

Croydon Council Infrastructure Delivery Plan 2025

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INFRASTRUCTURE DELIVERY PLAN: INTRODUCTION

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 20 years from 2020 to 2040. 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 a 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
- Public Realm and Masterplans

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 etc. 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 (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

What?

Provision of temporary and permanent additional primary school places through the expansion of existing schools and new build schools.

Where?

Borough-wide

When?

2024 – 2040

Why?

Croydon has six educational planning areas for primary schools; North West, East, Central, South, South East and South West.

The Education Estates Strategy for the next three academic years (2024 - 2027) was approved by the Council's Cabinet Committee on 22 January 2025. Croydon has been experiencing a slowing in demand for additional primary school places on a borough wide level but 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 and the South West and may potentially require additional school places in the future. In other areas, such as the North West, South East 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 and management of surplus places.

Where are we now?

There are no new projects in Croydon.

What are the next steps?

Gresham Primary School – bulge class

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 Central 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 .

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	Y			LBC	LBC	£350,000	Basic Need Funding	£250,000	£100,000	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?

2024– 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 2024 - 2027 was approved by the Council's Cabinet Committee on 22 January 2025.

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 are no new projects in Croydon.

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	PRIORITISA- TION (3) CRITI- CAL, (2) ESSEN- TIAL, (1) IM- PORTANT
		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. Various projects and activities related to the education estates, including capital delivery, budget management, and risk assessment.

Where?

Borough – wide

Multiple locations including Broadmead School, Castle Hill, Crosfield Nursery, Croydon College, Elmwood Infants, Fairchildes Academy, John Wood Academy, Monks Orchard, Priory School, Red Gates Primary School, Rowdown, Selhurst Nursery and Children's Centre, Shirley High, St Andrews, St Giles School, St Nicholas, The Crescent Academy, Tudor Academy, Winterbourne Infants & Nursery, and Woodlands Family Hub.

When?

Ongoing projects with specific dates mentioned for actions and approvals, such as 2024-26, 2023-25, and immediate actions.

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 2024/26 was approved by the Council's Cabinet Committee on (TBC)

Where are we now?

Several projects have been completed or are in progress, including:

- **Encompass @ Fairchildes Primary School:** MLD/ASD provision with 10 commissioned places, opening in September 2024 in South New

Addington.

- **The Hive @ Monks Orchard School (Fairchildes Academy Community Trust):** ASD – Complex Needs provision with 20 commissioned places, opening in September 2024 for Reception and October 2024 for KS2 in Central New Addington.
- **Tudor Academy ELP:** ASD/Complex Communication Needs provision with 14 commissioned places, 10 opening in November 2024 and 4 in January 2025 in Central New Addington.
- **Winterbourne Nursery and Infant ELP:** ASD/MLD – Complex Needs provision with 10 Reception places and 10 KS1/2 places, opening in September 2024 for EY and September 2025 for KS1/2 in North Thornton Heath.
- **Broadmead ELP:** ASD – Complex Needs provision with 20 commissioned places, 15 opening in September 2024 in Central Croydon.
- **John Wood ELP:** Complex Medical Needs provision with 20 commissioned places, opening in January 2025 in Central Croydon.
- **Rowdown Primary School (Fairchildes Academy Community Trust):** ASD provision with 6 places from September 2024 and 14 places from January 2025, opening in January 2025 for Infants and September 2025 for Juniors in South New Addington.

What are the next steps?

Continue with the planned projects and actions, including the workshop on scoping and planning future projects, and addressing any outstanding approvals and budget allocations.

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.

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.

Risks are related to project delays, budget overruns, and health and safety issues identified. Mitigation measures include regular monitoring, combining financial

EDUCATION INFRASTRUCTURE: SEND PROVISION

information for clarity, and ensuring responsibility and liability are confirmed before reimbursement.

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							
BROADMEAD SCHOOL (NEW SEN ELP UNIT)	Central Croydon	Y	Y			LBC	LBC, School	£3,000,000	High Need	£3,000,000	-	3
BROADMEAD SCHOOL (ELP FOR 20 PEOPLE)	Central Croydon	Y	Y			LBC	LBC, School	£838,370	High Need	£838,370	-	3
CASTLE HILL (SEN/ELP WORK)	New Addington	Y				LBC	LBC, School	TBC	High Need	TBC	TBC	3
CROSFIELD NURSERY (SENSORY ROOM AND GARDEN)	South Norwood	Y	Y			LBC	LBC, School	£25,000	High Need	£25,000		2
CROYDON COLLEGE (TEMP POST 16 SEN)	Central Croydon	Y	Y			LBC	LBC, School	£245,000	High Need	£245,000		3
ELMWOOD INFANTS (SEN/ELP WORK)	Broad Green and Selhurst	Y				LBC	LBC, School	TBC	High Need	TBC	TBC	3

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							
FAIRCHILDES ACADEMY (REMODEL SPACE FOR SEN)	New Addington	Y				LBC	LBC, School	TBC	High Need	TBC	TBC	3
JOHN WOOD ACADEMY (NEW ELP FOR 20 PEOPLE)	Central Croydon	Y				LBC	LBC, School	TBC	High Need	TBC	TBC	3
MONKS ORCHARD (NEW SEN WING)	New Addington	Y				LBC	LBC, School	£250,000	High Need	£250,000		3
PRIORY SCHOOL (VARIOUS WORKS)	Upper Norwood	Y				LBC	LBC, School	£305,000	High Need	£305,000		3
RED GATES PRIMARY SCHOOL (PLAYGROUND WORKS)	South Croydon	Y				LBC	LBC, School	£20,000	High Need	£20,000		2
RED GATES PRIMARY SCHOOL (MODULAR BUILDING)	South Croydon	Y				LBC	LBC, School	£54,129	High Need	£54,129		3
ROWDOWN (COMPLEX ASD)	New Addington	Y				LBC	LBC, School	£125,000	High Need	£125,000		3
SELHURST NURSERY AND CHILDREN'S CENTRE (SENSORY ROOM AND GARDEN)	Broad Green and Selhurst	Y				LBC	LBC, School	£25,000	High Need	£25,000		2

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							
SHIRLEY HIGH (SEN/ELP WORK)	Shirley	Y					LBC, School	TBC	High Need	TBC	TBC	3
ST ANDREWS (ST GILES ST ANDREWS SEN MOVE)	Waddon	Y	Y				LBC, School	TBC	High Need	TBC	TBC	3
ST GILES SCHOOL (INTERNAL RE-MODELLING WORKS)	South Croydon	Y	Y				LBC, School	£391,012.39	High Need	£391,012.39		3
ST NICHOLAS (SEN AREA REPURPOSING)	Purley	Y					LBC, School	£616,094.85	High Need	£616,094.85		3
THE CRESCENT ACADEMY (20 ADDITIONAL ELPS)	Broad Green and Selhurst	Y					LBC, School	TBC	High Need	TBC	TBC	3
TUDOR ACADEMY (SEN/ELP WORK)	New Addington	Y					LBC, School	£125,000	High Need	£125,000		3
WINTERBOURNE INFANTS & NURSERY (REMODEL SPACE FOR SEN/ELP)	Thornton Heath	Y					LBC, School	£125,000	High Need	£125,000		3
WOODLANDS FAMILY HUB (REPURPOSE AREA)	Addington	Y					LBC, School	£149,000	Grant	£149,000		3

EDUCATION INFRASTRUCTURE: CROYDON UNIVERSITIES

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, T levels, 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 an expanding variety of areas. 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, including Level 4) are delivered. Subject to funding, we have been successfully delivering SWAPS courses in eg Cabin crew, Civil service careers and 50+ to reskill the unemployed back into work.
- Coulsdon Sixth Form college concentrates on the delivery of academic pathways, including T levels, for 16 – 18 year olds from a purpose-built modern campus based in south of the borough. It also houses the Pathway Centre for High Needs Students, a temporary building supplied by the Croydon Council.
- The Croydon College 2025-2029 Corporate Strategy 'Creating Careers', was launched in December 2024.

Spurgeon's College

- Spurgeon's College is a theological institution in South Norwood. The college specializes in training for Christian ministry, offering a range of undergraduate, postgraduate, and research degrees in theology and related fields.

When?

Current courses in Croydon College Group

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

September 2024 – Degrees in Adult Nursing, Children's Nursing, Mental Health Nursing Health and Social Care, Business and Management, Teaching qualifications, and HNCs in Construction, Construction Management, eSports, Games Development and Cyber Security.

September 2024 – Supported enterprise programmes for our growing SEN learner cohort in real life retail and hospitality outlets and entrepreneurial apps eg Vinted.

September 2024 – Vocational and Academic course from entry to level 3 on Croydon and Coulsdon sites.

September 2023 – T Levels in Engineering, Science and Childcare, across both campuses.

September 2024- Apprenticeship provision in STEM and Professional areas from intermediate to higher programmes, including Building Services Engineer Senior Technician, Quantity Surveying Technician at Level 4.

November 2024 – NEET Entry-level ESOL supported by Croydon council.

January 2025 – Higher Education (HNC) courses in Construction, Construction Management and Computing for England.

January 2025 – ESOL programmes from entry to level 2, if funds permit.

January 2025 – Electric Vehicle reskilling courses from Level1 to Level 4.

Future development

September 2025 – T levels in Care, at both campuses.

September 2026 – T levels in Construction and Digital, at Croydon campus.

Why?

Croydon College remains focussed on meeting the medium to higher skills gaps in Construction, Care and the Tech/Digital industries, with focus on retrofitting, solar, drones and heat pump provision and AI. This is in response of local industry, with increasing demands for skilled staff from businesses in construction related trades, healthcare, and digital arts that support local employment. The College is also committed to ensuring it develops programmes that embed or require new technology to meet the requirements of the Green economy.

For 2024/25 academic year, the key local markets that the College College group are focusing on are:

- Educating young Croydon residents: ESOL needs, Prevention of NEETs programme and further development of Foundation Apprentices and T level programmes (Skills England 'Driving Growth and Widening Opportunities', September 2024)

EDUCATION INFRASTRUCTURE: CROYDON UNIVERSITIES

- Retraining unemployed adults into employment: Construction, Care and Digital/Tech through Croydon Skills and GLA opportunities.
- Responding to the Green employer skills needs:

Where are we now?

1) Green Skills

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 in 2021. This provision is graded as 'Good' by Ofsted (February 2023). The College's green skills courses include:

Skilled trade and Engineering	1	Carpentry & Joinery L1 and 2
	2	Brickwork L1 Construction L3
	3	Plumbing & Domestic Heating E3, L1 and 2
	4	Property Maintenance Operative L1 and L2 Electrical installation L1 and L3
	5	Civil Engineering Technician L3 Construction Site Quantity Surveyor L4
	6	Building Services Engineering L1 and L2 Building Services Engineering L3 Building Services Engineer L4
Motor vehicle	8	Vehicle systems maintenance E3, L1 and L2

2) Care

The College has 3 Nursing degree in response to the CUH local needs and to provide a progression route for our seven groups of Access to Nursing (160 students approx). The degree is validated by the University of Roehampton (UoR) and has recruited nearly 150 students per year since starting in September 2021. It complements the existing Health and Social care degree that the College has been running for a quite a good number of years in support of CUH skills needs.

The College will be moving to the new T Level in Health & Care for 16-18 year olds in the near future, having introduced T Level Childcare in September 2023.

3) Tech/Digital

The College has established a digital hub focused on delivering courses such as: BTech Level 2 and 3 eSports
BTech Level 2 and 3 Games and Animation

These courses enable progression to the Level 4 HNC for over 100 of our Creative students.

4) NEET programmes

In responding to need since 2021, the college has set up an additional recruitment point for recruiting NEETS, especially those with an ESOL need, via Croydon Council NEETS Team. The intention is to enable clear progression to the next level of education in September of the next academic year or apprenticeship training. These programmes also have a rap around Wellbeing and Re-engagement tutorial package to support the vulnerable learners expected to enrol on such programmes.

What are the next steps?

The College is waiting announcement of the future programme opportunities from the DfE and the London Mayor, but considers that it is meeting or developing many of the skills priorities for local residents within the scope of its current campuses. There are four key areas where the College would seek IDP contributions as one of the largest education provider in the borough:

- The security and safeguarding needs of our young people has become ever more noticeable since 2021 IDP return. Although we have remodelled both campuses internally to create Wellness Suites, which increases student access to our Safeguarding staff, we have a need, at the Croydon campus, to keep developing for student enrichment opportunities to enable them to mix in a safe environment eg Sports Hall, esports arena, larger prayer rooms and more washing facilities.
- At Coulsdon, our Refectory is hopelessly undersized for the 1,050 Full Time students there, and our Sports Hall is also too small.
- We have several areas on the Lower Ground Floor of the Croydon campus which are mothballed. These are areas that, with financial support, we

would develop for our Green Skills provision, including immersive classrooms and using new AI technology for construction and engineering and the trades. This would create additional capacity to grow the provision and provide specialist upskilling for local residents.

- The College has a strategy to meet net zero by 2030, and has already embarked on the GLA's Retro Accelerator Programme, with works at Coulsdon Sports Hall scheduled for summer 2025. The College will be exploring all funding options to expand the scope to the more challenging Croydon campus and would be welcome involvement in local infrastructure projects to support eg community heating projects with the Fairfield Halls and Council.

