and coordination between stakeholders including developers and TfL and, by using good project management processes and protocols.

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: MID CROYDON

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
QUEEN'S GARDENS	COA	Y				Hub (developer)	LBC	£1,300.000	S106	£1,300.000	-	/3
INCOMPLETE ELEMENTS OF PHASE 1, AND, PHASE 2 PUBLIC REALM IMPROVEMENTS	COA	Y	Y			LBC + Developers	LBC + Developers	-TBC	S106/Growth Zone / through private development	-TBC	-	2

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: FAIRFIELD

What?

Public realm improvements

Where?

Croydon Opportunity Area

When?

By 2026

Why?

The Fairfield Masterplan was prepared jointly by Croydon Council and local stakeholders to realise the area's potential and rediscover its role as a thriving regional destination for culture and learning. The adopted Masterplan provides a phased long-term framework for delivering the transformation of the area.

Where are we now?

In 2014, planning permission was given to two significant developments in the Fairfield Masterplan area on the vacant Croydon College site (FF8) and the former Essex House site (FF3). These approved plans include a requirement on the developers to deliver a key public realm component from the Fairfield Masterplan, the upgraded 'station link' from George Street to College Green (FF11).

In 2017, a Council led hybrid planning application was granted planning permission for a scheme covering the entire Fairfield Masterplan area. The proposed scheme includes refurbishment to the Fairfield Halls, the College Car Park and public realm improvements including the delivery of improvements to College Green, Fairfield Forecourt and the station link, as the detailed first phase and the remainder of the area is covered by parameters and a design code.

In 2016, a planning application was also submitted for the Mondial site opposite East Croydon station, which was granted planning permission in 2017. Like the 2014 schemes for FF8 and FF3, this scheme includes proposals to enhance the public realm in coordination with these other sites and to deliver a 'station link'. The 2017 hybrid application has been subject to a few amendments and has since been phased differently. The refurbishment works to the Fairfield Halls are now complete. The site for the detailed residential component, 'Fairfield Homes,' was recently put up for sale by the council. The College Green improvements have also since been subject to a new competitive tender (which took place in 2019) to elevate the design quality and deliver a world class destination space. The Council is leading on this project, now titled 'the Fair Field with a planning application currently in for determination.

The former Essex House site (FF3) was purchased by Tide Construction and is now completed. It includes a new public 'winter garden' space at George Street front, as well as ground floor cultural facilities. Tide Construction have also purchased the vacant Croydon College site (FF8) and have had a new planning application approved for it which improves and provides a key part of the 'station link.' This scheme is now under construction. Permission was also granted on the former Croydon College Annex site for a new residential building with a creative and cultural enterprise centre and ancillary exhibition space on ground and first floor.

What are the next steps?

The Council to continue to work with stakeholders of emerging schemes to ensure a step free 'station link' and coordinated public realm for the entire masterplan area and bring forward early win improvements

Risks and Mitigation

The key risk involved is delay due to the complex nature of the schemes and financial uncertainty in a post Covid-19 scenario. These can be mitigated by continued close working and coordination between stakeholders including developers and by using good project management processes and protocols. New bids for grants and funds may also need to be considered as they become available. Further, review of the scale and quantum of public realm and amenity provision, particularly in private developments may need to be reviewed post Covid-19 to ensure there is sufficient space for safe use of pedestrian environments.

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: FAIRFIELD

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
FAIRFIELD PUBLIC REALM	COA	Y				LBC/'Fairfield Homes' Developer	LBC/'Fairfield Homes' Developer	£10,200,000	'Fairfield Homes' Developer, LBC, Coast to Capital	£250,000	£9,900,000	3
'STATION LINK'	coa	y				'Fairfield Homes' Developer / Tide / LBC (for a public art beacon)	'Fairfield Homes' Developer / Tide / LBC (for a public art beacon)	TBC	'Fairfield Homes' Developer/ Tide / LBC (for a public art beacon)	0	TBC	3

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: OLD TOWN

What?

Public Realm Improvements

Where?

Croydon Opportunity Area

When?

By 2026

Why?

The Old Town Masterplan sets out how the area of Old Town could be improved for people living, working and shopping in the area over the next 20 years. It is a supplementary planning document that sets the parameters for development of the buildings, streets and public spaces in The Old Town and also to look at how movement in, out and around the area could be improved by all modes of transport. It also recommends how the heritage assets of the area can be preserved, enhanced and celebrated.

Where are we now?

MRF funded meanwhile uses at Reeves Corner have been completed and opened.

Sustrans/LIP funded environmental and public realm improvements have been delivered around Reeves Corner.

GLA/S106 funded public realm improvements have been completed, enhancing pedestrian and cycle connections to Wandle Park.

Upgrading of Surrey Street public realm and building frontages have been completed.

Planning consent was achieved for the redevelopment of a site on Cairo New Road in line with the adopted Masterplan, including public realm improvements. This scheme is nearing completion.

Development proposals came forward for other key development sites in the Old Town area with a number of applications granted.

What are the next steps?

- Further planning applications are expected to be submitted for key development sites in the Old Town Masterplan area.

- Next steps are the implementation of all outstanding Old Town Masterplan public realm improvements at part of the Growth Zone. The first of these projects will be the Minster Green & St John memorial garden and an associated heritage trail – this is undergoing detail design development with diocese consent granted. Works on this project will commence in the middle of this year.
- Cairo New Road development will be completed.

Risks and Mitigation

Risk: Delay due to the complex nature of the schemes and financial uncertainty in a post Covid-19 scenario. These can be mitigated by continued close working and coordination between stakeholders including developers and by using good project management processes and protocols. New bids for grants and funds may also need to be considered as they become available. Further, review of the scale and quantum of public realm and amenity provision, particularly in private developments may need to be reviewed post Covid-19 to ensure there is sufficient space for safe use of pedestrian environments.

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: OLD TOWN

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
ALL REMAINING PUBLIC REALM IMPROVEMENTS	COA	Y	Y	Y		LBC	Old Town Masterplan Stakeholder Board inc. developers	TBC	Various including LIP/LBC/S106/GLA/ Sustrans, Growth Zone / through private developments	-TBC	-	2
THE MINSTER AND ST. JOHN'S MEMORIAL GARDEN PUBLIC REALM IMPROVEMENTS	COA							£3,600,000	106, LBC, GZ	£1,000,000	£2,600,000	2

What?

- Non Statutory Guidance for development and investment in the area including a vision for the Purley District Centre area which encourages sustainable and high quality growth, enhancing the town centre through residential and mixed use intensification, better streets and public spaces and a shift in the movement hierarchy towards priorities to promote more walking and cycling.
- Plan for public spaces and routes that support social and economic prosperity, inclusivity, accessibility to cultural facilities and night time economy of Purley's high streets.
- Transport strategy to improve links and connectivity to, from and around the area, and to reconfigure the Purley gyratory which divides the centre.

Where?

Purley District Centre and its environs

When?

Ongoing

Why?

The regeneration of Purley is a key component in the delivery of the wider vision for Croydon. The district centre is strategically well connected with public bus and rail links to Gatwick, Croydon and central London and is a major junction of the A23 and A22 roads. Purley also has on a series of significant sites, a number of which have emerging proposals.

In light of this changing context and range of opportunity sites it is key to ensure that alongside the statutory engagement with the Local Plan and Planning Applications, the needs of the local community are heard and fed into future development. There is also a need to ensure the changes brought by the emerging developments benefit the wider area.

Unlocking opportunity sites would provide significant regeneration benefits, including new high quality residential accommodation, the growth of independent shops and restaurants to rejuvenate the day and night-time economy, a new health centre and a new multipurpose Enterprise Centre to facilitate commercial activity, boost the local economy and provide new cultural and community services.

All this would be supported by improved and new transport links to increase connectivity, not just for residents of District Centre but also for the Croydon Growth Zone.

Where are we now?

The final vision and regeneration framework is drafted and is published for final comments from the community groups, businesses, landowners and developers with the aim of delivering the vision for Purley as identified in the framework.

Risks and Mitigation:

Risk: Delays and /or failure in developing the vision due to lack of secured funding.

Mitigation: Identify funding opportunities through the framework and where appropriate work with landowners, developers, infrastructure providers and other stakeholders to deliver short, medium and long term projects.

Risk: Purley is in a flood risk area Zone 2

Mitigations: The framework will need to have a robust flood risk strategy built into any design proposals in order to avoid exacerbating and to help reduce the current risk.

Risk: Delays agreeing to a strategy for Purley Gyratory due to complex nature of work required, high costs, and the consents required from different stakeholders. Additional delays also due to reduced staff numbers and shifting priorities at TfL due to Covid-19.

Mitigation: Through early pre Covid-19 engagement and a close working with TfL, council highways and transport teams there is continued dialogue with TfL. Good project management, frequent programme reviews and protocols will further ensure delays are identified and mitigated in advance.

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: PURLEY STRATEGIC REGENERATION FRAMEWORK

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
PURLEY STRATEGIC REGENERATION FRAMEWORK DELIVERY	Purley	Y	Y			LBC	LBC/TfL/Network Rail/Purley BID	£TBC	Regeneration Feasibility Budget	£73,580	-	2
PURLEY GYRATORY	Purley	Y	Y	Y		LBC	LBC/TfL	TBC	TBC	-	-	2

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: THORNTON HEATH

What?