Risks and Mitigation:

Key risks to the educational provision at Croydon College comprise:

- Lack of Government capital funding to meet the condition needs of the campus buildings **Mitigation:** assessing curriculum developments compared to Government priorities where funding is available. Access to any local infrastructure funds to replace the critical style windows and develop interior rooms will be sought to enable the college to remain operational.

EDUCATION INFRASTRUCTURE: CROYDON UNIVERSITIES

PLANNED PROVI- SION	WHERE	WHEN				WHO (LEAD PART- NER)	DELIVERY PARTNERS AND STAKE- HOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUND- ING AVAILA- BLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
-	-	-	-	-	-	-	-	-	-	-	-	-

EDUCATION INFRASTRUCTURE: LONDON SOUTH BANK UNIVERSITY

What?

London South Bank University (LSBU) opened a new campus in Croydon in 2022 as part of expanding access to higher education in South London. The LSBU Croydon campus focuses mainly on health and business courses, like nursing, midwifery, accounting, and business management. They aim to support the local economy by training people for in-demand jobs, especially in healthcare. It also houses the REACT Innovation Centre.

LSBU REACT Innovation Centre

Secured £300,000 external funding match funded with £500,000 from LSBU for the creation of 450 sq.mt of lab space managed by London South Bank University, School of Engineering. The REACT (Research, Engage, Academia, Community and Technology) innovation Centre will focus on three key verticals Healthcare/Tech, Energy & Sustainability and smart manufacturing.

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?

LSBU Croydon Campus, Electric House

When?

2023 – Ongoing

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.

Where are we now?

£300,000 of funding was secured to the centre and is now operational in the LSBU Croydon Campus. A number of business support sessions have taken place in the centre and businesses have been supported to access funding and engage in knowledge transfer activities. Exploring partnerships with blue chip organisations such as Verizon and Jupiter to provide industry expertise and additional funding.

What are the next steps?

Engage with local businesses and residents to ensure they are accessing the support available to them. Explore the possibility of creating a local tech network including businesses within engineering, logistics and construction industries. Potential collaboration with Croydon University Hospital.

Risks and Mitigation:

Lack of funding for the continuation of the centre. Mitigated by a number of partnerships with the private sector and applications for funding through knowledge transfer activities.

EDUCATION INFRASTRUCTURE: LONDON SOUTH BANK UNIVERSITY

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PART- NERS 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 REACT Innovation Centre	Electric House	Y	Y			Croydon Council	London South Bank University. Lanlord of Electric House	£800,000	LSBU, SIP fund through SLP Knowledge Exchange programme.	£302,00	n/a	

TRANSPORT INFRASTRUCTURE: STRATEGIC TRANSPORT PROGRAMMES

As part of the planning process the Council seeks site specific contributions to mitigate the impacts of new development on the local transport network. Sustainable transport contributions are also sought to support the delivery of strategic transport programmes and projects which are required to support sustainable growth across the borough. This section provides an overview of what, where, when and why in relation to strategic interventions, as well as the current position and priorities.

What?

Major Regional Infrastructure

- Rail Network capacity improvements including the upgrade of the Brighton Main Line.
- 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 Dulwich Line.
- Full reconstruction of East Croydon Station to support delivery of a 21st Century station providing two additional platforms, a larger concourse with improved facilities for passengers and better connections with the town centre and other transport links.
- Improvements to West Croydon Station to improve connections to both North End/ London Road and the public transport interchange, provide adequate forecourt space for passengers to orientate themselves alongside other users of the public realm. Provide step free access to all platforms and improve interchange to other modes.
- Improvements to Norwood Junction station providing two new footbridges, one with lifts to provide step-free access to all platforms. Supported by improved passenger waiting facilities.
- Rail Station accessibility improvements including providing Access for All at South Croydon Station
- Medium- and long-term planning for the Tram network following the revised journey patterns and network pressures following the COVID-19 pandemic.
- Corridor improvements delivering Healthy Streets, Bus Priority, and Active Travel Measures at various locations including Purley Cross, Fiveways, Purley Way, Lombard Roundabout, Thornton Heath Pond.

Croydon Metropolitan Centre and Growth Zone Corridors

- Creating a permeable core by breaking down the severance caused by large urban blocks, tram and rail infrastructure and the legacy of urban motorways -connecting Croydon through a simple, high-quality routes and

public spaces.

- Improving the High Street - strengthening Croydon’s retail commercial core.
- Improving Wellesley Road, Old Town / Roman Way, and the A232, providing increased space for active and sustainable transport infrastructure and urban greening.
- 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.
- Improving Brighton Road, London Road, and Mitcham Road Corridors including the need to support local businesses and improve the quality of the public realm alongside the introduction of measures to support active and sustainable transport.

Bus Priority and Accessibility

- Additional routes and buses to increase bus capacity to allow services to be more efficient, reliable and attractive to users. Addressing 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 ensure services are regulated, performance maintained, and essential bus driver facilities are provided.
- Accessibility and safety improvements at bus stops and bus facilities.

Active Travel

Projects in the programme include a network of cycling and walking improvements as set out in the Croydon Cycling Strategy Cycle Network Delivery Map and the wider network proposed as part of Croydon’s Third Local Implementation Plan (2019). These networks will be supported by a range of supporting schemes to improve the quality of environment and experience for people walking, wheeling or cycling. Measures may include providing cycle parking (in town centres, at railway stations and cycle hangars in residential areas), improving access to active travel such as e-bikes and e-scooters, accessibility and wayfinding improvements.

TRANSPORT INFRASTRUCTURE: STRATEGIC TRANSPORT PROGRAMMES

Where?

Croydon Opportunity Area, borough-wide and adjacent boroughs, including Merton, Sutton and Bromley

When?

- The MTS covers the period 2018-2041.
- The London Plan covers a period of 20 years from 2021.
- The TfL LIP 3 Year Delivery Plan covers the period from 2025/26 to 2027/28.
- Croydon Transport Vision 2015.

Why?

The Croydon area is the busiest, most congested and complex part of the country's rail network requiring major works to eliminate the operational constraints in the Croydon area. Significant growth in passenger demand will require significantly improved interchange opportunities and capacities. Improving suburban rail services in south London is also sought to improve connectivity to the Borough and enhance the passenger experience.

Accessible rail stations ensure support an inclusive community making it easier for people to visit friends, get to the shops or to work. Currently only East Croydon, Thornton Heath, Coulsdon Town, Coulsdon South, Selhurst and Purley have adequate step free access. With Norwood Junction, Thornton Heath, Selhurst, Waddon, West Croydon, South Croydon, Purley Oaks, Purley, Kenley, Reedham and Woodmansterne lacking the full step free access that passengers with mobility needs require. With an ageing population who will have greater mobility problems, a fully accessible public transport network will become even more important. Even if the stations are fully step free themselves there is a need to ensure that the public realm to and from the station and between interchanges is accessible.

The tram network is a vital part of Croydon's wider sustainable transport network, particularly for the many orbital journeys taking place. Expansion and increased capacity across the tram network could help to provide additional homes and regeneration around the tram network. The COVID-19 pandemic significantly affected passenger ridership levels and, as a result, further work is required to understand future ridership patterns, demand and required interventions. The Reconnected Croydon programme of transport and highways projects focusses on creating a demonstrable improvement to the quality of the public

realm and the general environment in Central Croydon, alongside improvements to connectivity to and across a walkable and cyclable Town Centre.

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. Improvements to the road system and associated infrastructure can assist other elements of the Local Plan, reduce traffic speeds, and encourage walking and cycling. 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 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 in need of similar improvements.

Bus travel accounts for a large proportion of the journeys to work in Croydon as well as many school and shopping trips. This is delivered through an extensive network of bus services supported by bus priority measures, as well as bus stops and stands. The bus network is critical in accommodating increased demand, particularly in the town centre and Purley Way, by providing accessible and affordable public transport capacity. Assessment of the bus infrastructure will be required to check this additional use can be serviced. Improving connectivity and encouraging sustainable travel modes over private car ownership through Healthy Neighbourhood schemes, Healthy High Streets, Liveable Neighbourhood schemes and School Streets. These initiatives support the modal shift towards a more sustainable pattern of movement across the borough and beyond to ensure the transport network including roads, can cope with planned growth and air quality is improved.

The LIP3 sets a target to increase the proportion of Croydon resident trips travelling on foot, by cycle or by public transport to 63% by 2041. The Mayor's Transport Strategy sets a target of 80% of all London trips to use sustainable modes of transportation by 2041. With more than 40% of trips predicted to be made by car users (driver, passengers and private hire vehicles) in the Local Plan scenarios, a significant proportion of trips would need to shift to sustainable modes to achieve the LIP target.

Croydon has the potential to increase levels of cycling, due to its suitability for the

TRANSPORT INFRASTRUCTURE: STRATEGIC TRANSPORT PROGRAMMES

required cycling infrastructure to be implemented and the high number of short trips made by car which could be made by bike. Investment in new cycle routes and other infrastructure will raise the status of cycling in Croydon as a central component of our movement network. In turn, the cycling infrastructure will be a major part of the solution to safer cycling. Improving access to bikes is seen as a keyway to achieve this by removing barriers to more cycling. Providing bikes and scooters where they are needed with a low cost of entry, with consideration to be given to electric bikes and scooters to help make trips uphill easier.

Where are we now?

Major Regional Infrastructure

Network Rail paused development of the CARS scheme in 2021. At this time, it is not known when CARS may proceed. The proposals include:

- The full reconstruction of East Croydon station providing a total of 8 platforms
- 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

In Control Period 7 (2024-2029) works are proposed on the signals and controls in the Selhurst Triangle which will improve service reliability.

The 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.

Network Rail is currently undertaking a feasibility study to provide Step free Access at South Croydon Station.

TfL have issued the Invitation to Tender for the new tram fleet anticipated to be in operation in the late 2020's. Depot upgrade works to support the introduction of the new trams is current under design. The East Croydon and George Street track renewal was completed during in 2024. Further track renewals are planned for 2024/25 at the Shirley Hills Road crossing, Kent Gate Way Road crossing, Saffron Curve and Barclays Curve embedded track renewals, and Mitcham Interlace ballasted track renewal.

An A23/A232 corridor study has been produced by TfL and the Council and has categorised the highway network and identified opportunities and constraints. Several 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). Feasibility work is currently on hold.

A22/A23/A232 (including Fiveways junction). LBC and TfL to review priority list for projects in light of current growth forecast and review infrastructure requirements.

Croydon Metropolitan Centre and Growth Zone Corridors

The Council has started to break the above barriers by creating pedestrian and cycle crossings on the Park Lane gyratory, Roman Way and Wellesley Road and the new pedestrian bridge link at East Croydon Station.

A 'loop' for pedestrians and cyclists is also being progressed. The route is: Poplar Walk - Bedford Park - Dingwall Road - College Road - Fairfield Halls - Katharine Street - Fell Road - Mint Walk - High Street - North End. This loop (where possible) utilises quieter streets in Croydon Metropolitan Centre.

Design proposals for Brighton Road, London Road, have 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. The Mitcham Road corridor was not part of the pandemic response as the corridor layout was not considered suitable for the implementation of temporary schemes. These projects will now review and assess interventions to date, engage with the community through co-design and seek to balance the different modes as part of a more integrated approach to these projects. Improvements to bus priority, road safety, waiting and loading, parking for local traders, active travel and public realm are envisaged. Key to this will be a process of stronger engagement with residents, businesses, and ward councillors at each stage of development and delivery.

Bus Priority and Accessibility

Bus priority is currently focussed on delivering the Kent Gateway / Addington Village Interchange scheme. This scheme incorporates a right turn facility for buses is proposed for delivery over the 2024-25 and 2025-26 financial years as a seamless delivery process. This is a major scheme with new signal infrastructure.

TRANSPORT INFRASTRUCTURE: STRATEGIC TRANSPORT PROGRAMMES

Beyond the Kent Gateway scheme, an initial assessment of roads that might be suitable for bus priority measures has been undertaken and identified the following corridors:

- Croydon to South Norwood
- Waddon to Lombard Roundabout
- South Norwood to Beulah Hill
- Broad Green to Norbury
- Purley to Croydon
- Kenley to Purley

Active Travel

Where possible active travel (walking, cycling and wheeling) projects will be integrated into other projects within the Town Centre and Corridors as part of seeking to ensure a better delivered sharper focused programme.

The focus of current work is on the NCN232 Cycle route that runs from Wandle Park to Lloyd Park via Croydon town centre. The scheme runs from Wandle Park via the town centre to Lloyd Park, passing through the areas of the Old Town, Mid Croydon, and College Green masterplans. The route is mainly on carriageway on quieter roads and on shared footway / cycleway paths (through parks, and adjacent to busier roads).

Beyond these focussed corridor improvements, engagement with Members has identified opportunities to implement cycling routes through wider 'quietways' network away from more heavily used parts of the Highway network. This would require investment in well considered cycle infrastructure adjacent to the tram system in 2024/25 and investigation in quieter streets.

What are the next steps?

Major Regional Infrastructure

Despite the pausing of the CARS, Network Rail recognise the significant positive changes that CARS could bring to a heavily used and constrained route. The council will continue to make 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.

Building on the feasibility study for West Croydon Station in 2019 and the stabilisation of passenger demand following the COVID-19 pandemic, the Council will be re-engaging with Network Rail to understand what scope there is to deliver improvements to the station.

Continue to work with transport providers to deliver improved rail services, station capacity and improvements to passenger experience to support growth and seek funding to work towards these, including developer contributions and obligations, and bid for other funding. Whilst we continue to lobby for investment it is recognised that the funding environment has changed. There will be a focus on smaller incremental projects which can be delivered earlier, whilst contributing to longer term objectives.

To help inform the strategic planning of transport services in Croydon, the council and TfL are undertaking strategic transport modelling to understand the projected growth set out in the emerging updated Local Plan and identify the improvements needed to facilitate further growth. This work and the ongoing assessment of transport services will inform future priorities and support further development in the area envisaged by the Purley Way Masterplan.

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

Croydon Metropolitan Centre and Growth Zone Corridors

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.

The Corridor Enhancement Programmes emphasise the importance of creating safer, healthier and more sustainable local environments. And will be planned to add value to any existing regeneration opportunities or be used as a lever to secure additional funds from other external agencies to widen the scope and deliver integrated packages.

The council will carry out feasibility studies to establish a rolling programme of

TRANSPORT INFRASTRUCTURE: STRATEGIC TRANSPORT PROGRAMMES

road safety improvements over the next three years building on the initial collision study undertaken in 2024. We will also use the latest TfL data to refresh our current dataset and collate a list of priority links.

Bus Priority and Accessibility

Following the identification of key bus priority corridors discussed above, LBC will work with TfL to establish the critical route (s) for further discussions and identify measures which could enhance bus progression and developing a rolling programme.

Where possible Bus Priority projects will be integrated into other projects to ensure a better delivered, sharper and focused programme (primarily Croydon Town Centre and Growth Zone Corridors projects).

Active Travel

Implementation of routes in the wider borough as identified above supported by cycle parking in town centres, residential areas and at stations.

Risks and Mitigation:

Cost and time are the other major unknown elements. Additionally, many of the proposed projects, subject to funding, are more likely to be delivered over a long-term year period. These schemes are subject to further detailed design and, testing before costs are finalised.

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.

Lack of road space and capacity to deliver meaningful improvements. Balancing the needs of a variety of modes (including public transport, the private motor vehicle, walking and cycling).

Many schemes are subject to statutory consultation and the outcome of this process is not guaranteed.

TRANSPORT INFRASTRUCTURE: STRATEGIC TRANSPORT PROGRAMMES

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PART- NER)	DELIVERY PART- NERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISA- TION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
<u>MRI – Croydon Area Re-modelling Scheme – East Croydon Station</u>	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
MRI - Rail Station Accessibility Improvements – West Croydon	West Croydon	Y	Y			TfL/Network Rail	TfL/Network Rail	Accessibility scheme has been estimated as £1.5 million at 2023 prices	Growth Zone/ TS106 / CIL / fL/ Access for all	None	£1.5 million	3
MRI - Rail Network Capacity Review – TfL Metroisation Proposals	Various		Y	Y	Y	TfL	TfL, DfT	TBD	TBD	TBD	TBD	3
MRI - Rail Station Capacity and Accessibility Improvements	Various		Y	Y	Y	Network Rail	DfT, TfL, Developers	TBD	TBD	TBD	TBD	2
MRI - Trams – Strategy – development and delivery	Boroughwide	Y	Y			TfL	TfL/LBC	TBD	TBD	TBD	TBD	3
MRI - TLRN Corridor Improvements (A22, A23 and A232) - review and delivery including Fiveways, Purley Way, Lombard Roundabout and Thornton Heath Pond	Various locations		Y	Y	Y	TfL	TfL/LBC	TBD	TBD	TBD	TBD	2
MRI - Croydon Purley Way and Town Centre Strategic Modelling study.	Croydon Opportunity Area	Y	Y			LBC	TfL / LBC / developers	TBD	TBD	TBD	TBD	3

TRANSPORT INFRASTRUCTURE: STRATEGIC TRANSPORT PROGRAMMES

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PART- NER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUND- ING AVAILABLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
CMC/GZ - Wellesley Road / Whitehorse Road to Crystal Palace Corridor	Croydon Opportunity Area	Y	Y	Y		LBC	TfL / LBC / developers	TBD	TBD	TBD	TBD	2
CMC/GZ - London Road Corridor / West Croydon (including West Croydon Station)	Croydon Opportunity Area	Y	Y	Y		LBC	TfL / LBC / developers	TBD	TBD	TBD	TBD	2
CMC/GZ - Old Town / Mitcham Road Corridor	Croydon Opportunity Area	Y	Y	Y		LBC	TfL / LBC / developers	TBD	TBD	TBD	TBD	2
CMC/GZ – Mid Croydon / South End	Croydon Opportunity Area	Y	Y	Y		LBC	TfL / LBC / developers	TBD	TBD	TBD	TBD	2
CMC/GZ - Fairfield	Croydon Opportunity Area	Y	Y			LBC	TfL / LBC / developers	TBD	TBD	TBD	TBD	2
CMC/GZ – Brighton Road	Croydon Opportunity Area	Y	Y			LBC	TfL / LBC / developers	TBD	TBD	TBD	TBD	2
BP&A – Bus Priority Strategy – Development and Delivery	Boroughwide	Y				LBC	TfL	TBD	TFL, LBC Capital Growth Zone, S106	TBD	TBD	2
AT – Cycling and Walking network development and delivery	NCN232 Extension	Y	Y	Y	Y	LBC	LBC, TFL, Cycle stakeholders	TBD	TFL, LBC Capital Growth Zone, S106	TBC	TBD	3

TECHNOLOGY, INNOVATION & ARTS INFRASTRUCTURE: ENTERPRISE CENTRES

What?

Creative and cultural industries centres

Where?

Croydon Opportunity Area, Crystal Palace, South Norwood (Stanley Halls) and Purley

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 12 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 has supported the creation of over 4,000 sq.mt of creative workspace in Croydon, including artists studios, performance spaces and hot desks. 140 people under the age of 25 have benefited from discounted studio or creative workspaces. Designed and launched the Croydon Creative Directory which currently supports the business development of over 300 creatives/businesses.

The CEZ is currently formulating an action plan to secure its future through to 2027.

The Creative Digital Lab and LSBU React centre alongside 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

What are the next steps?

The Creative Enterprise Zone is focussed on the town centre plus 3 neighbourhoods— South Norwood, Purley / the A23 corridor and Thornton Heath. The next phase of the programme covering years 2025 – 2027 includes:

- Expanding the existing Croydon Culture network,
- Delivering TED style talks, hosting Career roadshows
- Tailored business support
- Digital skills programmes for businesses

- Engagement with local creative businesses for career placements.
- Producing a wide ranging social charter ensuring that existing communities are supported and recognised
- Re-launch the Music Industry Network and establish regular network meetings.
- Secure funding for a Young Producers programme.

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) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
CROYDON TMRW HUB AT DAVIS HOUSE	COA	Y	Y			LBC	LBC / GLA / Commercial operator	£2,69m	GLA Mayors Regeneration Fund, LBC	£1,89m	Operational costs to be funded by the operator sub letting space to occupiers	1
FAIRFIELD HALLS	COA	Y	Y			LBC	LBC	TBC	LBC	TBC	TBC	
SOUTH NORWOOD	Stanley Halls / CYTO / South Norwood Library	Y				LBC	LBC / GLA / Stanley People's Initiative / CYTO / TBC	TBC	GLA LBC	TBC	Match funding to be sourced by operators	1
CRYSTAL PALACE AND UPPER NORWOOD	Bowyers Yard	Y				Collaboration of 5 boroughs	Croydon, Bromley, Lewisham, Southwark, Lambeth Borough Council's and other local stakeholders	-	LBC / Local Stakeholders	TBC	TBC	1
A23 CORRIDOR ENTERPRISE HUB IN PURLEY	Purley Leisure Centre	Y				CVA	Business Support Agencies / LBC/ Community Organisations	-	GLA / LBC	-	-	1
CLOCKTOWER COMPLEX	COA	Y				LBC	LBC CALAT David Lean Cinema Library Museum	10m	Growth Zone Corporate Finance	TBC	-	1

TECHNOLOGY, INNOVATION & ARTS INFRASTRUCTURE: CROYDON DIGITAL LAB

What?

Creative Digital Lab

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 aimed 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?

Purley Way

When?

Lab Launched in April 2023

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?

The Creative Digital Lab is operational and being run by Start-up Croydon, providing workspace to businesses and access to top of the range media technology such as filming facilities and podcast studios.

What are the next steps?

Fully embed the lab within the boroughs business community, ensuring businesses are supported and utilising the facilities available to them.

Risks and Mitigation:

Ensuring income meets operating costs.

TECHNOLOGY, INNOVATION & ARTS INFRASTRUCTURE: CROYDON DIGITAL LAB

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 LAB	Purley	Y				Croydon Council	Start-Up Croydon	£400,000	GLA	£400,000	N/A	2

What?

Creative Enterprise Zones (CEZ) are a 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?

2019 – Ongoing

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?

Capital grants funding has been secured to support creative workspaces to improve their energy efficiency. A CIC has been setup to ensure the legacy of the CEZ.

What are the next steps?

Work closely with the CIC to secure additional funding to secure the legacy of the Creative Enterprise Zones.

Risks and Mitigation:

Lack of funding for continued support

TECHNOLOGY, INNOVATION & ARTS INFRASTRUCTURE: CREATIVE ENTERPRISE ZONES

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 ZONES	CMC	Y				Croydon Council	Stanley Arts, FMM, Conditions	TBC	GLA	£670,000	n/a	2

TECHNOLOGY, INNOVATION & ARTS INFRASTRUCTURE: LSBU REACT INNOVATION CENTRE

What?

LSBU REACT Innovation Centre

Secured £300,000 external funding match funded with £500,000 from LSBU for the creation of 450 sq.mt of lab space managed by London South Bank University, School of Engineering. The REACT (Research, Engage, Academia, Community and Technology) innovation Centre will focus on three key verticals Healthcare/Tech, Energy & Sustainability and smart manufacturing.

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?

Electric House, LSBU Croydon Campus

When?

2023 – Ongoing

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.

Where are we now?

£300,000 of funding was secured to The centre is now operational in the LSBU Croydon Campus. A number of business support session have taken place in the centre and businesses have been supported to access funding and engage in knowledge transfer activities.

What are the next steps?

Engage with local businesses and residents to ensure they are accessing the support available to them. Explore the possibility of creating a local tech network including businesses within engineering, logistics and construction industries. Potential collaboration with Croydon University Hospital.

Risks and Mitigation:

Lack of funding for the continuation of the centre. Mitigated by a number of partnerships with the private sector and applications for funding through knowledge transfer activities.

TECHNOLOGY, INNOVATION & ARTS INFRASTRUCTURE: LSBU REACT INNOVATION CENTRE

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 REACT INNOVATION CENTRE	Electric House	Y	Y			Croydon Council	London South Bank University. Landlord of Electric House	£800,000	LSBU, SIP fund through SLP Knowledge Exchange programme.	£302,000	£498,000	

TECHNOLOGY, INNOVATION & ARTS INFRASTRUCTURE: DIGITAL INFRASTRUCTURE NETWORK

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 engaged with major connectivity infrastructure and service providers to discuss and identify investment opportunities in the borough. Some areas of Croydon were 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 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?

A proposal has been put together to apply for £4.6m of funding from GLA for fibre connectivity in the Town centre, Purley and South Croydon.

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

Risks and Mitigation:

Lack of funding to roll out increased connectivity in the borough.

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 WI-FI COVERAGE	COA	Y	Y			LBC	TBC	TBC	Via third party service provider	TBC	TBC	2
BROADBAND AND FIBRE COVERAGE ACROSS THE BOROUGH	Borough-wide	Y	y			LBC	Partners to be identified.	TBC	TBC	TBC	TBC	2
NEXT GENERATION SHARED TENANT SERVICES	COA	Y	Y			LBC	Developers, Landlords and Managing Agents	TBC	TBC	TBC	TBC	1

GREEN GRID INFRASTRUCTURE: PARKS AND GREEN SPACES

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 (2022-25) has been produced and approved 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.

Lottery Heritage Funded has been secured to deliver major improvements works at Ashburton Park, this work will increase the borough biodiversity and deliver mayor milestones of the 2019 Ashburton Park master plan.

What are the next steps?

The Renewal Strategy will be followed up with an associated delivery plan, draft under revision of senior management, 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 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; Ashburton Park LHF regeneration project (delivery phase) and Norbury Park, path network improvements.

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 AND GREEN SPACES

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
- Secure site sustainability

Where?

Borough-wide at six direct let sites. Hartley Down / Mickleham Way / Orchard Avenue / Midday Sun/ Pampisford Road / Sanderstead. 8 Independent sites Spa Hill/Selhurst & South Norwood/Upper Norwood District /Bensham Manor /Norbury Park /Smitham Allotment /Thornton Heath & Norbury

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 that increases 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. The asset management is reviewing 8 independent site leases, presenting an opportunity to increase revenue that has been stagnant for the past 15 years. Some investment is required to support the sustainability of the sites.

Where are we now? `

In the last four 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. 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 invested £200,000 to upgrade all council-managed sites, including installing new water systems, improving access, and repairing existing communal huts. Replicating the process at independent sites is essential to ensure their existence, albeit on a smaller scale.

What are the next steps?

We don't count on the funds to complete the development of the independent allotment sites. We will be able to carry out urgent repairs, improving their security and sustainability for an additional £ 100,000. We will also continue to support administered allotment sites where allotment committees have expressed an interest in devolved management.