The creation of a non statutory regeneration framework to guide future development plans for the area around Thornton Heath High Street, informed by extensive stakeholder and community engagement, alongside relevant research and data analysis. The framework will describe how the council and our community partnership can continue to invest in and improve the spine of Thornton Heath, and how we can work collaboratively with developers and businesses to achieve this.

This will provide a manual that gives an up to date evidence base, a vision for how the local economy could evolve in the future, updated guidance on the key relevant development sites, recommendations on the actions which can support the equitable evolution of the area, and suggested measures for monitoring and gauging change.

The Council is installing a new urban green at the heart of Thornton Heath on Ambassador House Forecourt. This new space will include new lighting, planters and artwork by local artists. This is the final stage in the public realm improvements scoped out under the 2016-2019 Regeneration Programme and is being delivered in partnership with the Nature Needs Heroes launched in November 2019. A community gardening club will be established to grow and maintain the new space.

Where?

Thornton Heath High Street and key sites around that corridor which have been identified within the Local Plan.

When?

The Regeneration Framework is complete

Why?

Thornton Heath is a thriving and busy place, well connected by road and public transport. It acts as a key route into Croydon from the North, and is a desirable place to live with excellent accessibility to Croydon Town Centre, Central London and South London hubs. However, there are pockets of extreme deprivation locally, and the area suffers from negative public perceptions, particularly in relation to crime and community safety. Thornton Heath benefits from a very strong local community network, with local people keen to see positive change in their area.

Several of the key high street sites are already being considered for housing and mixed-use development. Change is coming to Thornton Heath so the framework is a means by which the needs of the local community can be heard and used to influence the landowners of key sites. The intention is that regeneration is shaped so it benefits the wider community while development on the key sites acts as a major catalyst for the regeneration of Thornton Heath.

The Ambassador House building is mostly vacant, with few of the ground floor commercial units occupied. The forecourt is a hot spot for ASB and the local community are weary of using it. What's more, it is in a central location on the high street so its poor image damages Thornton Heath's reputation and perceptions of the area on first arrival after leaving the station.

Where are we now?

The Council launched the microsite and online surveys scheduled in August 2021.

The Ambassador House forecourt public realm works are complete, barring some small final bits.

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: THORNTON HEATH –COMPLETED

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
AMBASSADOR HOUSE FORECOURT	Ambassador House Forecourt, Thornton Heath	Y				Croydon Council	Urban Growth, Tomos Design, Bareface, Van Dang (Studio Tiger), Kinc, Skanska, Sugar for My Soul and National Park City	£100,000	Croydon Council	£100,000	£0	1
THORNTON HEATH HIGH STREET REGENERATION FRAMEWORK	Thornton Heath High Street	Y	Y			Croydon Council	LBC, Network Rail, TFL, local developers and landowners	TBC	Croydon Council	TBC	TBC	1

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: SOUTH NORWOOD

What?

Placemaking initiatives including public realm, signage and wayfinding improvements; improvements to key community assets; the reactivation of empty shops and investment in heritage shopfronts and building facades within a specific geographic zone defined as the Heritage Action Zone (HAZ) boundary area which includes High Street, Station Road and parts of Selhurst Road and Portland Road; a programme of business support and capacity building for the local community network; development of We Love SE25, a town team organisation providing a cohesive voice for South Norwood's resident, business and community organisations and helping to steer local regeneration plans; development of the local creative and cultural infrastructure; a programme of cultural activities delivered alongside heritage focussed improvements; development of employment opportunities in local high street businesses and activities in the built environment for young people and the wider community.

Where?

South Norwood and Woodside

When?

From 2019 to 2028

Why?

As an important District Centre to the north of central Croydon, and one of the Borough's 16 Places, South Norwood has a distinct and specific identity and holds significant potential. Its busy high streets act as hubs for the local community and play an important role in the local economic life of this part of Croydon. Its businesses and social infrastructure need support to guarantee their sustainability in the face of the change brought by rising property prices and an influx of new communities. There is also a strong creative community embedded on the high streets and in its hinterland which faces similar pressures to local businesses.

Where are we now?

Funding from the Mayor of London's Good Growth Programme was secured in 2019 to kick-start the regeneration of the District Centre over three years, delivering a range of projects across four workstreams. These include placemaking, the reactivation of empty commercial units as shops and

workspace, improvements to key, high street community assets and business support and community network capacity building. The programme deadline has been extended to March 2023 following the disruptions of consecutive lockdowns in 2020 and 2021. In 2020, further funding was secured from Historic England's High Streets Heritage Action Zone programme to invest within the HAZ boundary zone, a defined area within the South Norwood Conservation Area. This programme focusses on securing and safeguarding the built heritage, including Stanley Arts. The Conservation Area Appraisal and Management Plan was refreshed as part of the programme and adopted in July 2022. Funding is also allocated to a programme of community engagement to embed an understanding and appreciation of the benefits of heritage to the local economy and community. Additional funding was secured from Historic England's High Streets Heritage Action Zone Cultural Programme in 2021 to deliver cultural activities across the HAZ boundary area over three years in parallel with the main programme works.

To date, two community hub development projects have been delivered as part of the regeneration programme. Socco Cheta Community Hub on Portland Road reopened in summer 2022 following a comprehensive refurbishment programme. Stanley Arts opened flexible, affordable co-working space in October 2022 funded by the Mayor of London's Good Growth Fund and an initial phase of repairs to the heritage fabric of the public spaces in the complex were delivered with High Streets Heritage Action Zone funding. The council's programme funding helped Stanley Arts to secure an additional £270,000 external funding from National Heritage Lottery Fund, Architectural Heritage Fund, Theatres Trust and from Stanley Arts' reserves.

What are the next steps?

The initiatives of the Good Growth Programme will continue to be delivered, including improving the accessibility and flexibility of The Shoestring Theatre, the home of Croydon Youth Theatre Organisation. A second phase of works funded through the High Streets Heritage Action Zone will be delivered at Stanley Arts, focusing on the South Norwood Hill façade and its integration into the wider public realm. Placemaking initiatives within the HAZ boundary zone developed in collaboration with the local community will be delivered. The business support programme and community network capacity building will continue to March 2023. A grant programme combining funds from both programmes will be rolled out delivering shopfront and heritage uppers improvements in the HAZ boundary area

in collaboration with private landlords and local businesses. Alongside heritage-focussed engagement activities, the council will also support a community-led culture programme to celebrate the local character and heritage of South Norwood and make the high streets a key place to experience and participate in culture.

Risks and Mitigation:

Failure to secure agreement from private landlords to contribute to improvements to heritage properties as part of High Streets Heritage Action Zone programme. Develop engagement demonstrating the benefit of heritage-led regeneration programmes and evidence of positive feedback from previous programmes. Potential overspend on the programmes, in which case the outputs of the project will be re-profiled or the project contingency will be utilised. Failure to secure funding, in which case the additional list of regeneration projects will not progress.

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: SOUTH NORWOOD

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/3	2035/4							
GOOD GROWTH FUND PROGRAMME	South Norwood and Woodside	Y				LBC	LBC/GLA	£1,506,079	GLA/LBC	£1,506,079		(2)
HIGH STREETS HERITAGE ACTION ZONE	South Norwood and Woodside	Y				LBC	GLA/LBC/ Historic England	£ 955,544	Historic England	£ 955,544		(2)
HIGH STREETS HERITAGE ACTION ZONE CULTURAL PROGRAMME	South Norwood and Woodside	Y				Stanley Arts	Historic England	£99,750	Historic England	£99,750		(1)
COMMUNITY PLAN – OTHER PROJECTS	South Norwood and Woodside	Y	Y			LBC	We Love SE25 / South Norwood Business Network / South Norwood Net / Clocktower Market / Stanley Arts / CYTO / All Heads Recognized	Tbc	Tbc	-		(1)

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: PURLEY WAY

What?

The masterplan SPD provides co-ordinated spatial guidance for new mixed-use centres across the Purley Way area, which accommodate a step change in residential development, along with intensification of the designated Strategic Industrial Locations, the social and physical infrastructure needed to support this new development, and improvements to the pedestrian and cycling environment. The masterplan is supported by a comprehensive evidence base which includes analysis of existing urban condition and architecture, socio-economic characteristics including a detailed survey of local economy activity, property market and viability, and sustainable transport issues and opportunities. The masterplan has directly informed the policies included within the Purley Way Transformation Area chapter for the Local Plan Review.

Where?

The Purley Way area, which stretches from Lombard Roundabout to the north, and Purley Way Playing Fields to the south. Redevelopment is concentrated on the areas which currently accommodate big-box retail units accompanied by large surface car parks. The area includes a number of key transport infrastructure nodes including Waddon Station, Waddon Marsh and Ampere Way tram stops and the Fiveways junction. The Purley Way (A23) itself is a strategic transport and servicing route owned by TfL.

When?

The masterplan SPD will be finalised following the Examination of the Local Plan Review, and will be adopted alongside the LPR.

Why?

The Purley Way area has been identified as a strategic area of transformation area that has the potential to provide both significant housing growth and the expansion of employment opportunities, supported by new infrastructure and facilities including new transport and social infrastructure, and a generous and inclusive public realm.

Where are we now?