Risks and Mitigation

We are experiencing a steady 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..

The Parks and Green Spaces service has a limited resources what affect the services offered.

Security risks identified in allotment sites hinder the day to day activities, which can result in lost of investment due to security issues. This are the council responsibility as a landlord.

GREEN GRID INFRASTRUCTURE: ALLOTMENTS

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUND- ING AVAILA- BLE	FUNDING GAP	PRIORITISA- TION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2023/2 8	2028/3 3	2033/3 8	2038/4 3							
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

New arboriculture term contract rates raised by 200 percent from last term contract issued in August 2008, current annual revenue budget does not cover the cost of managing our current tree stock, as well as the newly planted trees across the borough, we will need to put a business case forward to increase this to be sustainable.

Where?

Borough-wide

Ash die back works, We have ash die back in Happy Valley, Hawkhurst and jewel swood, we are currently spending £50,000 per annum on this from our revenue budget, we would need £75,000 per annum for the next 5 years to manage this to ensure public safety

When?

On-going

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.

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?

New Arboriculture term contract started on 1st December 2023 with more robust KPI,s, to ensure best practices and NRSWA are being adhered to.

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.

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.

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							
PARKS, HIGHWAY AND HOUSING HEALTH AND SAFETY INSPECTION PROGRAMME	Borough-wide	Y	Y	Y	Y	LBC	LBC	£815,000pa	LBC Internal Revenue	£815,000pa	TBC	3

SPORTS & LEISURE INFRASTRUCTURE: PLAY 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 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 and a further 5 during 2023.

Additional capital programme funded improvement to recreational areas have also begun in Autumn 2021, with these works set to continue through to summer 2024.

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 project to deliver 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: PLAY 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 £1,350,00	£310,000 (S106) £1,200,000(Capital Programme) £40,000 (Crowdfunding)	£1,350,000	£0	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, which is now in need of an update, key projects include:

- Completion of the upgrade of 32 tennis courts across 14 sites in Croydon. This will involve resurfacing, improved fencing, and the introduction of controlled access.
- Collaboration with the Football Foundation to advance the PlayZone project, an initiative aimed at renovating MUGAs at South Norwood Lakes and Ashburton Park.
- Further exploration with the Football Foundation as part of Croydon's Local Football Facility Plan, focusing on the improvement of football facilities and pitches across the borough. Key areas identified for redevelopment opportunities include Purley Way Playing Fields and Croydon Arena.
- Continued efforts towards the redevelopment and reopening of Purley Leisure Centre. (Details of this project can be found in the Public Realm and Masterplan section under Purley Pool regeneration project)
- Ongoing assessment of Croydon's sport and leisure facilities to ensure they align with our strategic objectives and community needs.
- Identification and prioritisation of development opportunities, particularly those where external grant funding is available.
- Installation of photovoltaic (PV) panels and LED lighting at Waddon Leisure Centre's swimming pool, enhancing energy efficiency and sustainability.

Where?

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

When?

- The aim is to complete the redevelopment of 32 tennis courts by autumn 2024.
- The PlayZone project is progressing, with a targeted completion by autumn 2025.
- The installation of photovoltaic panels and LED lighting is currently in development from GLL and targeted for completion by April 2025.
- There is currently no timeline for the redevelopments at Purley Way Playing Fields, and Croydon Arena.

Why?

Good quality, accessible and well maintained sports and leisure facilities are important to supporting the good health of the population and increasing physical activity participation. This aligns with the Mayor's Business Plan objectives to

ensure the borough is cleaner, safer and healthier and that residents are supported to live healthier independent lives.

Investment in sports and leisure facilities is also important in delivering the Croydon Health and Care Plan priorities around Cost of living, Healthy neighbourhoods and communities, Supporting children, young people and families and Supporting older people.

Croydon's Sport and Physical Activity Facilities Strategy 2018-2023 highlighted a necessity for the redevelopment of Croydon's tennis courts to increase community usage, reduce the risk of injuries, and establish a sustainable model for their long-term maintenance.

The Football Foundation's Local Football Facility Plan highlights several potential development projects across the borough, with Croydon Arena and Purley Way Playing Fields ranked as top priorities where current demand outstrips supply. A strategic review and development plan for these sites, in conjunction with the facility upgrades identified by the Football Foundation, is recommended to maximise community benefit and ensure long-term impact. Croydon Arena has attracted significant interest from Members of Parliament, key community stakeholders, and the neighbouring school.

Utility costs for swimming pools have risen exponentially in recent years. The installation of Photovoltaic Panels and LED lighting at Waddon Leisure Centre will help reduce utility costs, ensuring the pools remain open and sustainable.

Where are we now?

- 30 of the 32 tennis courts have been redeveloped and are now open and operational. One final site remains to be completed, with an expected completion date in October 2024.
- Applications for external funding for the PlayZone project have been submitted and pending a decision from the Football Foundation. Council officers are currently addressing internal governance to move the project forward.
- The Football Foundation has expressed interest in providing significant capital investment; however, no progress has yet been made regarding the redevelopment of Purley Way Playing Fields.
- Discussions concerning the redevelopment of Croydon Arena are ongoing, though external stakeholders have not yet provided substantial details for a proposed plan.
- External grant funding for the installation of photovoltaic panels and LED lighting at Waddon Leisure Centre has been secured, and the council's leisure operator is working towards completing the installation.

What are the next steps?

SPORTS & LEISURE INFRASTRUCTURE: SPORTS AND LEISURE FACILITIES

- Continue working closely with the Football Foundation to meet all necessary criteria for securing 75% match funding for the PlayZone project. Complete the application process with the London Marathon Foundation to obtain 25% match funding for the South Norwood Lakes MUGA, and engage key personnel at Oasis Academy to secure 25% match funding for the Ashburton Park MUGA. Progress internal governance processes, including Planning, Procurement, Assets, and securing the Mayor's approval for the project and approach.
- Approach external organisations in a fundraising effort to advance the development of Purley Way Playing Fields.
- Maintain engagement with key stakeholders regarding potential development opportunities at Croydon Arena and consider the options. Continue supporting GLL in the implementation of Photovoltaic Panels and LED lighting at Waddon Leisure Centre.
- Commission a new Physical Activity Strategy to enable a strategic approach and prioritisation of sports and leisure facilities projects for development in the pipeline.

Risks and Mitigation:

- Risk of overspend on existing or proposed projects: Ensure comprehensive due diligence is conducted on all projects to mitigate financial risks.
- Reputational and relationship risk from delivery of complex projects with multiple partners and dependencies: Establish clear communication channels and ensure transparency in identifying barriers, while managing expectations effectively to prevent reputational harm if projects face delays.
- Council staff resource limitations hindering project progression: Ensure sufficient staff capacity is available to deliver future development opportunities. Collaborate closely with partners to support project delivery.
- Significant redevelopment work across multiple sites: Address and manage potential disruption and safety concerns proactively to ensure minimal impact on the community and project stakeholders.

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							
TENNIS COURT UPGRADE	14 sites across the borough	Y				LBC & The Lawn Tennis Association	LBC with the Lawn Tennis Association & Greenwich Leisure Limited	620k	The LTA & Croydon Capital	620k		2
PLAYZONE PROJECT	South Norwood Lakes & Ashburton Park		Y			LBC & The Football Foundation,	The Croydon Voluntary Action, Palace for Life Foundation, Oasis Shirley Park, The London Marathon	Estimated 470k	The Football Foundation, The London Marathon Foundation, Oasis Shirley Park	410k	60k	2
CROYDON ARENA	Croydon Arena, South Norwood		Y			LBC & Oasis Shirley Park	Oasis Shirley Park, Croydon FC, Croydon FC women's, Croydon Harriers	TBC	TBC	TBC	TBC	1
PURLEY WAY PLAYING FIELDS	Purley Way Playing Fields		Y			Football Foundation		TBC	Football Foundation and Croydon Capital	75%	25%	1
UTILITY INTERVENTIONS AT WADDON LEISURE CENTRE	Waddon Leisure Centre	Y				Greenwich Leisure Limited	Greenwich Leisure Limited, Sport England	115k	Sport England	100%		2

SPORTS & LEISURE INFRASTRUCTURE: LIBRARIES, ARCHIVES AND MUSEUM SERVICES

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?

Accessible, welcoming and high quality cultural, heritage and information services and venues play an important role in Croydon's infrastructure and contribute to the Mayor's Business Plan objectives to develop Croydon as a place of opportunity with vibrant town and district centres, supporting children and young people to achieve their full potential and enabling residents to live healthier, independent lives.

The Council delivered This Is Croydon in 2023-24, a yearlong programme of creative activation and engagement across the borough as London Borough of Culture. This also included work to activate our cultural infrastructure including libraries, the Museum of Croydon and Croydon Archives.

The London Borough of Culture programme reached an in person audience of 360,000, engaged 92% of Croydon schools and created over 16,000 opportunities for young people in Croydon to develop skills.

This award from the Mayor of London is designed to bring a step change in the way Council's support culture and Croydon is adopting a corporate plan to deliver a legacy from the year enabling the council to work more effectively to enable cultural activation and development and support residents to participate in creative opportunities.

The Mayor of London will provide ongoing support to Croydon as a London Borough of Culture alumnus and the programme also enabled the borough to develop relationships with other strategic funders including National Lottery Heritage Fund and Arts Council England, for whom Croydon is a Priority Place.

Libraries are a statutory service and must be developed with consideration of local need and in consultation with residents. In 2023, the Council commissioned a review of the library services to consider the impact of the previous change in the model which implemented part time hours across the network of 13 libraries in April 2022. The review found that many residents were unhappy about the limited offer and found it difficult to access library services. Extensive research, analysis of local need and public consultation was undertaken in 2023-24 and in September 2024 Cabinet adopted a proposed new model for the service with delivery over three strands:

- Nine libraries open at least five days a week, including Saturdays
- A new outreach service including a library offer of books and events being made available in other community venues and targeted engagement with schools and care home settings
- A digital offer including e-books, e-audio, e-learning and reference resources

Four libraries (Bradmore Green, Broad Green, Sanderstead and Shirley) will close to enable resources to be reinvested in the service. The Council is currently seeking proposals from community organisations to take on management of these buildings as local community bases to provide a wider community service from. It is envisaged that the new model will be implemented by April 2025.

Croydon will continue to spend a low cost per head on its library service and careful investment is needed to bring the necessary improvements to the offer to reach more people and deliver our statutory obligations. This includes planned refurbishments to modernise some library buildings and investments in the book stock, staff and programmes.

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.

In 2023 a service review was also commissioned for the Museum of Croydon including an update of the policies and procedures and digital systems to improve collections care and management and improvements to the museum gallery and storage spaces. Investment through London Borough of Culture grants and the Growth Zone enabled the museum to reopen one of the 1st floor galleries for the

exhibition. Rewind: This Is Croydon's Music in February 2024. Plans are now underway to convert a further gallery into a permanent art gallery and event space and improve the storage capacity in the remaining gallery.

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

- A new model for the library service was adopted by Cabinet in September 2024
- Library services will be withdrawn from four libraries by 8th November and these sites will be decommissioned as libraries
- The community relations team are commencing engagement with the community sector to seek alternative operators for the sites and transition them into community bases
- Coulsdon Library is planned to be redeveloped with investment in the building and infrastructure and installation of self-service access
- South Norwood Library is planned to be redeveloped in conjunction with the adjoining Samuel Coleridge-Taylor Youth Centre to provide a wider offer of library, Family Hub and youth services
- Services at New Addington and Purley will be remodelled to widen the offer through partnership with CALAT and the VCFS
- The first floor at Central Library will be improved through investment from Arts Council England to create a new digital discovery zone, exhibition and event space
- Selsdon and Norbury will continue to operate with a combination of staffed

hours and self service access

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 2025 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 and improved mechanisms for residents to be able to access records and improvements in document transfer and retention of council records.
- A digital preservation system has now been purchased and records are starting to be saved securely, commencing with the London Borough of Culture documents.
- In 2023 Croydon Archives was awarded a grant of £249,000 from the National Lottery Heritage Fund to undertake this work and deliver a programme of archives engagement with a cohort of young people from global majority backgrounds.

Museum

- There is currently a two year transformation project underway to develop a sustainable model for the museum service and consultants have been commissioned to undertake a review of the service operations and an options appraisal on the operating model
- 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 received accredited museum status in 2024 in recognition of the improvements made to collections care, access and management of the museum in line with national standards.
- The museum has implemented Collector Systems, a digital catalogue solution which is currently being implemented to improve the security and

SPORTS & LEISURE INFRASTRUCTURE: LIBRARIES, ARCHIVES AND MUSEUM SERVICES

access of museum records

- The service is currently funded through the Growth Zone programme and delivers a programme of exhibitions, events and activities to promote Croydon's history and deliver a culture and heritage offer in the town centre.

What are the next steps?

- Implement the new library service model (April 25)
- Develop refurbishment plans for South Norwood Library (24-25) and Coulsdon Library (25-26)
- Scope works needed to extend self service at Thornton Heath (2025)
- Deliver the Central Library digital discovery and event space (April 2025)
- Reopen an additional museum gallery to enable the art collection to be more accessible
- Ongoing work with the museum and archive catalogues to increase public access to the collections
- Progress the improvement works needed for archives accreditation including identifying appropriate storage

Risks and Mitigation:

Insufficient capacity to deliver the new libraries model to planned timescales

The delivery plan has been developed in a phased approach to create more capacity for staff to meet the deadlines. Recruitment is a priority and will commence with HR rapidly. Regular programme management meetings will monitor progress and track risk.