The masterplan and associated Local Plan Chapter for Purley Way Transformation Area includes a number of proposals for improved infrastructure which include:

- Social infrastructure including schools and health centres according to demand created by proposed development

- Improvements to the Purley Way Corridor including upgraded cycling and pedestrian facilities, and enhanced greening
- Removal of pinch points along the Purley Way Corridor to unlock potential for better cycle lanes or larger infrastructure in the long term (see below)
- Delivery of walkable and cyclable east to west routes across masterplan area
- Stitching into the borough's wider Green and Blue Grid ambitions by proposing improved green links to local green assets as well as proposal to deculvert the River Wandle.
- Delivery of smart city infrastructure
- Car park standards – a specific approach for Purley Way that aims to reduce parking (and therefore car use) within new development, gradually over phased periods
- The delivery of larger transport infrastructure including: improvements to buses, Rapid bus priority measures, junction improvements, Waddon Station upgrade, and tram extension are tied to a Grampian condition within the Purley Way TA chapter. This sets out a cap to the number of homes that can be delivered before this infrastructure is required. See phasing below:

	Short-term	Medium-term	Long-term
Transport and parking measures			
CPZ study & consultation	✓.		
Transport modelling	✓.		
CPZ implementation		✓.	
Walking & cycling routes	✓.		
Borough wide car parking standards	✓.		
Purley Way Car Parking Standards 1		✓.	
Purley Way Car Parking Standards 2			✓.
Bus service improvements		✓.	

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: PURLEY WAY

	Short-term	Medium-term	Long-term
Bus service improvements		✓.	
New limited-stop bus service and super stops (subject to modelling)		✓.	
Rapid bus priority measures (subject to modelling)		✓.	
Junction upgrades (subject to modelling)			✓.
Capacity increases on existing tram network (subject to modelling)		✓.	
Waddon Station upgrade & enhanced services			✓.
Tram extension (subject to modelling)			✓.
Borough-wide behavioural change measures	✓.	✓.	✓.
Social Infrastructure			
Early Years (commercial opportunities throughout)	✓.	✓.	✓.
Primary school places		tbc	tbc
Secondary school places (beyond existing capacity and allocations)		tbc	tbc
Health care facilities		tbc	tbc
Open space & green grid			
Parklife project (Site Allocation 157)	✓.		
Improvements to other existing spaces	✓.	✓.	✓.
New spaces as part of development		✓.	✓.
Utilities			
Develop & implement utilities plan	✓.	✓.	✓.
Monitoring			
Growth Delivery Update		✓.	✓.

A Heads of Terms has been developed in order to retrieve contributions from developers that will support the delivery of infrastructure.

The council have commissioned the GLA's Infrastructure Co-ordination Service to undertake analysis of utilities across the masterplan area which will provide a set of recommendations around phasing and future engagement with providers. Shift in context

Since the masterplan and associated LP chapter for Purley Way has been drafted there has been a significant shift in context which includes:

- Croydon Council's financial challenges which have resulted in tight financial controls as part of a recovery plan to enable the council to be financially stable by 2024 – this significantly limits the council's ability to invest.
- Transport for London's financial challenges which has led to the pausing of the Fiveways junction improvements and potentially limits their ability to deliver / contribute towards significant transport infrastructure in the short-medium term, especially in terms of tram capacity enhancement projects.
- Impact of COVID-19 upon the industrial sector, which has seen a significant increase in logistics activity and demand for spaces to accommodate this activity in what was already a market dominated by the undersupply of space.
- Impact of COVID-19 upon residential trips linked to new working patterns.

TfL Transport modelling

In response to this, Transport for London are currently undertaking a transport modelling study which will include impact analysis - largely informed by the application of TfL's MoTion strategic modelling framework to model the various development and network scenarios that reflect the shifting context set out above. The model includes both demand response and assignment capability to produce indicators of network performance for both public transport and highways. The development and application of the model will provide a robust set of network performance and travel demand indicators for collation into an evidence base that will support the Local Plan review and master-planning exercises. The study is undertaking full multi-modal modelling, and developing and apply TfL's strategic model framework to produce an evidence base covering public, private and active travel:

- MoTioN demand, mode share and distribution
- LoHAM London Highway Assignment Model

- Railplan public transport assignment model
- CYNEMON – cycling model

The transport modelling study is a key factor for Transport for London's Duty to Cooperate agreement with Croydon Council for the Purley Way chapter in the Local Plan Review Reg 19 consultation.

What are the next steps?

The council will review the studies set out above to evaluate the current draft of the Purley Way Masterplan SPD and associated LP chapter and finalise accordingly.

Risks and Mitigation:

The impact that the COVID pandemic has had on both behavioural patterns and the property market is yet to be fully understood. The TfL modelling includes a number of scenarios to allow for this uncertainty. The masterplan itself purposefully includes a level of flexibility for uses to allow developers to seek viable options.

If changes to the masterplan are significant following the studies being undertaken / Local Plan Review Examination there is a risk that there will not be enough resource to deliver the changes needed.

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: PURLEY WAY

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
PURLEY WAY CORRIDOR			Y			LBC	TfL	TBC	Not currently funded	TBC	TBC	
EAST WEST LINKS		Y	Y			Various developers	LBC	TBC	Not currently funded	TBC	TBC	
WADDON STATION				Y	Y	Southern Railway	LBC, TfL	TBC	Not currently funded	TBC	TBC	
JUNCTIONS				Y	Y	TfL	LBC	TBC	Not currently funded	TBC	TBC	
RAPID BUS			Y	Y		TfL	LBC	TBC	Not currently funded	TBC	TBC	

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: KENLEY & OLD COULSDON

What?

The Connecting Kenley Programme will deliver infrastructure to encourage modal shift towards greener forms of travel (including rejuvenated public realm, wayfinding, Electric Vehicle Charging Points and electric bike provision). In addition, it has invested in two local community hubs – Kenley Memorial Halls and Old Lodge Lane Baptist Church.

Where?

Kenley

When?

By 2022-2024

Why?

Following Kenley's designation as a Focussed Intensification Zone (FIZ) in the Croydon Local Plan 2018, house building has increased in the area leading to residents raising concerns especially with regards to high level of traffic combined with poor provision for pedestrians. The existing infrastructure is stretched, both in terms of accommodating traffic and offering a suitable greener alternative.

In response to these, Croydon Council worked with the community to produce the Kenley Community Plan, which sets out priorities to support good growth in Kenley. The Connecting Kenley Programme is delivering on some of these priorities.

Where are we now?

TfL has now completed the delivery of public realm improvements along Godstone Road. The Council is working in partnership with GTR to deliver an electric cycle hub at Kenley Station for which construction has commenced. Designs have been produced for works to be delivered to the two local community hub as well as high level proposals for wayfinding installations across Kenley.

What are the next steps?

- Completion of cycle hub (delivered by Govia Thameslink Railway)
- Delivery of further EVCP
- Handover following completion of community hubs improvements
- Delivery of wayfinding installations and associated public realm interventions including parklets.
- Delivery of small-scale highways improvements as part of the Healthy Streets project (funded by S106).

Risks and Mitigation:

The Council has been stretched and was unable to replace departing staff in Regeneration team for the majority of 22/23. The programme has therefore been under resourced. However, resourcing has increased following recruitment to Regeneration team and officers have worked closely with the funder to agree an extension to the delivery programme and slippage of funding in 23/24.

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: KENLEY & OLD COULSDON

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
CONNECTED KENLEY PROGRAMME	Kenley	Y				LBC	LBC, GLA, TfL, Kenley Community Advisory Group, ward members, Regeneration board	TBC	GLA, LBC (S106), TfL	£2m	125k	2

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: KENLEY (TRANSPORT INFRASTRUCTURE)

What?

Transport improvements in Kenley (infrastructure and parking):

Where?

Kenley and Old Coulsdon wards but especially in and around Kenley train station and the roads leading north from Kenley Aerodrome.

When?

By 2025

Why?

Kenley is a community built around reliance on the car. With challenging topography, unsafe narrow lanes and a limited public transport offer, residents are reliant on driving to train stations, schools and work places. With significant housing growth already underway, pressure on these roads is currently being experienced and is likely to worsen if current car use trends continue. Further, the impact on air quality in Kenley, and on the routes and destinations of the car trips generated from Kenley, is set to worsen if action is not taken now to encourage more sustainable methods of travel.

The local centre along Godstone Road (GR) has poor public realm, exacerbated by a high level of traffic and is cut off from the main residential area with poor pedestrian routes impacting on the ability of local businesses to attract customers and adding to parking stress. The junction of Godstone Road and Hayes Lane does not function properly and is over capacity and dangerous for pedestrians to cross. It cannot accommodate existing pedestrian and vehicle movements let alone future growth.

On Hayes Lane the footway widths are very narrow and adjacent to fast moving traffic. The footway over the railway bridge on Hayes Lane near the station is particularly narrow and requires widening. The existing footways cannot accommodate existing footfall let alone future growth.

Where are we now?

A recent Transport Study produced a number of interventions aimed at improving the traffic/parking situation in Kenley. These are at a high-level design and need to be brought to detailed design stage and costed in detail, however total costs are estimated to be in the regions of £2-3 million. A Transport Study group and a Kenley community Steering Group have been set up to help oversee and prioritise the interventions proposed in Kenley. Although TfL is not currently progressing plans for the Godstone/Hayes Lane junction, an improvement scheme at this location remains a longer term aspiration.