Dependencies on other departments to deliver

This applies particularly to libraries and archives. For the libraries, the programme board membership will be reviewed to ensure it can act as a key stakeholder group for the implementation to address any risks or issues. For the archives, this will be addressed through internal control boards for information governance and culture and community safety.

Insufficient revenue funding

Funding for the library service has been agreed as part of the Cabinet sign off on the new model. Close engagement is ongoing with the Growth Zone programme

leads to secure funding for the Museum and cultural programmes. A funding review will be needed for the archives programme to scope requirements for accreditation status. This will also be considered as part of the museum service review.

CIL/Capital funding needed to deliver building improvements

£2m is currently allocated for library capital projects in the capital programme. As library staff develop the capital plans for each site they will work closely with colleagues in Capital Delivery and finance to ensure investments deliver best value and seek external grant funding opportunities where possible.

SPORTS & LEISURE INFRASTRUCTURE: LIBRARIES, ARCHIVES AND MUSEUM SERVICES

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							
OPEN+ EXTENSION	Thornton Heath		Y			LBC	LBC / local stakeholders / library users	TBC	LBC	TBC	£0	2
REFURBISH SOUTH NORWOOD LIBRARY	South Norwood		Y			LBC	LBC / local stakeholders / library users	£1M (est)	LBC	£720k	£280k	1
REFURBISH COULSDON LIBRARY	Coulsdon		Y			LBC	LBC / local stakeholders / library users	TBC	LBC but possibility for grant contribution from cultural venues capital funds			
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

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. The most recent flooding event was in August 2024 and September 2024, where parts of the borough were subjected to surface water flooding with Central Parade, New Addington and Foxley Lane/Banstead Road, Purley suffering the most.

Where are we now?

LFMS – The Flood & Water Management Act required LLFAs to develop, maintain, apply, and monitor a strategy for local flood risk management in its area. The new strategy was adopted in January 2024 and is published on the Council website. 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 5 years (2023 – 2028). The strategy will next be reviewed/updated in 2028/29.

SWMP – The surface water management plan outlines the preferred surface water management strategy in a given location. In this context surface water flooding describes flooding from sewers, drains, groundwater, and runoff from land, ordinary watercourses and ditches that occurs as a result of heavy rainfall. The SWMP was developed in 2011, but it is currently being reviewed and updated. Some objectives of the review/update are:

- Develop a robust understanding of surface water flood risk in and around the borough, taking into account the challenges of climate change, population and demographic change and increasing urbanisation in London,
- Identify, define, and prioritise Critical Drainage Areas (CDAs), including further definition of existing local flood risk zones (LFRZ) and mapping new areas of potential flood risk,
- Make holistic and multifunctional recommendations for surface water management which improve emergency and land use planning and enable better flood risk and drainage infrastructure investments.

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

UTILITIES INFRASTRUCTURE: FLOOD AND WATER MANAGEMENT

overcome technical challenges. Option(s) that could be taken forward to the Outline Business Case (OBC) are being considered.

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 programme is ongoing and flood alleviation measures have been implemented in Coulsdon Road, Placehouse Lane, Caterham Drive so far in the financial year 2024/25. Other sites where flood alleviation measures are planned include Ashdown Gardens, Kingswood Avenue, Woodmere Avenue and King Henrys Drive.

SuDS in School – This is a project funded by the Department for Education that aims to implement sustainable drainage systems (SuDS) to reduce surface water flood risk in schools. Croydon successfully received funding to implement SuDS at three schools in the borough – Greenvale Primary School, Forestdale Primary School and Harris Academy Primary School. The measures proposed include the installation of planters, gabion wall, gullies, linear channels and ditch clearance. Some of the measures have been completed and the remaining at expected to be completed by December 2024.

Ravensbourne Project – This is a joint project by Lewisham (Lead), Croydon, Bromley, Greenwich and Environment Agency that aims to assess the advantages of implementing small-scale measures to mitigate surface water and fluvial flood risk in the Ravensbourne catchment. The project is currently at the tender stage to procure the services of a consultant who will successfully deliver the project objectives.

Drainage Maintenance Programme – This is the routine maintenance of the

drainage infrastructure borough-wide in an effective and working conditions to prevent the accumulation of surface water and minimise local flooding. This includes a programme to inspect/clean the road gullies once a year (or more frequently in areas susceptible to flooding), general mechanical and electrical inspections and test of the pumping stations and undertaking remedial works where applicable.

What are the next steps?

- Continue to review the Local Flood Risk Management Strategy – Action Plan and update the status of the actions.
- Continue to work with the consultants, Environment Agency, Thames Flood Advisor, and other project partners to ensure that the Caterham Bourne and Chaffinch Brook projects are completed as programmed. Localised small-scale interventions should be considered where applicable while the project is ongoing.
- Continue to work with the term contractor to ensure that the implementation of outstanding flood alleviation measures and remedial works are completed as programmed.
- Continue to identify and develop new flood alleviation measures ready for implementation in the next financial year.
- Explore possible sources of funding to undertake feasibility flood alleviation studies, implement flood defences/alleviation measures, improve/repair existing drainage infrastructure and the procurement of electronic systems 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.

UTILITIES INFRASTRUCTURE: FLOOD AND WATER MANAGEMENT

- Continue to carry out the statutory duties in accordance with the requirements of the Flood & Water Management Act 2010.

Risks and Mitigation:

The risks envisaged are:

- changes in government policies/legislation and/or the introduction of new legislation
- inability to attract funding from central government, internally or from external 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 specialist consultants/contractors
 - implement flood defence measures where applicable and ensure that a robust emergency plan to deal with any major incident 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	£757,720	LBC Capita/Revenue	£757,720	0	2
CATERHAM BOURNE FLOOD ALLEVIATION STUDY	Croydon/ Tandridge	Y				LBC	Surrey County Council, Tandridge District Council, Environment Agency, Thames Water, SES Water, Thames Flood Advisor	£50,000	(EA) FDGiA	£50,000	0	2
CHAFFINCH BROOK FLOOD ALLEVIATION STUDY	Croydon & Bromley	Y				LBC	Bromley Council, Environment Agency, Thames Water, Thames Flood Advisor	£118,607	(EA) FDGiA	£90,000	£28,607	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?

Based on UKPN load forecasts, there is sufficient capacity to meet the demand of the granular load growth in the borough.

Reinforcement schemes will be driven by new large customer driven developments. Such reinforcement will be UKPN funded.

Why?

The local network of electricity supply is owned and operated under licence by UK Power Networks. The adoption of the Croydon Local Plan: Strategic Policies and the proposed growth in the Opportunity Area is expected to result in 22MW of new demand.

A further feature of the supply network over the period of the plan will be the introduction of local generation on homes and commercial building 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?

Based on UKPN load forecasts, there is sufficient capacity to meet the demand of the granular load growth in the borough.

Reinforcement schemes will be driven by new large customer driven developments. Such reinforcement will be UKPN funded.

What are the next steps?

Based on UKPN load forecasts, there is sufficient capacity to meet the demand of the granular load growth in the borough.

Reinforcement schemes will be driven by new large customer driven developments. Such load driven reinforcement will be UKPN funded unless it exceeds the high-cost cap.

Risk and Mitigation:

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							

UTILITIES INFRASTRUCTURE: WATER

What?

Reinforcement of strategic supplies and continuous renewal of water supply.

Where?

Borough-wide

When?

On-going up to 2040

Why?

The supply of secure, safe and reliable water supply to Croydon for the period to 2040 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 AMP 8, which covers the period from April 2025 to March 2030 includes funding for company-wide serviceability water mains renewals and reinforcements/new water mains based on development and growth.

What are the next steps?

Addington Water Treatment Works

£4.3 million scheme to provide a new abstraction borehole and upgrade to the water treatment works for improved site output and bolster its resilience.

West Wickham Water Treatment Works

£3.5 million project to design and implement an appropriate solution which will address the risks of turbidity and Cryptosporidium at the site.

Waddon Water Treatment Works & Brantwood Road Water Treatment Works

£4.4 million project to ensure an adequate waste pumping system is in operation for both water treatment works. This will improve the capacity of the run to waste system for both treatment works to guard against flooding and maintain the desired water quality of the water supply system.

Furthermore, the distribution main rehabilitation programme has earmarked investments specifically for the Russell Hill FMZ to address leakage in AMP 7 (April 2020-March 2025) and AMP 9 (April 2030-March 2035).

Risks and Mitigation:

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>

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
ADDINGTON WTW ADDITIONAL RESOURCE	CROYDON	Y	Y			THAMES WATER		TBC	Thames Water	TBC	N/A	3
WEST WICKHAM WTW FILTRATION UPGRADE	CROYDON		Y			THAMES WATER		TBC	Thames Water	TBC	N/A	3
WADDON WTW & BRANTWOOD ROAD WTW RUN TO WASTE	CROYDON		Y			THAMES WATER		TBC	THAMES WATER	TBC	N/A	1

UTILITIES INFRASTRUCTURE: SEWERAGE

What?

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

Where?

Borough-wide

When?

On-going up to 2040

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 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 many 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 STW:

The works underwent a significant growth upgrade in AMP6 (2015-2020) of £34.6m and has undergone upgrades to its sludge stream in AMP7 (2020-2025). Beddington STW is currently undergoing an upgrade to its biogas system. It has seen the system totally reconfigured with refurbishments to the digesters and flare stacks. This was driven by a need to address growth. We will need to meet Industrial Emission Directive (IED) at Beddington STW. This work will not start before 2030. The population in the Beddington catchment is rising quickly, largely

because to the growth of Croydon's population. Some estimates put Beddington STW's population equivalent (P.E.) as high as 470,000 people. Based on SOLAR forecasting (from 23/02/2023), by 2051, Beddington STW's population equivalent is to be 536,594. We therefore do not expect to need to upgrade for population growth in the next 10 years but recognise that local plans and housing delivery are inherently uncertain.

Crossness STW

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. The enhancements made to the works demonstrate a commitment to environmental sustainability and urban development, ensuring that the system can handle the demands of the city while protecting its natural resources through the integration with the London Tideway Tunnel.

Long Reach STW

Thames Water will continue with the regular maintenance within the network, pumping station and at the STW will continue throughout AMP8, running from 2025 to 2030. The upgrades to the Biogas management systems are part of these forward-looking initiatives, aiming to enhance sustainability and efficiency in sludge treatment processes. These upgrades are expected to help achieve the environmental goals set for AMP8.

What are the next steps?

Beddington's DWMP

From the first iteration of our preferred plan for the Beddington system we estimate that to tackle growth and climate change we need to invest an additional £0.6bn over the period 2025 to 2050, on top of our day-to-day maintenance activities.

This is segregated as follows:

- £370m on improvements to surface water management, with a particular focus on removing surface water from impacting on the networks.
- £171m on managing the impact of surface water on the sewerage system including construction of new sewers, sewer upsizing and attenuation storage to provide additional capacity.
- £45m on sewer lining.
- £25m upgrading Beddington STW.

UTILITIES INFRASTRUCTURE: SEWERAGE

We need to comply with the DEFRA Storm Overflow Discharge Reduction Plan (SODRP) by 2050 and have provided the Environment Agency with a 25-year plan to achieve this. At present, we anticipate that investment to reduce the frequency and volume of storm discharge from Beddington STW will occur between 2035 and 2040.

The Environment Agency have asked that we complete environmental impact assessments for each storm overflow by 2027. This data will be used to reprioritise the implementation timeframe for every overflow, and we expect that the dates will therefore change.

London Borough of Croydon sewerage network (all wastewater assets outside of the sewage treatment works e.g. sewers and pumping stations):

The ageing asset base in the network is a concern with many of the sewers are over 100 years old. Most investment required is to enable the continued performance of the network and increase resilience in the event of failure. All future investment is subject to optimisation and prioritisation activity to ensure we are investing in our asset base to improve our key performance indicators in the London Borough of Croydon.

Thames Water will continue to work with Croydon Council 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 investment needs and emerging risks are identified Thames Water will seek to upgrade its infrastructure in line with these 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>.

Throughout the first few years of the new funding period (2025-2030) Thames Water will develop our second Drainage and Wastewater Management Plan (DWMP). 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, and this will continue in our second iteration due to be published in May 2028.

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 up to 2075. 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>

UTILITIES INFRASTRUCTURE: SEWERAGE

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.

Catchment Strategic Plans (DWMPs):

Beddington

<https://www.thameswater.co.uk/media-library/home/about-us/regulation/drainage-and-wastewater/beddington-and-hogsmill-catchment-strategic-plan.pdf>

Longreach

<https://www.thameswater.co.uk/media-library/home/about-us/regulation/drainage-and-wastewater/long-reach-catchment-strategic-plan.pdf>

Crossness

<https://www.thameswater.co.uk/media-library/home/about-us/regulation/drainage-and-wastewater/crossness-catchment-strategic-plan.pdf>

Surrey

<https://www.thameswater.co.uk/media-library/home/about-us/regulation/drainage-and-wastewater/surrey-catchment-strategic-plan.pdf>

Risks and Mitigation:

Thames Water are active stakeholders in local flooding action groups across the

catchment and regularly engage with LB Croydon's Drainage Engineers to collaborate on a range of issues.