What are the next steps?

Outline design and feasibility to be completed on some of the priority measures

and proposals listed below. Delivery of a Kenley Station Cycle Hub and electric vehicle charging points.

Risks and Mitigation:

Insufficient funds for the infrastructure required.
Another risk is lack of stakeholder support.

Projects identified:

- Hayes Lane (north): railway bridge footway widening
- Hayes Lane (north): footway widening and zebra crossing
- Hayes Lane /Godstone Road junction improvements
- Kenley Lane (north): pedestrian improvements at Kenley Lane/ Hayes Lane junction and outside the station
- Kenley Lane (south): quiet lane improvements and traffic calming measures
- Hayes Lane (south): quiet lane improvements and one-way operation at northern end
- Welcomes Road
- Station Road: improvements to footway provision and junction with Hayes Lane
- Old Lodge Lane bus standing outside school
- Kenley Bus Route improvements
- Greenway and cycle improvements
- Kenley station cycle hub
- Electric vehicle charging points
- Flooding mitigation

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: KENLEY (TRANSPORT INFRASTRUCTURE)

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
TRANSPORT INFRASTRUCTURE	Kenley	Y	Y			LBC	£2-3 m	S106, CIL	TBC	£2-3 m	3	

MISCELLANEOUS: STREET LIGHTING

What?

Upon commencement of the joint Croydon & Lewisham PFI Contract in 2011, Croydon completed its 5-year core investment programme in 2016 which saw the replacement of 95% all our lighting columns, with the remainder being painted and new lanterns fitted as these assets were under 10 years and classified as “deemed to comply”. All the illuminated signs across the borough were changed to L.E.D. The Service Provider is continuing to deliver the routine and non-routine maintenance of all assets until the contract expires in 2036.

The service provider also helps deliver any public realm schemes, developers works, healthy neighbourhood and school street schemes that involve any new street lighting assets, in liaison with Croydon’s Highways officers.

Where?

This is borough wide and includes all wards.

When?

The Street Lighting PFI contract is a 25 year capital investment and maintenance contract (2011-2036). The core investment programme was completed in November 2016 and the ongoing non routine and routine maintenance works will continue until 2036.

Why?

A joint project between the London Borough of Croydon and the London Borough of Lewisham that included the replacement of approximately 46,000 street light and traffic signs over a 5 year period, then ongoing maintenance works.

Where are we now?

The Core Investment Programme was completed in November 2016. Since the completion of the Core Investment Programme in 2016 there are no major works forecasted.

Going forward until 2036 there will be ongoing non routine and routine maintenance works that will include rectification of any defected lamp columns, sign posts and other fittings in Housing areas, Subways and Car Parks across the borough.

The routine maintenance will include bulk clean and change of all lamp columns and sign posts over dedicated 3 yearly cycles. Also included are electrical and structural testing of all assets.

The Service Provider carries out additional works on behalf of CCTV, Public Realm, Transportation, Croydon Digital, Parking and other developers in conjunction with our own Highways team.

No programmes are provided and works are carried out on a “when required basis”.

What are the next steps?

There are no major projects planned apart from small works schemes supplied by Croydon Highways Officers.

The Authority are continuing to look at possible L.E.D Lantern replacements or Variant Lighting Levels across the borough to reduce energy costs and reduce carbon emissions.

Also looking to refinance the contract.

Risks and Mitigation:

There are no risks to any routine and non-routine works.

If the Central Management System fails, then this is defaulted to the columns being left to day burn until system rectified. Therefore, all streets would still be in light although day burning for 24 hours until rectified.

MISCELLANEOUS: STREET LIGHTING

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
ROUTINE & NON-ROUTINE MAINTENANCE	Borough Wide	Y	Y	Y	Until 2036	London Borough Croydon & London Borough Lewisham	Croydon and Lewisham Street Lighting Services Limited & Milestone Infrastructure Services	As per Monthly Unitary Charge	DFT/ Croydon Council	As per Contract	none	2

INFRASTRUCTURE DELIVERY PLAN: EDUCATION SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
GRESHAM PRIMARY SCHOOL – 1FE BULGE CLASS	South	Y				LBC	LBC	£350,000	Basic Need Funding	£250,000	-	2
2FE EXPANSION OF ST NICHOLAS (112 PLACES)	Kenley	Y				LBC	LBC	£22,400,000	Council	£22,400,000	-	3
ADDINGTON VALLEY ACADEMY	New Addington	Y				ESFA	LBC	£15,670,000	ESFA, S106	£15,670,000	-	3
ST GILES – INCREASE IN SCHOOL RANGE	Purley	Y				LBC	LBC	£670,000	Council	£670,000	-	3
MERIDIAN SCHOOL - ELP	New Addington	Y				LBC	LBC	£100,000	Council	£100,000	-	3
CASTLEHILL SCHOOL ELP	New Addington	Y				LBC	LBC	£50,000	Council	£50,000	-	3
POST 16 CENTRE OF EXCELLENCE	Coulsdon/ Centre	Y				LBC	LBC	£3,300,000	Council	£3,300,000	-	3
SEN ESTATE RENEWAL – REDGATES / ST GILES	Borough Wide	Y				LBC	LBC	TBC	TBC	£5,313,000	TBC	3
SEN ESTATE – REDGATES PLAYGROUND	South Croydon	Y				LBC	LBC	£263,848	SEN Capital Estates Budget	£263,848	-	2

INFRASTRUCTURE DELIVERY PLAN: TRANSPORT SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
CROYDON AREA REMODELLING SCHEME - EAST CROYDON STATION	East Croydon station expansion to 8 platforms				Y	Network Rail	DfT	tbc	Not currently funded	Funded for design only	-	3
CROYDON AREA REMODELLING SCHEME- NORWOOD JUNCTION REMODELLING	Norwood Junction remodelling				Y	Network Rail	DfT	tbc	Not currently funded	Funded for design only	-	3
CROYDON AREA REMODELLING SCHEME- SELHURST TRIANGLE GRADE SEPARATION	Selhurst triangle				Y	Network Rail	DfT	tbc	Not currently funded	Funded for design only	-	3
CROYDON AREA REMODELLING SCHEME—LOWER ADDISCOMBE ROAD BRIDGE	Lower Addiscombe Road / Gloucester Road				Y	Network Rail	DfT	tbc	Not currently funded	Funded for design only	-	3
BRIGHTON MAIN LINE UPGRADE—ELEMENTS OUTSIDE CROYDON	Outside Borough			Y		Network Rail	DfT	£15m for Gatwick improvements over 2021-23. The remainder is tbc.	DfT Not currently funded	£15m Not currently funded	-	3
TFL METROISATION PROPOSALS— (INCLUDING OVERGROUND GROWTH)	Various				Y	Transport for London	DfT	tbc	Not currently funded	Funded for design only	-	3
IMPROVEMENTS TO NORWOOD JUNCTION STATION	Norwood Junction	Y	Y			Network Rail	TfL/Network Rail	Included in the below	Not currently funded	None beyond October 2020	Included in the below	3

INFRASTRUCTURE DELIVERY PLAN: TRANSPORT SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
EAST CROYDON STATION: ADDITIONAL PLATFORMS AND TRACKS NORTH OF THE STATION	East Croydon to Selhurst		Y			Network Rail	Network Rail	Croydon Area Remodelling Scheme has been estimated by Network Rail as £2.8 billion in 2019 prices	Not currently funded	None beyond October 2020	£2.8 billion	3
WEST CROYDON INTERCHANGE: IMPROVED STATION/ NEW STATION (INCLUDING CYCLE HUB)	West Croydon	Y	Y			TfL/Network Rail	TfL/Network Rail	£80,000,000	Over station development / Growth Zone/ S106 / CIL / Access for all	None	£80,000,000	3
NORBURY STATION AREA IMPROVEMENTS	Norbury	Y				Network Rail	LBC / Network Rail	tbc	S106 / tbc	£36,000	tbc	3
ELMERS END LINE ENHANCEMENTS	Across network	Y				TfL	TfL / Network Rail / Southeastern / LB Bromley / LBC	£9,000,000	TfL	£9,000,000	-	3
NEW TRAM TURNBACK CAPACITY IMPROVEMENT SCHEME IN CROYDON TOWN CENTRE	COA	Y				TfL	TfL / GLA/ LBC	£36,800,000	S106 / GLA / TfL/Growth Zone	£36,800,000	-	3
WELLESLEY ROAD TRAM STOP	COA	Y				TfL	TfL / LBC	£1,380,000	S106		£1,380,000	3