We actively attend the Caterham Flood Action Group which discusses local concerns about flooding in Caterham/Old Coulsdon and how we can cooperate with residents, the LLFA and LFA.

UTILITIES INFRASTRUCTURE: SEWERAGE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNE R)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATIO N (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/2 5	2025/3 0	2030/3 5	2035/4 0							
MAINTENANCE/ RENEWAL OF SEWERAGE INFRASTRUCTURE AND NEW SEWERAGE INFRASTRUCTURE TO SUPPORT GROWTH	BOROUGH-WIDE	Y	Y	Y	Y	THAMES WATER	LB OF CROYDON HIGHWAYS TFL	TBC	THAMES WATER	TBC	N/A	3
CROSSNESS, LONG REACH & BEDDINGTON STW SLUDGE PERMIT CONDITIONS	ABBAY WOOD, DARTFORD, CROYDON	Y	Y			THAMES WATER		TBC	THAMES WATER	TBC	N/A	3
LONG REACH STW BIOMETHANE UPGRADE	DARTFORD	Y				THAMES WATER		TBC	THAMES WATER	TBC	N/A	2
BEDDINGTON STW SLUDGE IMPORT FACILITY	CROYDON			Y	Y	THAMES WATER		TBC	THAMES WATER	TBC	N/A	1

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 delivering clinical services to the local population.
- Specialist Mental Health services are also provided in adjacent boroughs, for example, Bethlem Royal Hospital in Bromley.
- 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 outside Croydon, such as Bethlem Royal Hospital.

When?

By 2039

Why?

Planning for health infrastructure is complex and involves multiple organisations working together. In recent years, there has been a move towards greater collaboration between organisations to improve health. There is an increased focus on digital infrastructure to help the NHS make more effective use of existing health facilities and treatments and to improve sustainability, and a greater emphasis on achieving net zero within agreed timeframes. In terms of physical infrastructure, most people's experience of healthcare is usually with primary

care, which includes GP services, pharmacies, dentists and optometry services, and secondary care, which usually takes place at hospitals and other institutions and includes planned / elective care and urgent / emergency care.

The Health and Care Act 2022 introduced Integrated Care Systems (ICSs) which are partnerships bringing together National Health Service (NHS) organisations, local authorities and others to take collective responsibility for planning healthcare provision, improving health and reducing inequalities across geographical areas. These have replaced Clinical Commissioning Groups.

ICSs have two key components:

- Integrated Care Boards - the statutory NHS organisation responsible for planning and funding most NHS services in the area
- Integrated Care Partnerships - the statutory committee that brings together a broad set of partners to develop a health and care strategy for the area

The South West London Integrated Care System (SWLICS) was created in 2022, covering six south west London boroughs: Croydon, Kingston, Merton, Sutton, Richmond and Wandsworth. The South West London Integrated Care Board (ICB) is the statutory NHS organisation responsible for planning and funding most NHS services in the six boroughs. The South West London Integrated Care Partnership (ICP) is a committee that brings together organisations to reduce health inequalities and improve the care, health and well-being of people in the six boroughs. Some responsibilities and budgets are delegated to borough level.

At borough level the Integrated Care Board has set up a Croydon Place Infrastructure Group together with Croydon Council, Acute, Community and Primary Care health providers, voluntary and community partners. This partnership will have an important role in identifying health and wellbeing priorities.

South West London ICB has agreed a new NHS Infrastructure Strategy for the South West London ICS to enable the SWL Joint Forward Plan 2023-28 and ICP Strategy 2023-28. The strategy sets out the importance of health infrastructure in serving the needs of local populations and a vision for the future, cutting across the physical estate, use of digital technology, the NHS' net zero ambitions and

HEALTH INFRASTRUCTURE: PRIMARY HEALTHCARE PROVISION

how we support infrastructure workforce to deliver.

The NHS has limited capital funding with many restrictions on how it can be spent and is facing 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 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.

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 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, Primary Care Providers and other stakeholders to identify and prioritise capital projects.

Croydon Primary Care comprises six GP networks, who alongside the council's place-based focus area are developing localised infrastructure 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 and many GP premises are considered to be 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, investment is needed to accommodate population growth, maximise the use of the estate and modernise premises.

Croydon Health Services have developed plans to consolidate and redevelop the Croydon University Hospital estate which will modernise facilities as well as release 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.

What are the next steps?

South West London Integrated Care Board (SWLICB) has identified the need for capital funding to support the provision of primary care capacity, to modernise the estate and to transform services, including enabling primary care services to work at scale. The ICB will work with providers to improve utilisation and digital capability and support new ways of working, such as virtual consultations.

Appropriate estate and capacity are integral to the planning and delivery of the transformational changes, and form part of the enablement and support of integrated services in community and primary care, service improvement and development. The ICB and partners continue to identify funding to support the local strategy from NHS and developer contributions.

The NHS Long Term Plan (2019), and the Fuller and Darzi reports emphasise the need for more services to be delivered closer to patients within the community, and the importance of a neighbourhood approach.

Substantial investment is also required in the mental health and acute sector to bring existing premises up to 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 collaborate on future projects and 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:

HEALTH INFRASTRUCTURE: PRIMARY HEALTHCARE PROVISION

New primary care facility in New Addington & Community Diagnostic Centre
Additional theatre capacity at Croydon University Hospital.

- A new health centre in Coulsdon
- Upgrading 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
- 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.

Risks and Mitigation

The main risk in delivering priorities and a health estate fit for modern health services is the lack of capital investment as well as long term revenue affordability. It The NHS will work closely with the Council and other partners to share information and understanding of specific challenges and opportunities including the use of developer contributions to support health infrastructure projects.

Other risks include the uncertainty over timing of population growth and development timescales.

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 backlog maintenance, 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 associated with any investment and 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 AVAILA- BLE	FUNDING GAP	PRIORITISA- TION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
NEW PRIMARY CARE FA- CILITY IN NEW ADDINGTON & COMMUNITY DIAGNOSTIC CENTRE	New Ad- dington/ Selsdon		Y			ICB	ICB, LBC, devel- oper TBC	£15,000,000	s106, ICB, NHSE Wave 3	£15,000,000	N/A	3
EAST CROYDON – ADDI- TIONAL PRIMARY CARE CAPACITY AT THREE GP PRACTICES A) EAST CROYDON MEDI- CAL PRACTICE B) GREENSIDE MEDICAL PRACTICE C) ST JAMES PRACTICE	East Croy- don	Y				ICB	ICB, GP providers	£3,000,000	NHS England ETTF, NHS capital receipt, developer contributions (s106 / CIL)	£2,000,000	N/A	3
EAST CROYDON – REFURBISHMENT OF EDRIDGE ROAD HEALTH CENTRE	East Croy- don	Y				ICB	NHS Property Services	£1,500,000	Growth Zone funding, developer contributions (s106/ CIL)	-	N/A	3
EAST CROYDON - NEW HEALTH AND WELLBEING CENTRE	East Croy- don		Y			ICB	LBC, developers, ICB	£6,000,000	Growth Zone funding, developer contributions (s106/ CIL), NHS Wave 3	£6,000,000	-	3
EAST CROYDON - LONGER TERM ADDITIONAL PRIMA- RY CARE CAPACITY AT LENNARD ROAD	East Croy- don				Y	ICB, LBC	NHS, LBC, devel- opers	£2,000,000	NHS, developer contributions (s106/ CIL)	-	£2,000,000	3

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	PRIORITISA- TION (3) CRITICAL, (2) ESSEN- TIAL, (1) IM- PORTANT
		2020/25	2025/30	2030/35	2035/40							
COULSDON GP PRIMARY CARE CENTRE	Coulsdon		Y			ICB	CHS, LBC	£6,000,000	NHSE Wave 3	£6,000,000	TBC	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

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
		2020/25	2025/30	2030/35	2035/40							
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

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

Where?

Greenlawn Memorial Park, Warlingham

When?

2023-2031

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 is required for the period up to 2031. Additional land is required for Croydon to meet this demand.

Where are we now?

The new extension to Greenlawn Memorial Park opened for full and cremated remains burials in December 2023 and has been well received by users.

What are the next steps?

A further review into burial provision for the Borough needs to be undertaken, including options for Mitcham Road and Queens Road Cemeteries as well as additional new burial land.

Risks and Mitigation

Risks include exhausting stocks of reclaimed graves at both Mitcham Road and Queens Road Cemeteries – need to consider reuse of graves.

Increased demand for burials results in a quicker than expected use of graves in the new Greenlawn extension

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.

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
		2020/25	2025/30	2030/35	2035/40							
NEW BURIAL GROUND	Tandridge	Y	Y			LBC	Tandridge District Council	TBC	LBC Capital Programme	TBC	TBC	3
CONSIDER REUSE OF GRAVES AT MRC& QRC	Croydon	Y	Y			LBC	TBC	TBC	LBC Capital Programme	TBC	TBC	3

EMERGENCY SERVICES INFRASTRUCTURE: METROPOLITAN POLICE

The following text is provided by Knight Frank on behalf of the Metropolitan Police Service (MPS) at the request of the London Borough of Croydon. The text is to inform the annual update of the Croydon Infrastructure Delivery Plan.

What?

In terms of the existing provision in the Borough, this is set out in the list below.

Croydon Police Station

Addington Police Station

Croydon Borough Custody Centre

Purley Fire Station

In terms of the future requirements and S106 funding, these are set out below and involve the following:

Neighbourhood Police Facilities

There is a shortfall in funding for the required police offices and significant development places additional pressure on policing infrastructure in the borough. As such, where developments are of a sufficient scale, section 106 agreements will be used to secure appropriate improvements in neighbourhood police office provision. Some developments will be sufficiently large to give rise to the need for a new police office within the proposed development. In these cases, there will be an expectation for a new police neighbourhood office to be provided on site at peppercorn rent and the fit out costs covered.

S106 funding

The Metropolitan Police Service has developed a model for defining a proportionate level of contribution towards the policing resource generated by new development and will likely seek contributions using this model for development proposals that are referable to the Mayor of London. Areas for use of contributions that have been identified include staff set up costs, vehicles, mobile IT, Police National Database (e.g. licences, IT and telephony) and the provision of police accommodation.

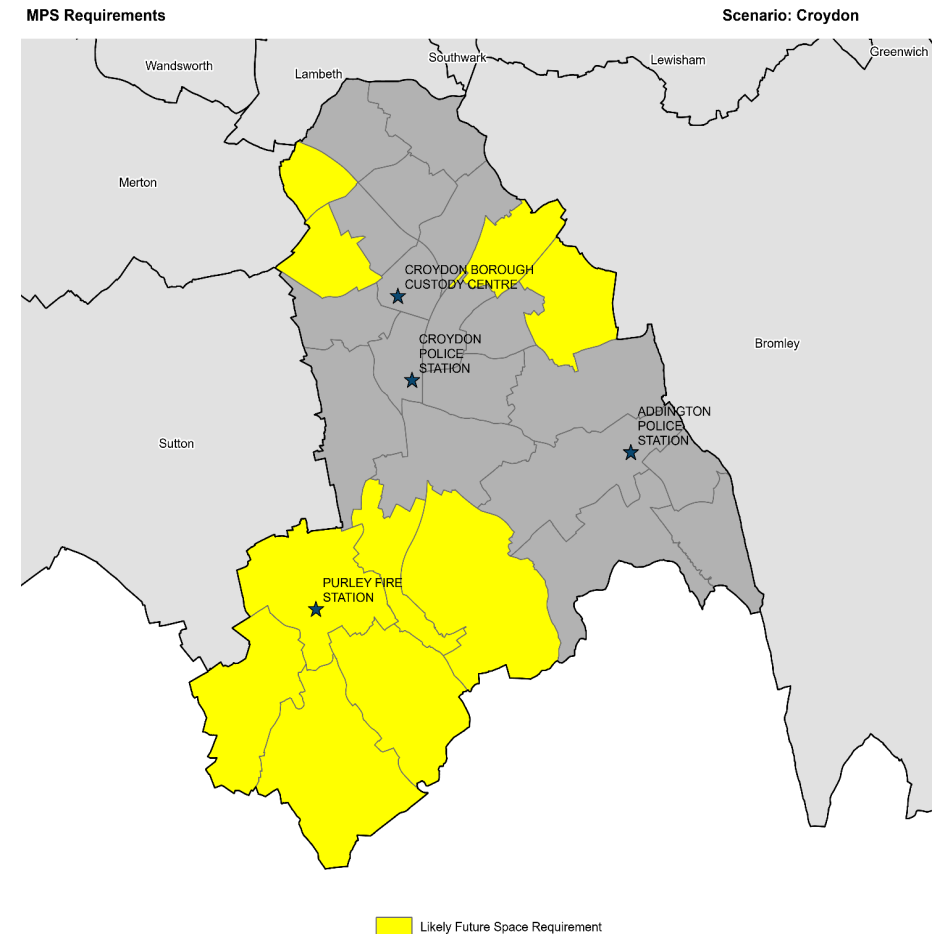
Applicants proposing referable schemes are encouraged to engage with the Metropolitan Police Service at the pre-application stage to help understand the amount likely to be sought through this modelling and any specific policing infrastructure that might be sought within the scheme itself.

Where?

Neighbourhood Police Facilities

The Metropolitan Police Service requirements in LB Croydon are shown in the below map, identifying wards where there is a requirement for a new neighbourhood office.

Figure 1: Map highlighting existing MPS Offices and locations where a new office base is required



EMERGENCY SERVICES INFRASTRUCTURE: METROPOLITAN POLICE

List of Wards where Neighbourhood Office Space is Likely to be Required:

- 1.) Norbury and West Pollards Hill Ward
- 2.) West Thornton Ward
- 3.) Woodside Ward
- 4.) Shirley North Ward
- 5.) Sanderstead Ward
- 6.) Purley Oaks & Riddlesdown Ward
- 7.) Purley & Woodcote Ward
- 8.) Kenley Ward
- 9.) Old Coulsdon Ward
- 10.) Coulsdon Town Ward

S106 funding

The MPS will seek developer contributions 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:

N/A

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	NORBURY AND WEST POLLARDS HILL WARD	Y	Y			MET POLICE	MET POLICE, MOPAC	TBC	S106	TBC	TBC	1
	WEST THORNTON WARD											
	WOODSIDE WARD											
	SHIRLEY NORTH WARD											
	SANDERSTEAD WARD											
	PURELY OAKS & RIDDLEDOWN WARD											
	PURELY & WOODCOTE WARD											
	KENLEY WARD											
	OLD COULSDON WARD											
	COULSDON TOWN WARD											

EMERGENCY SERVICES INFRASTRUCTURE: LONDON AMBULANCE SERVICE

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?

By early 2023

Why?

Currently, there are no further planned infrastructure changes to LFB premises in the borough, aside from ongoing asset replacement plans (capital investment in the estate) and rolling out Carbon Net Zero objectives, which for a number of LFB premises will involve working with UK Power Networks on the additional provision of a sub station.

Where are we now?

This project has been cancelled

What are the next steps?

All activities have now ended

Risks and Mitigations:

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							
-	-	-				-	-	-	-	-	-	-

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: GROWTH ZONE

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 said growth. It was meant as a virtuous circle – 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 programme includes the following workstreams:

- Public Realm
- Transport
- Construction and Logistics
- Inward Investment
- Culture
- Community Engagement

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. The Croydon Town Centre Regeneration Strategy is now being prepared. This will include a Strategic Vision, Spatial Framework and Delivery Plan to guide development over the next 15

years.

Where are we now?

The current Growth Zone Programme for 2024/25 was approved at Cabinet in January 2024 and is anchored to the core objectives of supporting the regeneration and renewal of the town centre and borough, and supporting the delivery of social, economic, cultural and physical infrastructure, aligning with the Mayor's Business Plan 2022-2026.

A varied range of projects and initiatives, summarised below, are underway at different stages.

Croydon Urban Room: situated in a retail unit in the Whitgift Centre and opened to the public earlier in 2024, the Urban Room a physical and digital platform for public, business and wider stakeholder engagement and participation in the town centre. The space aims to catalyse the renewal, vitality and resilience of the area by improving access and inclusion, building civic agency in the future planning and development process and in turn contributing to expanding social, sustainable, creative and learning infrastructure, bringing new investment and activities to the area.

Croydon Town Centre Regeneration Strategy (TCRS): a comprehensive strategy to guide the transformation of Croydon's town centre over the next 15 years. Composed of 3 elements – Strategic Vision, Spatial Framework and Delivery Plan - the TCRS is due to be completed in spring 2025.

Minster Green Public Realm: project to transform the setting of the Grade I listed Croydon Minster and create a high-quality destination public space, underpinned by placemaking principles. The project includes accessibility and wayfinding improvements, an inclusive play and recreational offer and the delivery of green infrastructure to enhance the heritage asset and create a strong identity and sense of place. The project is concluding technical design and construction is due to commence in summer 2025.

Fairfield Gardens Public Realm: delivery of high-quality public realm scheme, in the heart of Croydon. The design will include a variety of flexible spaces and versatility, a multipurpose gathering space and associated works, including structural slab strengthening. The project forms part of the newly allocated Reconnected Croydon (LUF Programme), match funded through Growth Zone programme.

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: GROWTH ZONE

Park Hill Park: delivery of improvements to Park Hill, based on the 2020 Implementation Plan. Planned works seek to address access and legibility challenges, heritage and restoration, biodiversity enhancement and protection, nature based sustainable water management (SuDS) and an improved and updated recreation offer for the public. The intention is to reinstate Park Hill as an outstanding park once again that serves and accommodates the growing residential population. The design stage is due to commence in FY 25/26.

Amplifying Surrey Street: delivered in partnership with the Mayor of London's Civic Partnership Programme (CPP) with match funding from the Growth Zone programme, this project seeks to implement a range of public realm improvements to Surrey Street and the surrounding area. The programme is due to commence in Autumn 2024.

Urban Greening: The project comprises the delivery of quick win greening improvements on George Street and Wellesley Road, and the development of a Town Centre wide Urban Greening Implementation Strategy. The strategy will define a suite of multi-staged green infrastructure and environmental improvements for priority areas in Croydon Town Centre, across a five-year future delivery plan. This will encompass a range of projects including biodiversity improvements, nature-based SuDS, air quality improvements and health & wellbeing enhancements, tree planting and planting-based wind mitigation. Quick win greening improvements and the Implementation Strategy are due to conclude in Spring 2025.

London Borough of Culture Legacy: continued delivery of a cultural programme to embed and build on the positive impact and success of This Is Croydon, our year as London Borough of Culture. The Growth Zone funding supports delivery of projects which drive footfall and attract diverse audiences into the town centre, support the local cultural and creative sector to develop their work and activate town centre venues and public realm and promote the town centre as a cultural destination.

Museum of Croydon: continued support of the Museum of Croydon as a visitor and cultural destination. The museum acts as a visitor destination, offering a rotating programme of exhibitions and events to attract different audiences; collaborating with Croydon communities to present their stories and supporting them to feel welcome and included within the town centre; partnership work on projects to strengthen the wider cultural and community sector and through promotion of Croydon's heritage and evolution as a place.

East Croydon Link Bridge: support from the Growth Zone programme to maintain the link bridge following completion, due FY 25/26

Strategic transport: Ongoing development of Strategic Transport Modelling and interventions linked to the Reconnected Croydon programme, focusing on creating a demonstrable improvement to the quality of the public realm and the general environment in Central Croydon, alongside improvements to connectivity to and across a walkable and cyclable Town Centre. Improvements to station access and capacity, tram and bus accessibility and priority, road safety, retail connectivity, waiting and loading are part an integrated approach to area-based projects.

Construction Logistics: continued projects to mitigate the impact of construction logistics on the operation of the Croydon town centre and wider area. Examples include: Croydon Considerate Constructor award scheme; utility and developer coordination and forum; mobile CCTV construction site activity monitoring; and CCTV monitoring of development sites.

Inward Investment: continued projects to deliver the three-year Croydon Investment Plan (2024). This Plan provides a collaborative, data-driven approach to bringing investment into the borough. This will enable the Council to foster long-term growth and financial success while enabling new economic and regeneration opportunities for the residents of Croydon.

What are the next steps?

- Delivery of each project in accordance with Cabinet approval received in January 2024.
- Preparation of Growth Zone budget and project programme from 2025/26, in alignment with the Town Centre Regeneration Strategy (due for completion spring 2025), to be submitted for Cabinet approval in 2025

Risks and Mitigation:

Growth Zone income levels depend on the satisfactory progress of developments occurring in the GZ designated area, which will bring about the uplift in business rates. 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.

A Business Rate revaluation took place in April 2023. 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							
CROYDON URBAN ROOM	Whitgift Centre	Y	Y			LBC	GLA and TFL	See above	Growth Zone Programme	See above	n/a	2
TOWN CENTRE REGENERATION STRATEGY	Croydon Opportunity Area	Y	Y			LBC	GLA and TFL	See above	Growth Zone Programme	See above	n/a	3
MINSTER GREEN	Croydon Minster	Y	Y			LBC	GLA and TFL	See above	Growth Zone Programme	See above	n/a	2
FAIRFIELD GARDENS PUBLIC REALM	Fairfield Gardens	Y	Y			LBC	GLA and TFL	See above	Growth Zone Programme	See above	n/a	2
PARK HILL PARK	Park Hill	Y	Y			LBC	GLA and TFL	See above	Growth Zone Programme	See above	n/a	1
AMPLIFYING SURREY STREET	Surrey St and surrounding area	Y	Y			LBC	GLA and TFL	See above	Growth Zone Programme	See above	n/a	2
URBAN GREENING	Croydon Opportunity Area	Y	Y			LBC	GLA and TFL	See above	Growth Zone Programme	See above	n/a	2

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							
LONDON BOROUGH OF CULTURE LEGACY	Croydon Opportunity Area	Y	Y			LBC	GLA and TFL	See above	Growth Zone Programme	See above	n/a	2
MUSEUM OF CROYDON	Museum of Croydon	Y	Y			LBC	GLA and TFL	See above	Growth Zone Programme	See above	n/a	2
EAST CROYDON LINK BRIDGE	East Croydon train station	Y	Y			LBC	GLA and TFL	See above	Growth Zone Programme	See above	n/a	1
STRATEGIC TRANSPORT	Croydon Opportunity Area	Y	Y			LBC	GLA and TFL	See above	Growth Zone Programme	See above	n/a	2
CONSTRUCTION LOGISTICS	Croydon Opportunity Area	Y	Y			LBC	GLA and TFL	See above	Growth Zone Programme	See above	n/a	1
INWARD INVESTMENT	Croydon Opportunity Area	Y	Y			LBC	GLA and TFL	See above	Growth Zone Programme	See above	n/a	2

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: CRYSTAL PALACE FOOTBALL CLUB

What?

The Council and Crystal Palace Football and Athletic Club (the Club) have identified a full range of matters to enable the Club's planning approval and development proposals to increase the current capacity of its Selhurst Park Stadium from 26,000 to 34,000 capacity.

Where?

South Norwood.

When?

2025-2030

Why?

Crystal Palace Football Club is seeking to develop Selhurst Park stadium so that it can maximise its potential as a Premier League Football facility and sporting venue, and to provide an improved offer as a business and events venue/attraction for Croydon, its residents, businesses and visitors.

Where are we now?

The Club's planning application to develop their Selhurst Park site was approved in August 2024 and the Club are now in the delivery phase.

What are the next steps?

The Club and Council will continue to work in partnership to support the delivery of the Club's scheme.

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: CRYSTAL PALACE FOOTBALL CLUB

PLANNED PRO-VISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PART-NERS 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							
CPFC STADIUM EXPAN-SION	Selhurst, Thornton Heath and South Nor-wood	Y	Y			CPFC	CPFC/LBC Sainsbury	TBC	CPFC	TBC		2

What?

A high street regeneration programme has been underway in South Norwood since 2019 with funding initially secured from the Mayor of London's Good Growth programme. Further funding from Historic England's High Streets Heritage Action Zone programme was awarded in 2020 to invest within the HAZ boundary zone, a defined area within the South Norwood Conservation Area. The HAZ boundary zone became the revised focus area for the programme in December 2020.

The Good Growth Programme is structured over four workstreams, which deliver some of the projects outlined in the South Norwood Community Plan 2018. The workstreams are: identity and placemaking; community hubs; activating vacant units and improving shopfronts; and business support and capacity building for key community organisations. The High Streets Heritage Action Zone programme included: investment in Stanley Arts, a Grade II listed building and one of the Good Growth community hubs; heritage building façade and shopfront improvements; a programme of heritage engagement projects to develop understanding and stewardship of the area's heritage; a refresh of the Conservation Area Appraisal and Management Plan; and a programme of cultural activities designed to increase awareness of and connections to the heritage of South Norwood.

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 identity and holds significant potential. Its busy high streets acts as a hub for the local community and plays an important role in the economic life of this part of Croydon. Independent businesses are thriving and its burgeoning hospitality scene is raising its profile among local, boroughwide and London-wide visitors. 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. The emergence of Stanley Arts as a key cultural centre, generating jobs, drawing footfall and hothousing artists and creative companies has confirmed the importance of cultural activities to the area's economic health.

Where are we now?

The initial three-year programme for the Good Growth Fund has been extended to March 2025 following Covid disruption and programme resourcing issues. Projects delivered to date include: the refurbishment and reopening of the Socco Cheta community hub; the creation of co-working space for creatives and remote workers in Stanley Arts' Gallery space; additional equipment for the Clocktower Market and the installation of a second power supply to support its expansion; a programme of bespoke business support for new businesses and entrepreneurs, and a follow-on launchpad programme developed in collaboration with the Clocktower Market in 2022.

The High Street Heritage Action Zone programme ended in March 2024. The South Norwood Conservation Area Appraisal and Management Plan was revised as part of the High Streets Heritage Action Zone programme in 2021. A new heritage walk for South Norwood was created in tandem with the document.

Investment in two phases of work at Stanley Arts has seen previously underused space transformed and the programme of activities expand. Phase 1 in 2022 addressed structural issues and energy efficiency in rooms across the arts centre. Heritage features were restored and feasibility studies were undertaken to prepare for future phases of work, including the restoration of extensive Victorian tilework throughout the centre. Access improvements to the main hall and Gallery were also delivered in preparation for Phase 2 which focused on the South Norwood Hill façade. The courtyard area was redesigned to improve the coherence of the various public entry points. A public open space was created adjacent to the TfL bus stop to reduce the separation between the public and private space and additional accessibility improvements were delivered. The reinstatement of railings on the perimeter wall restored some of the building's original features and planting beds were created for the community gardening group to soften the hard landscaping. The funding from the Good Growth and High Streets Heritage Action Zone programme enabled 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.