INFRASTRUCTURE DELIVERY PLAN: TRANSPORT SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
GEORGE STREET TRAM STOP	COA	Y				TfL	TfL / Growth Zone	£1,081,000	Growth Zone/ S106	£1,081,000	-	3
EASTERN SATELLITE DEPOT & CONTROL CENTRE (MEDIUM-TERM) PHASE 1	Across network		Y			TfL	TfL / tbc	£70,000,000 + land costs	TfL / Growth Zone	£70,000,000 + land costs	-	3
CROYDON TO MORDEN ROAD 18TPH: WORKS AND TRAMS TO PERMIT AN EXTRA 6 TPH BETWEEN CROYDON AND MORDEN ROAD. FLYOVER DOUBLING, PHIPPS BRIDGE-MORDEN ROAD DOUBLING AND EXTRA TRAMS	Across network		Y			TfL	TfL/Growth Zone	£107,630,000	TfL / Growth Zone	£107,630,000	-	3
TFL COLLIERS WOOD TO SUTTON TRAM LINK EXTENSION PROJECT	Colliers Wood to Sutton town centre		Y			TfL	TfL / tbc	£425,000,000	tbc	-	£425,000,000	1
THERAPIA LANE EXPANSION (LONG-TERM, 17 BERTHS) PHASE 2	Across network			Y		TfL	TfL /	£30,000,000	TfL	tbc	tbc	3
BECKENHAM BRANCH CAPACITY: BECKENHAM DOUBLING	Across network			Y		TfL	TfL/	£28,300,000	TfL	tbc	tbc	3
LONGER TRAMS: REPLACEMENT OF 24 TRAMS WITH 26 LONGER VEHICLES	Across network			Y		TfL	TfL	£155,800,000	tbc	-	£155,800,000	1
NEW ADDINGTON-12TPH (1 ADDITIONAL TRAM)	Across network	Y	Y			TfL	TfL	£4,000,000	TfL	£4,000,000	-	3

INFRASTRUCTURE DELIVERY PLAN: TRANSPORT SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
CRYSTAL PALACE EXTENSION	Across network		Y	Y		TfL	LBC/LB Bromley	tbc	TfL / Growth Zone / WPL / New development	-	tbc	3
CROYDON TRAM CAPACITY UPLIFT PACKAGE	Croydon Growth Zone	Y				TfL	TfL / LBC	tbc	tbc	tbc	tbc	1
TFL TRAMS FOR GROWTH 2 (TfG2)						TfL		£200,000,000+	tbc	tbc	tbc	3
TRANSIT BASED SOLUTIONS (CROYDON CORRIDORS IMPROVEMENT STUDY, JULY 2020) TO SUPPORT GOOD GROWTH						TfL / LBC	TfL / LBC	Details on page 26 of the document.	tbc	tbc	full cost	3
BUS PRIORITY MEASURES	Borough-wide	Y				TfL	TfL	£50,000,000	S106/TfL/LBC/Growth Zone	£1,137,936	£48,862,064	3
ADDITIONAL BUSES	COA	Y				TfL	TfL	£26,000,000	S106/TfL/LBC/Growth Zone	£0	tbc	3
BUS STANDS	COA	Y				TfL	TfL	£1,000,000	S106/TfL/LBC	£0	-	1
ACCESSIBILITY AND SAFETY IMPROVEMENTS	Borough-wide	Y	Y	Y		TfL	Bus operators and TfL	£100,000 per year	Bus operator plans, Mayor's Transport Strategy and revenue	£0	£100,000 per year	2
BUS INFORMATION IMPROVMENTS	Borough-wide	Y				TfL	TfL	£250,000	Borough Transport Strategy, Mayor's Transport Strategy	£0	£250,000	2
BUS STOP ACCESSIBILITY	Borough-wide	Y	Y			LBC	TfL	£2,000,000	TfL local Implementation Funding	£0	£2,000,000	2

INFRASTRUCTURE DELIVERY PLAN: TRANSPORT SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
BUS ROUTE IMPROVEMENTS	Borough-wide	Y	Y			LBC	TfL	£10,000,000	TfL local Implementation Funding/Growth Zone	£0	-	2
NEW BUS SERVICE – PURLEY, KENLEY, CATERHAM	KENLEY AND PURLEY	Y	Y			LBC/TFL	TFL	£500,000	S106	£0	£475,000	3
PARK LANE GYRATORY BUS STANDING	OAP	Y	Y			LBC/TFL	TFL	£6,000,000	S106, GROWTH ZONE, TFL	£0	£6,000,000	2
LOCAL WALKING AND CYCLE NETWORK ROUTES (INCLUDING GREENWAYS)	Borough-wide		Y	Y		LBC	TfL, PCT, Sustrans	£2,500,000	TfL LIP, LBC Capital Programme, CIL	£1,017,031	£1,482,969	3
PHASE 2 CYCLE NETWORK DELIVERY	Borough-wide	Y	Y			LBC	TfL, Cycle Organisations	£6,000,000	TFL, LBC CAPITAL, GROWTH ZONE, S106	TBC	£6,000,000	3
PHASE 3 CYCLE NETWORK DELIVERY	Borough-wide	Y	Y			LBC	LBC, TFL, CYCLE STAKEHOLDERS	£10,000,000	TFL, LBC CAPITAL, GROWTH ZONE, S106	TBC	£10,000,000	3
PHASE 4 CYCLE NETWORK DELIVERY	Borough-wide	Y	Y			LBC	LBC, TFL, CYCLE STAKEHOLDERS	£9,000,000	TFL, LBC CAPITAL, GROWTH ZONE, S106	£0	£9,000,000	3
CYCLE PARKING	Borough-wide	Y	Y	Y	Y	LBC	BC, TfL, Cycle stakeholders	£2,500,000	TFL, LBC CAPITAL, S106	TBC	TBC	3
HEALTHY NEIGHBOURHOODS	Borough-wide	Y	Y	Y		LBC	BC, TfL, Cycle stakeholders	TBC	TFL, LBC CAPITAL, S106	TBC	TBC	3
SCHOOL STREETS	Borough-wide	Y	Y			LBC	BC, TfL	TBC	TFL, LBC CAPITAL, S106	TBC	TBC	3

INFRASTRUCTURE DELIVERY PLAN: TRANSPORT SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
WELLESLEY ROAD CROSSINGS	COA	Y				LBC	TfL / developers	£1,500,000	TfL, Growth Zone, LBC, S106	£0	£1,500,000	3
WELLESLEY ROAD WORKS	COA	Y	Y			tbc	tbc	tbc	tbc	-	-	3
PEDESTRIAN IMPROVEMENTS	Borough-wide	Y	Y			LBC	TfL	£372,000	TfL LIP funding	£0	£372,000	2
ACCESSIBILITY IMPROVEMENTS	Borough-wide	Y	Y			LBC	TfL	£50,000	TfL LIP Funding	£0	£50,000	2
E-BIKE SHARE SCHEME – HYBRID ELECTRIC BIKE	Borough-wide	Y	Y			LBC	Developers, landowners, TfL, bike share operators	£1,250,000	TfL LIP, S106, CIL, LEP, Sponsorship	-	£1,250,000	2
NETWORK OF MICRO-MOBILITY HUBS	Borough-wide	Y	Y			LBC	Neighbouring boroughs, TfL, operators	£500,000	TfL LIP, S106, CIL, Sponsorship	-	£500,000	2
BRIDGE ASSESSMENT FEASIBILITY STUDIES	COA	Y	Y			LBC	LBC	£200,000	LoBEG	£200,000	-	1
BRIDGE STRENGTHENING: HIGHER DRIVE BRIDGE		Y	Y			LBC	LBC, TfL	TBC	LoBEG, LBC	TBC	TBC	3
BRIDGE STRENGTHENING: SPURGEONS BRIDGE		Y	Y			LBC	LBC, TfL, Network Rail	TBC	LoBEG, LBC	TBC	TBC	3
ROAD CASUALTY REDUCTION	Borough-wide	Y	Y	Y	Y	LBC	TfL	£3,000,000	TfL LIP Funding	-	£3,000,000	1
20MPH SPEED LIMIT REVIEW/ EXTENSIONS	Borough-wide	Y	Y			LBC	TfL	£400,000	TfL LIP Funding	-	£400,000	1
SPEED MANAGEMENT	Borough-wide	Y	Y			LBC	TfL	£200,000	TfL local Implementation Funding	-	£200,000	1

INFRASTRUCTURE DELIVERY PLAN: TRANSPORT SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
A232 CORRIDOR IMPROVEMENTS– PARK LANE GYRATORY AND APPROACHES	COA		Y			Developers	-	£10,000,000	S106, S278 & Growth Zone & HIF	£0	£10,000,000	3
A23 CORRIDOR IMPROVEMENTS– FIVEWAYS AREA	Waddon		Y			TfL	TfL, LBC, developers	£82,800,000	TfL, LBC, Growth Zone	£0	£82,000,000	3
A232 CORRIDOR IMPROVEMENTS– CHEPSTOW ROAD/ADDISCOMBE ROAD	Addiscombe		Y			TfL	-	£10,000,000	TfL, LBC, developers, Growth Zone	£0	£10,000,000	3
FURTHER A23/A232 CORRIDOR IMPROVEMENTS	Borough-wide		Y			TfL	-	tbc	TfL, LBC, developers	£0	tbc	2
LONDON ROAD CORRIDOR INCLUDING A23 THORNTON HEATH GYRATORY,	West Thornton, Broad Green	Y	Y			LBC	TfL	£20,000,000	Growth Zone / TfL	£482,542	£19,517,458	2
MITCHAM ROAD CORRIDOR INCLUDING LOMBARD ROUNDABOUT	West Thornton, Broad Green	Y	Y			LBC	TfL	£20,000,000	Growth Zone / TfL	£69,625	£19,930,375	2
LOWER ADDISCOMBE ROAD CORRIDOR	Broad Green/ Selhurst/ Central/ Addiscombe East/ Addiscombe West	Y	Y	Y		LBC	TfL	£15,000,000	Growth Zone / TfL	£153,854	£14,846,146	2
BRIGHTON ROAD CORRIDOR INCLUDING PURLEY GYRATORY	Central/ South/ Croydon/ Waddon/ Purley Oaks & Riddlesdown/ Purley and Woodcote	Y	Y	Y		LBC	TFL	£35,000,000	Growth Zone / TfL	£579,875	£34,420,125	2

INFRASTRUCTURE DELIVERY PLAN: TRANSPORT SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
A212/A213 JUNCTION CONGESTION AND SAFETY IMPROVEMENTS	Croydon Opportunity Area	Y	Y			LBC	TfL	£2,750,000	S106, TFL	£337,000	£2,587,000	3
EVCP – LAMP COLUMN BOLLARDS PHASE 2	Various Wards	Y				Strategic Transport	Go Ultra Low City and Char.gy	£252,000	GULCs	£252k	£0	(1)
EVCP – VIRGIN PARK & CHARGE	Various Wards	Y				Strategic Transport	Innovate UK, Liberty Charge	Approx. £1/2m	IUK, LC	Approx. £1/2m	£0	(1)
EVCP – Source London	Various Wards	Y				Strategic Transport	TotalEnergies, On Road Charging Scheme (ORCS), S106 - subject to approval	Approx. £500k	TotalEnergies, ORCS, S106	Approx. £500k	£0k	(1)
EVCP – new council General Contract	Various Wards	Y	Y	Y		Strategic Transport	ORCS, and Charge Operator to be selected	Approx. £9m	LEVI	£2.4m capital earmarked, subject to business case	£6.6m	(1)

INFRASTRUCTURE DELIVERY PLAN: TRANSPORT SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
MANAGEMENT OF CONSTRUCTION LOGISTICS PLAN	COA	Y	Y			LBC	LBC	£35,000 per year	Air Quality Grant, S106, Growth Zone & TfL LIP	tbc	tbc	3
VEHICLE HOLDING SITE REVIEW	COA	Y	Y			LBC	LBC	£21,000 for feasibility study	tbc	£21,000	tbc	3
CONSTRUCTION CONSOLIDATION CENTRE	COA	Y	Y			LBC	LBC	£1,000,000	Growth Zone, s106	0	£1,000,000	1
MICROCONSOLIDATION CENTRES	Edge of Croydon Opportunity Area	Y	Y			LBC	LBC	£500,000	S106 / Growth Zone / TfL / BLEN	-	£500,000	2
E-CARGO BIKE DELIVERY SERVICE AND DISTRIBUTION HUB	Edge of Croydon Opportunity Area	Y	Y			LBC	LBC	£150,000	S106 / Growth Zone / TfL / BLEN	-	£150,000	2
AREA FREIGHT MANAGEMENT ZONE – CORDON ACCESS RESTRICTONS	GROWTH ZONE BOUNDARY	Y	Y			LBC	TFL, FTA, LBC	£250,000	S106, GROWTH ZONE, TFL, DEFRA GRANT	-	£250,000	1
BLEN	London Road	Y				LBC	LBC, GLA	£325,000 + other measures identified in Walking/Cycling chapter	Mayor's	£325,000	0	1
DEVELOPMENT OF FREIGHT SPD AND SUPPORTING TEXT IN LOCAL PLAN	Borough wide	Y				LBC	LBC, TfL	£20,000	Growth Zone, TfL	-	£20,000	1

INFRASTRUCTURE DELIVERY PLAN: TRANSPORT SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
ROLLOUT OF ADDITIONAL 50 ON STREET CAR CLUB BAYS WITH ASSOCIATED EV CHARGING INFRASTRUCTURE	BOROUGH-WIDE	Y				LBC	CAR CLUB OPERATORS	£750,000	S106, LIP, OLEV	£50,000	£700,000	2
CAR PARK IMPROVEMENTS AND RATIONALISATION	COA			Y		LBC	TfL	£2,940,000	Growth Zone, s106	0	£2,940,000	3
CPZ PROGRAMME	Based on need	Y	Y	Y	Y	LBC	LBC	£2,000,000	LBC, s106	£50,000	£1,950,000	1
ON-STREET PARKING PROJECTS	Borough wide	Y	Y	Y	Y	LBC	LBC	£1,000,000	LBC, s106	£50,000	£950,000	1
IMPROVED PLATFORM FOR MONITORING/SHARING DATA	COA	y	Y			LBC	TfL / LBC / developers	£150,000	Growth Zone, S016	£50,000	£100,000	3

INFRASTRUCTURE DELIVERY PLAN: TECHNOLOGY SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
CREATIVE DIGITAL LABORATORY	Central Croydon	Y	Y			South London Partnership	Independent operator (TBC), LBC, South London Partnership	£1.2 million	City of London, Independent operator, LBC	£1Million	Operational costs to be funded by the operator	1
LSBU SCIENCE AND INNOVATION CENTRE	CMC	Y				Croydon Council	London South Bank University, Landlord of site	TBC	Private Landlord, LSBU, CoL (SIP fund through SLP Knowledge Exchange Programme)	£302k	TBC	3
CREATIVE ENTERPRISE ZONE / MUSIC CITY	CMC	Y				Croydon Council	Sound Diplomacy, Croydon Council, Music Sector	TBC	TBC	70k	TBC	2
TECHNICAL COLLEGES	CMC	Y				Croydon Council	Croydon college, John Ruskin College, London South Bank University, South Thames College Employers	TBC	Department for Education	TBC	£3m	1

INFRASTRUCTURE DELIVERY PLAN: TECHNOLOGY SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
OAPF AREA WIFI / ROOFTOP AND STREET FURNITURE CONCESSION FOR ISP TO IMPROVE 4G / WI-FI COVERAGE	COA	Y	Y			LBC	tbc	tbc	Via third party service provider	tbc	tbc	2
BROADBAND AND FIBRE NETWORK COVERAGE ACROSS THE BOROUGH	Borough-wide	Y	Y	Y		LBC Place Department	Partners to be identified	tbc	Via third party service provider	tbc	tbc	2
NEXT GENERATION SHARED TENANT SERVICES	COA	Y				LBC Place Department	Developers, Landlords and Managing Agents	tbc	Part of developers build programme	tbc	tbc	1
CROYDON GO-ON DIGITAL	Borough-wide	Y				Resources	Croydon & Private sector Corporate Partners such as Lloyds Bank, Post Office and Argos.	Not known	Central Govt. & private sector	tbc	N/A	2
SMART CITY	COA	Y	Y			LBC	LBC / tbc	£2,205,000	Growth Zone	£2,205,000	-	1

INFRASTRUCTURE DELIVERY PLAN: GREEN GRID SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
PARK HILL PARK WATER TOWER (INITIAL INFRASTRUCTURE REQUIREMENTS)	Park Hill Park	Y				LBC Capital Delivery Service	LBC Colleagues, Local Councillors and Friends of Parks Groups	£480,000	Capital Programme	£480,000		3
PARKS AND GREENSPACE DEVELOPMENT PROGRAMME	Borough-wide	Y	Y	Y	Y	LBC Parks and Green Spaces Service	Parks Programme Board, LBC Colleagues, Local Councillors and Friends of Parks Groups	Varied	LBC Capital Funding, LBC Revenue Funding, External Grant Funding, Crowdfunding			2
ALLOTMENTS CAPITAL PROGRAMME	Borough Wide	Y				LBC	Parks and Green Spaces Service	£100,000	Capital Programme (CIL)	£100,000		2
STREET TREE PLANTING LATF2	Borough Wide	Y				LBC		£370K	Local Authority Treescapes Fund	£370k		1
UTCf	Oval Tudor Sidney Road					LBC		-	-			
WOODLAND PROGRAMME ECOLOGY PROJECTS	Borough-wide	Y				FC	Countryside Stewardship/ Rural Payments Agency/ Forestry Commission	£235,000 (£47K PA)	Forestry Commission Grant	£235,000	-	2

INFRASTRUCTURE DELIVERY PLAN: GREEN GRID SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
PARKS, HIGHWAY AND HOUSING HEALTH AND SAFETY INSPECTION PROGRAMME	Borough-wide	Y	Y	Y	Y	LBC	LBC	£813,000 PA	LBC Internal Revenue	£813,000pa	tbc	3

INFRASTRUCTURE DELIVERY PLAN: SPORTS & LEISURE SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
PLAY INVESTMENT PROGRAMME	Borough-wide	Y				LBC Parks and Green Spaces Service	Parks Programme Board, LBC Services, Local Councillors and 'Friends of' Parks and Community Groups	Est. £630,000	£310,000 (S106) £280,000 (Capital Programme) £40,000 (Crowdfunding)	£630,000		3
RECREATIONAL AREAS DEVELOPMENT	Borough-wide	Y	Y	Y	Y	LBC Parks and Green Spaces Service	Parks Programme Board, LBC Services, Local Councillors and 'Friends of' Parks and Community Groups	Varied	LBC Capital Funding, LBC Revenue Funding, External Grant Funding, Crowdfunding			2
CRICKET PITCHES	Locations to be confirmed	Y				LBC, Surrey Cricket, ECB	LBC with local stakeholders		Surrey Cricket / ECB	100%	0	2
MONKS HILL GYM INSTALLATION	Monks Hill Sports Centre CR2 8HD	Y				LBC, GLL	LBC with local stakeholders	£140k	Council Capital	100%	0	2
TENNIS COURT UPGRADE	14 sites across the borough	Y				LBC, LTA, GLL	LBC with local stakeholders	£605k	Council Capital & LTA	100%	0	3
FOOTBALL PITCHES	12 priority project identified across the borough	Y				LBC, FF, GLL	LBC with local stakeholders	TBC	Football Foundation / Council Capital	TBC	TBC	2
CROYDON ARENA	Croydon / South Norwood / Ashburton	Y				LBC, FF, GLL	LBC with local stakeholders	TBC	Football Foundation/ Council Capital	TBC	TBC	2

INFRASTRUCTURE DELIVERY PLAN: SPORTS & LEISURE SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
SELF-SERVICE KIOSKS	All libraries	Y				LBC	LBC / local stakeholders / library users	£300k	LBC	£300k	£0	3
OPEN+ EXTENSION	Thornton Heath, Coulsdon, Purley, and South Norwood	Y				LBC	LBC / local stakeholders / library users	£310k	LBC	£310k	£0	2
REFURBISH SOUTH NORWOOD LIBRARY	South Norwood	Y				LBC	LBC / local stakeholders / library users	£890k	LBC	£890k	£0	1
MUSEUM & ARCHIVES – DIGITAL SYSTEM*	All Croydon	Y				LBC	LBC / local, national & international stakeholders / researchers	£80k	Applied - grant funding	£0	£80k	2
CROYDON ARCHIVES STORAGE	All Croydon	Y				LBC	LBC / local, national & international stakeholders / researchers	TBC	LBC	0	TBC	2
MUSEUM OF CROYDON TRANSFORMATION	All Croydon	Y				LBC	LBC / local, national & international stakeholders / researchers	TBC	LBC but possibility for matched grant funding for exhibition space works	TBC	TBC	2

INFRASTRUCTURE DELIVERY PLAN: UTILITIES SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
GULLY MAINTENANCE	Borough-wide	Y				LBC	LBC	£450,000	LBC Capital/ Revenue	£450,000	0	2
CATERHAM BOURNE FLOOD ALLEVIATION STUDY	Croydon/ Tandridge	Y				LBC	Surrey County Council, Tandridge District Council, Environment Agency, Thames Water, SES Water	£50,000	(EA) FDGiA	£50,000	0	2
KENLEY FLOOD ALLEVIATION STUDY	Kenley & Old Coulsdon	Y				LBC	LBC Highways & Public Realm	£214,000	LBC Capital	£214,000	0	3
CHAFFINCH BROOK FLOOD ALLEVIATION STUDY	Croydon & Bromley	Y				LBC	Bromley Council, Environment Agency, Thames Water	£109,636	(EA) FDGiA	£90,000	£19,636	2
CATERHAM HILL FLOOD ALLEVIATION STUDY	Croydon & Tandridge	Y				SCC	LBC, Tandridge District Council, Environment Agency, Thames Water	£1.7M	(EA) FDGiA	£1.7M	0	2
FLOOD & WATER MANAGEMENT	Borough-wide	Y				LBC	LBC	£435,000	LBC Capital/ DEFRA	£435,000	0	2
WATER SUPPLY AND REINFORCEMENT OF STRATEGIC SUPPLIES AND CONTINUOUS RENEWAL	BOROUGH-WIDE	Y	Y	Y	Y	Thames Water, Sutton and East Surrey Water	-	TBC	Thames Water and Sutton and East Surrey Asset Management Plans	TBC	TBC	3

INFRASTRUCTURE DELIVERY PLAN: UTILITIES SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
SYSTEM MODELLING TO UNDERSTAND FUTURE ABSTRACTION LIMITATIONS AND GROWTH IN THE SYSTEM	Borough-wide		Y			Thames Water	-	TBC	Thames Water Asset Management Plans	TBC	TBC	2
MAINTENANCE/ RENEWAL OF SEWERAGE INFRASTRUCTURE AND NEW SEWERAGE INFRASTRUCTURE TO SUPPORT GROWTH	BOROUGH-WIDE	Y	Y	Y	Y	THAMES WATER	LBC HIGHWAYS, TFL	TBC	THAMES WATER ASSESSMENT MANAGEMENT PLAN	TBC	TBC	3
CROSSNESS STW FTFT AND GROWTH COMPLIANCE	ABBEEY WOOD	Y				THAMES WATER			THAMES WATER ASSESSMENT MANAGEMENT PLAN	£40.6M	0	3
CROSSNESS, LONG REACH & BEDDINGTON STW SLUDGE PERMIT CONDITIONS	ABBEEY WOOD, DARTFORD, CROYDON	Y				THAMES WATER			THAMES WATER ASSESSMENT MANAGEMENT PLAN	£3.62M	0	3
LONG REACH STW BIOMETHANE UPGRADE	DARTFORD	Y	Y			THAMES WATER	TBC		THAMES WATER ASSESSMENT MANAGEMENT PLAN	TBC	TBC	2
MAINTENANCE, RENEWAL AND REPLACEMENT OF ELECTRICITY SUPPLY INFRASTRUCTURE	Borough-wide	Y	Y	Y	Y	UK Power Networks	LBC Highways, TfL	£29,911,000	UK Power Networks Capital Programme	£29,911,000	-	2
NEW SUBSTATION	COA		Y			UK Power Networks	UK Power Networks and developers	£6,854,000	UK Power Networks and developers, Growth Zone	-	£6,854,000	3

INFRASTRUCTURE DELIVERY PLAN: HEALTH SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2023/28	2028/33	2033/38	2038/43							
NEW HEALTH CENTRE IN NEW ADDINGTON	New Addington/ Selsdon	Y				ICB	ICB, LBC, developer TBC	£5,000,000	s106, CCG, NHS Wave 3, ETTF	£2,500,000	N/A	3
EAST CROYDON – ADDITIONAL PRIMARY CARE CAPACITY AT THREE GP PRACTICES 1. EAST CROYDON MEDICAL PRACTICE 2. GREENSIDE MEDICAL PRACTICE 3. ST JAMES PRACTICE	East Croydon	Y				CCG	CCG, GP providers	£3,000,000	NHS England ETTF, NHS capital receipt, developer contributions (s106 / CIL)	£2,000,000	£1,000,000	3
EAST CROYDON – REFURBISHMENT OF EDRIDGE ROAD HEALTH CENTRE	East Croydon	Y				ICB	NHS Property Services	£1,500,000	Growth Zone funding, developer contributions (s106/ CIL)	-	£1,500,000	3
EAST CROYDON - NEW HEALTH AND WELLBEING CENTRE	East Croydon	Y				ICB	LBC, developers, ICB	£6,000,000	Growth Zone funding, developer contributions (s106/ CIL), NHS Wave 3	£6,000,000	-	3
EAST CROYDON – COMMUNITY DIAGNOSTIC HUB	East Croydon	Y				ICB, CHS	ICB, CHS	TBC	TBC	TBC	TBC	TBC
EAST CROYDON - LONGER TERM ADDITIONAL PRIMARY CARE CAPACITY AT LENNARD ROAD	East Croydon			Y		ICB, LBC	NHS, LBC, developers	£2,000,000	NHS, developer contributions (s106/ CIL)	-	£2,000,000	3
COULSDON GP PRIMARY CARE CENTRE	Coulsdon	Y				ICB	PHP, CCG, LBC	£5,000,000	NHS Wave 3 capital, CCG	-	N/A	3
EXPANSION OF CAPACITY WITHIN THE MORTUARY	Croydon University Hospital	Y				UHC	LB Croydon		Developer Contributions +		TBC	3

INFRASTRUCTURE DELIVERY PLAN: HEALTH SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2023/28	2028/33	2033/38	2038/43							
EXPANSION OF MENTAL HEALTH CAPACITY ACROSS THE BOROUGH, AND PARTICULARLY IN THE TRANSFORMATION AREAS	Borough wide, and esp transformation areas	Y	Y	Y		SLAM			NHS / Developer Contributions		TBC	3
INCREASED CLINICAL CAPACITY AT JEANETTE WALLACE HOUSE	Jeanette Wallace House	Y				SLaM		£200,000-£300,000	NHS / Developer Contributions		TBC	3
REDEVELOPMENT OF PURLEY RESOURCE CENTRE	Purley	Y	Y			SLaM	Developer, LB Croydon	TBC	NHS / Developer Contributions		TBC	3
BUFFER BEAR NURSERY SUPPORTED LIVING: FLATS FOR 8 PEOPLE	New Addington	Y				LBC	LBC, developers	£1,600,000	HRA, tbc	-	£1,600,000	2
HEATHER WAY SUPPORTED LIVING: GROUP HOME FOR 5 OR INDIVIDUAL FLATS FOR 4 PEOPLE; 6 UNITS OF SUPPORTED LIVING TO CREATE CORE AND CLUSTER HOUSING	South Croydon	Y				LBC	LBC, developers	£1,500,000	HRA, tbc	-	£1,500,000	2
TAVERNER HOUSE - 9 FLATS FOR PEOPLE WITH LOW NEEDS	East Croydon	Y				LBC	LBC, developers	£1,350,000	HRA, tbc	-	£1,350,000	2
NEW BURIAL GROUND	Tandridge	Y				LBC	Tandridge District Council	£1,800,000	LBC Capital Programme	£1,800,000	-	3

INFRASTRUCTURE DELIVERY PLAN: EMERGENCY SERVICES SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
REVIEW EXISTING LONDON AMBULANCE SERVICE ESTATE, ESTABLISH DEFICIENCIES AND REQUIREMENTS, DEVELOP NEW ESTATE STRATEGY	Borough wide	Y				London Ambulance Service	GLA LFB London Boroughs ICS NHS E & I Service Users Staff	£8m	tbc	tbc	tbc	2
NEIGHBOURHOOD POLICE FACILITIES	tbc	Y	Y			Met Police	Met Police, MOPAC	tbc	S106	tbc	tbc	1
A NEW AMBULANCE STATION	Purley Way					London Ambulance Service		£15m	tbc	tbc	tbc	
LONDON INTEGRATED URGENT CARE/ NHS 111/ CLINICAL ASSESSMENT SERVICE CONTROL CENTRE	Central Croydon					London Ambulance Service		£6.5m	tbc	tbc	tbc	

INFRASTRUCTURE DELIVERY PLAN: PUBLIC REALM & MASTERPLANS SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
EAST CROYDON	COA	Y	Y			LBC	LBC, Network Rail, TfL, HCA, Royal Mail Group, Menta, Stanhope Schroder's	£5,240,000	Network Rail, LBC Capital Funding, Growth Area Fund, S106, MRF, TfL, , TfL LIP Major Scheme	£4,100,000 TfL, £1,040,000 GLA, £280,000 NR, £20,000 TfL	£-200,000	3
WEST CROYDON	COA	Y				LBC, Network Rail	LBC, GLA, Network Rail, TfL, Barratt Homes, CBRE, Investors, Mapeley, Portman Square Holdings, Purespace Group, St Michael and All Angels Church, Canmoor	£4,900,000	MRF	£4,900,000	-	3
HIGH STREETS	COA	Y				LBC	LBC, GLA, TfL, Local Businesses and communities	£10,000,000	MRF, TfL, Growth Area Fund	£10,000,000	-	1
MEANWHILE PUBLIC REALM PROJECTS	COA	Y	Y			LBC	LBC / tbc	£1,600,000	Growth Zone	£1,600,000	-	2
RECONNECTING OLD TOWN LIVEABLE NEIGHBOURHOOD	COA/WADDON	Y	Y			LBC	LBC, TfL	£17,000	TfL Liveable Neighbourhoods, Growth Zone, S106, LIP	TBC – TfL & Growth Zone funding suspended at current time	TBC	2

INFRASTRUCTURE DELIVERY PLAN: PUBLIC REALM & MASTERPLANS SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
GROWTH ZONE	Opportunity Area and corridors	Y	Y	Y		LBC	LBC, GLA, DLUHG, TfL, Network Rail	£520m	GZ funding, £7m DCLG grant, s106, TfL	TBC informed by GZ financial model review	TBC	3
PLACES AND DISTRICT CENTRES	-Borough-wide	-TBC	-TBC	-TBC	-TBC	-LBC	-Various	-TBC	-TBC	-TBC	-TBC	2
INCOMPLETE ELEMENTS OF PHASE 1 AND PHASE 2 IMPROVEMENTS INCLUDING, GEORGE STREET, BILLINTON HILL, DINGWALL ROAD AND CHERRY ORCHARD ROAD	COA	Y				LBC	TfL/GLA/NR/Developers	TBC	S106 / TfL / Growth Zone/ Developer delivery	TBC	TBC	3
PHASE 3 PUBLIC REALM IMPROVEMENTS ASSOCIATED WITH REDEVELOPMENT OF EAST CROYDON STATION	COA		Y			LBC		TBC	S106 TBC	TBC	TBC	1
REMAINING ELEMENTS OF PHASE 1 AND, PHASE 2 PUBLIC REALM IMPROVEMENTS	COA	Y				LBC	LBC,-TfL/GLA/ NETOWRK RAIL/ LONDON SQUARE/ CROYDON PARTNERSHIP	TBC	Growth Zone	TBC	-	3
PHASE 3 PUBLIC REALM IMPROVEMENTS ASSOCIATED WITH REDEVELOPMENT OF WEST CROYDON STATION	COA		Y			LBC	LBC, TfL and developers	TBC	S106/Growth Zone/ Developers	TBC	TBC	1

INFRASTRUCTURE DELIVERY PLAN: PUBLIC REALM & MASTERPLANS SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
QUEEN'S GARDENS	COA	Y				Hub (developer)	LBC	£1,300,000	S106	£1,300,000	-	3
INCOMPLETE ELEMENTS OF PHASE 1, AND, PHASE 2 PUBLIC REALM IMPROVEMENTS	COA	Y	Y			LBC + Developers	LBC + Developers	-TBC	S106/Growth Zone / through private development	-TBC	-	2
FAIRFIELD PUBLIC REALM	COA	Y				LBC/Fairfield Homes' Developer	LBC/Fairfield Homes' Developer	£10,200,000	'Fairfield Homes' Developer, LBC, Coast to Capital	£250,000	£9,900,000	3
'STATION LINK'	coa	y				'Fairfield Homes' Developer / Tide / LBC (for a public art beacon)	'Fairfield Homes' Developer / Tide / LBC (for a public art beacon)	TBC	'Fairfield Homes' Developer/ Tide / LBC (for a public art beacon)	0	TBC	3
ALL REMAINING PUBLIC REALM IMPROVEMENTS	COA	Y	Y	Y		LBC	Old Town Masterplan Stakeholder Board inc. developers	£25,861,000	Various including LIP/LBC/S106/GLA/ Sustrans, Growth Zone / through private developments	£25,861,000	-	2
THE MINSTER AND ST. JOHN'S MEMORIAL GARDEN PUBLIC REALM IMPROVEMENTS								£3,600,000	106, LBC, GZ	£1,000,000	£2,600,000	2
PURLEY STRATEGIC REGENERATION FRAMEWORK DELIVERY	Purley	Y	Y			LBC	LBC/TfL/ Network Rail/ Purley BID	£TBC	Regeneration Feasibility Budget	£73,580	-	2

INFRASTRUCTURE DELIVERY PLAN: PUBLIC REALM & MASTERPLANS SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
PURLEY GYRATORY	Purley	Y	Y	Y		LBC	LBC/TfL	TBC	TBC	-	-	2
AMBASSADOR HOUSE FORECOURT	Ambassador House Forecourt, Thornton Heath	Y				Croydon Council	Urban Growth, Tomos Design, Bareface, Van Dang (Studio Tiger), Kinc, Skanska, Sugar for My Soul and National Park City	£100,000	Croydon Council	£100,000	£0	1
THORNTON HEATH HIGH STREET REGENERATION FRAMEWORK	Thornton Heath High Street	Y	Y			Croydon Council	LBC, Network Rail, TFL, local developers and landowners	TBC	Croydon Council	TBC	TBC	1
GOOD GROWTH FUND PROGRAMME	South Norwood and Woodside	Y				LBC	LBC/GLA	£1,506,079	GLA/LBC	£1,506,079		(2)
HIGH STREETS HERITAGE ACTION ZONE	South Norwood and Woodside	Y				LBC	GLA/LBC/ Historic England	£ 955,544	Historic England	£ 955,544		(2)
HIGH STREETS HERITAGE ACTION ZONE CULTURAL PROGRAMME	South Norwood and Woodside	Y				Stanley Arts	Historic England	£99,750	Historic England	£99,750		(1)

INFRASTRUCTURE DELIVERY PLAN: PUBLIC REALM & MASTERPLANS SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
COMMUNITY PLAN – OTHER PROJECTS	South Norwood and Woodside	Y	Y			LBC	We Love SE25 / South Norwood Business Network / South Norwood Net / Clocktower Market / Stanley Arts / CYTO / All Heads Recognized	Tbc	Tbc	-		(1)
CONNECTED KENLEY PROGRAMME	Kenley	Y				LBC	LBC, GLA, TfL, Kenley Community Advisory Group, ward members, Regeneration	TBC	GLA, LBC (S106), TfL	£2m	125k	2
TRANSPORT INFRASTRUCTURE	Kenley	Y	Y			LBC	LBC, GLA, TfL, Kenley community Steering Group, Residents Associations, ward members, Transport Steering Group	£2-3 m	S106, CIL	TBC	£2-3 m	3
PURLEY WAY CORRIDOR			Y			LBC	TfL	TBC	Not currently funded	TBC	TBC	
EAST WEST LINKS		Y	Y			Various developers	LBC	TBC	Not currently funded	TBC	TBC	

INFRASTRUCTURE DELIVERY PLAN: PUBLIC REALM & MASTERPLANS SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
WADDON STATION				Y	Y	Southern Railway	LBC, TfL	TBC	Not currently funded	TBC	TBC	
JUNCTIONS				Y	Y	TfL	LBC	TBC	Not currently funded	TBC	TBC	
RAPID BUS			Y	Y		TfL	LBC	TBC	Not currently funded	TBC	TBC	

INFRASTRUCTURE DELIVERY PLAN: MISCELLANEOUS SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
ROUTINE & NON-ROUTINE MAINTENANCE	Borough Wide	Y	Y	Y	Until 2036	London Borough Croydon & London Borough Lewisham	Croydon and Lewisham Street Lighting Services Limited & Milestone Infrastructure Services	As per Monthly Unitary Charge	DFT/ Croydon Council	As per Contract	none	2