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: SOUTH NORWOOD

A programme of heritage engagement projects was developed with the community which included a second heritage walk, focussing on post 1930s architecture in South Norwood. Heritage building experts delivered a series of workshops on maintaining and adapting older buildings for building owners and businesses and visited the local sixth form to share information on careers in conservation construction. Other projects in the heritage engagement programme include the creation of an oral history collection, the production of a zine with Harris Academy South Norwood, the development of an archive of the history of businesses on the high street and an exhibition to close the programme held at Stanley Arts.

One heritage shop front was restored as part of the programme at 212a Selhurst Road and a feasibility study and schedule of works were commissioned to support the restoration of the Grade II listed Kennedy's Sausage Shop at 18a High Street, which is on Historic England's Heritage at Risk register.

What are the next steps?

The initiatives of the Good Growth Programme will continue to be delivered through March 2025. Projects include works to improve the accessibility, visibility and flexibility of The Shoestring Theatre, the home of Croydon Youth Theatre Organisation in Woodside ward. A series of placemaking initiatives are also in progress: a mural designed in collaboration with local children will be installed on the Goathouse Bridge; footway improvements with greening and shop forecourt planters will be delivered on Selhurst Road (section west of the Clocktower); surfacing improvements and signage on the route to the cluster of workshops to the rear of Station Road; and at Portland Road bridge, footway feature lighting and the refurbishment and relocation of the community mosaic. 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.

Stanley Arts and Croydon Youth Theatre Organisation have both commenced fundraising campaigns for further development of their buildings. The arts

organisations are building on the work delivered by the regeneration programme to expand, adapt and transform their buildings to accommodate their future growth. Delivery will commence in 2025, subject to securing funding.

Risks and Mitigation:

- Unable to spend the Good Growth funding by the revised deadline date.
- Ensure close communication with the GLA to identify the potential amount of unspent funding.
- Failure to secure agreements with the building owners of vacant shops to participate in the Good Growth activation programme.
- Liaise with the GLA to identify opportunities to reallocate funding to alternative projects within the programme.
- Long-term benefits of the programme are not sustained.
- Capacity building projects are embedded in the programme to develop the sustainability of key community groups to develop the legacy of skills across the community to build on and continue the benefits beyond the life of the programme .

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	2030/35	2035/40							
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	£ 604,818	Historic England	£ 604,818		(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)
STANLEY ARTS	South Norwood	Y	Y			Stanley Arts	Stanley Arts	TBC	National Lottery Heritage Fund, Historic England, Architectural Heritage Fund		TBC	(1)
CROYDON YOUTH THEATRE ORGANISATION, THE SHOE-STRING THEATRE	Woodside	Y	Y			Croydon Youth Theatre Organisation	Croydon Youth Theatre Organisation	£2.2 million	TBC	-	TBC	(1)

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: PURLEY WAY

Purley Way Masterplan SPD

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 (LPR) 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:

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: PURLEY WAY

	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		✓.	
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	✓.	✓.	✓.

	Short-term	Medium-term	Long-term
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

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: PURLEY WAY

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 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							
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: UKSPF REGENERATION -DISTRICT CENTRES

What?

The GLA provides circa £833k of new capital funding for the regeneration of district centres by March 2025 as part of the UK Shared Prosperity Fund for 2024/25. The aim of the funding is to improve pride in place and increase life chances across the UK. The project will deliver public realm and green space improvements across 5 district centres.

Where?

West Croydon (& London Road), Purley, Thornton Heath, Selsdon and New Addington.

When?

2024- March 2025

Why?

Investment to support district centres regeneration, increase pride in place and improve chances of life. 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?

The projects are currently under design development at RIBA Stages 2-3.

West Croydon (& London Road) Public Realm & Regeneration

The allocation of funding to West Croydon & London Road will be used to improve the public realm through initiatives to activate open spaces along London Road. Through liaison with the London Road Traders' Association (LRTAs), it has been highlighted that increasing footfall along London Road and activating the public realm should be prioritised. The project will look to implement new power supply to support a community market on London Road.

Purley Regeneration

The funding through UKSPF will be spent improving people's perceptions, experiences, and accessibility of Purley District Centre through enhanced public realm improvements. A funding agreement has been agreed between London Borough of Croydon and InPurley BID to allocate funds to extend their High Streets for All Programme and deliver public realm enhancements through the

implementation of public art, night time lighting and branding identity for the high street.

Thornton Heath Regeneration

The UKSPF funding allocation for Thornton Heath is £220K and will be used to undertake green space improvements and increase visitor numbers to the area.

The opportunities to improve and enhance existing public realm and green spaces will include minor remedial works to the Thornton Heath Clocktower and Thornton Heath Pond Roundabout, both of which have strong ward councillor support. The third site to address is a fenced green space on Collier's Water Lane which would be developed into a pocket park for use by the community, while considering interventions that can address public safety.

Selsdon Regeneration

The UKSPF allocation to Selsdon is £90K and will be used to improve an area of 50 sq. metres of public realm. Consultation with community representatives and friends of groups has highlighted the need to increase footfall in the high street and enhance access to green spaces through a wayfinding and signage strategy that weaves the two together.

New Addington Regeneration

The UKSPF allocation to New Addington is £223K and will be spent on developing an area of 100 sq. metres of public realm incorporating environmental improvements. The UKSPF funding will be used to improve the Central Parade to encourage greater footfall and support the existing community infrastructures. More specifically, the funding will be used to refurbish the market square and the community stage, and improve the presence of the Octagon as a community asset through the use of public art and lighting improvements to address, in part, ASB.

What are the next steps?

- RIBA Stage 3-4 Design Development of the initiatives in collaboration with Croydon Placemaking.
- Continue with the delivery of the Regeneration projects.
- Further investment in the area to be explored with economic development.

Risks and Mitigation:

- Delays and cost increases due to externalities - mitigation through good project management and early engagement with contractors, close contact with communities and engagement with ward members.
- Inability to spend the funding by the stipulated deadline – mitigation through exploration of other expenditure opportunities council wide that align with the outputs and outcomes of the funding.

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: UKSPF REGENERATION -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							
WEST CROYDON	WEST CROYDON					LBC	LBC, GLA, UKPN, London Rd Traders	TBC	GLA	£250,000.00	TBC	3
THORNTON HEATH	THORNTON HEATH	Y				LBC	LBC, GLA,	TBC	GLA	£220,000.00	TBC	3
PURLEY	PURLEY	Y				LBC	LBC+ Purley BID	TBC	GLA	£50,000.00	TBC	3
SELSDON	SELSDON	Y				LBC	LBC, GLA,	TBC	GLA	£90,000.00	TBC	3
NEW ADDINGTON	NEW ADDINGTON	Y				LBC	LBC, GLA,	TBC	GLA	£223,036.00	TBC	3

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: EAST CROYDON

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	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							
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 IMPROVEMENT	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	£9,950,000	3
STATION LINK	COA	Y				'Fairfield Homes' Developer / Tide / LBC (for a public	'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

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: PURLEY POOL REGENERATION PROJECT

What?

Polaska Assets Limited, currently hold a leasehold interest in the existing Purley leisure centre, multi storey carpark and retail buildings, and are seeking to extend this to enable them to bring forward a scheme to provide circa 220-unit mixed-use retirement village and public leisure centre scheme with a new pool.

Where?

The site is located between High Street and Whytecliffe Road South and comprises several different/former uses notably Purley Leisure Centre and Purley Multi-Storey Car Park.

When?

2025-2030

Why?

Purley Pool and Leisure Centre is currently closed. This was at the result of the COVID outbreak and national lockdown. On the 24th of January 2022 Cabinet confirmed the decision not to re-open the facility after the easing of lockdown restrictions taking into consideration the failure of the mechanical and electrical (M&E) equipment and the need for significant additional investment in the facility to bring it back into operation.

Where are we now?

Polaska the applicant submitted a planning application for the scheme in February 2024, this application received a resolution to grant in February 2025.

What are the next steps?

Subject to consideration by the GLA and conclusion of the Section 106 issuing of the planning consent. The development of a suite of legal documents including lease extension and development agreement.

Risks and Mitigation:

Polaska amend the current development programme. As mitigation the Council continue to work with Polaska to support the development.

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: PURLEY POOL REGENERATION PROJECT

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							
Development of the Purley Leisure Centre Site	Purley & Woodcote Ward		Y			Polaska Assets Limited	LBC; GLL	TBC	Private	TBC	TBC	3

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: KENLEY HEALTHY STREETS (TRANSPORT)

What?

Transport improvements in Kenley (infrastructure and parking)

Where?

Kenley and Old Coulsdon

When?

By March 2025

Why?

In 2018, Kenley had been identified as one of four areas designated as a Focused Intensification Zone (FIZ) for housing growth in the borough, as part of Croydon Council's Local Plan 2018 and supplemented by the now revoked Suburban Design Guide Supplementary Planning Document (SPD2). The Kenley Community Plan, was in part, produced to respond to the level of new growth/housing Kenley was accommodating.

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 underway, pressure on these roads is currently being experienced and is likely to worsen if current car use trends continue. Feedback from engagement with local residents reveals an elderly population who find walking increasingly challenging, transport services that do not serve routes people require, a lack of pavements and lighting along some routes, routes that are subject to flooding, and increasing congestion and parking stress making roads more difficult to negotiate particularly at peak times.

The Connecting Kenley Programme addresses the inherent challenges of the Kenley environment and encourage existing and new residents out of their cars through safe and accessible walking, cycling and public transport options in key locations. In 2019, to address the concerns raised by the community, Croydon Council secured funding from the Mayor of London's Good Growth Fund (GGF) to develop a community plan in partnership with the community. In 2019, Croydon Council engaged with residents' associations, residents and businesses across Kenley to understand the needs of the community.

In 2020, a draft Kenley Community Plan was created which included a collection of community priorities that were established through a series of engagement events. In March 2020, Croydon Council secured significant funding from the Mayor of London's Good Growth Fund (GGF), to deliver the priorities identified in the Kenley Community Plan. The grant agreement was signed in October 2020 and delivery began in November 2020.

The projects within the Connecting Kenley Programme have been designed in line with residents' priorities from the Kenley Community Plan (drafted in 2020). The Kenley Community Plan set out the community's priorities for April 2020 to March 2025.

In February 2021, the Kenley Community Advisory Group (KCAG) was established by Croydon Council in collaboration with Residents' Associations community representatives, to guide delivery of the Kenley Community Plan. The Kenley Community Advisory Group is made up of local residents, Resident Associations, faith groups and includes your Kenley Ward Councillors: Councillor Kolade and Councillor Gander. The Kenley Community Plan was published in April 2021.

The Connecting Kenley Programme is a series of projects intended to improve pedestrian road safety, transport, air quality, support spaces, community spaces and the appearance of streets in Kenley. The Connecting Kenley Programme is funded by Croydon Council and the Mayor of London's Good Growth Fund, with supporting partners. Kenley Healthy Streets sits within the Connecting Kenley Programme.

Projects have been designed in line with residents' priorities from the Kenley Community Plan. In 2021, the Kenley Community Advisory Group (KCAG) was established by Croydon Council in collaboration with Residents' Associations community representatives, to guide delivery of the Kenley Community Plan.

Where are we now?

In 2020, Croydon Council commissioned WSP to complete a Transport Study. The report included proposals to address the key traffic conditions and pedestrian safety issues.

Following a site walk-around, the Kenley Community Advisory Group identified 3 locations as priorities for improvements:

- Kenley Lane
- Hayes Lane (Aerodrome)
- Hayes Lane (Station end)

Croydon Council has carried out a series of data collection in the form of Automatic Traffic Counts (ATC) in a number of residential roads within close proximity of Hayes Lane to assess traffic volumes and speeds. This data was discussed with the Kenley Community Advisory Group to inform the proposed measures.

In July 2024, a community co-design session was conducted to discuss the Hayes Lane (Station end) improvements and surrounding residential roads. The Council undertook a viability review of the suggestions put forward. On that basis, a number of road improvement measures are proposed.

What are the next steps?

1. Drafting and approval via Delegated Authority Report
2. Construction of non-statutory elements (i.e pedestrian crossing points)
3. Statutory process for other elements and resolution of objections
4. Construction and completion of all elements
5. Monitoring and evaluation

Risks and Mitigation:

- Delays for delegated authority reports could cause programme pressures, with funding deadline end of FY 24/25.
- Statutory process could raise objections, which could push the delivery programme

PUBLIC REALM & MASTERPLANS INFRASTRUCTURE: KENLEY HEALTHY STREETS (TRANSPORT)

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				LBC	LBC, GLA, TfL, Kenley community Steering Group, Residents Associations, ward members	£138,297.89	S106, CIL	£138,297.89	0	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 Council are continuing to look at possible L.E.D Lantern replacements across the borough to reduce energy costs and reduce carbon emissions.

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

IDP—Delivery Schedules

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	Y			LBC	LBC	£350,000	Basic Need Funding	£250,000	£100,000	2
BROADMEAD SCHOOL (NEW SEN ELP UNIT)	Central Croydon	Y	Y			LBC	LBC, School	£3,000,000	High Need	£3,000,000	-	3
BROADMEAD SCHOOL (ELP FOR 20 PEOPLE)	Central Croydon	Y	Y			LBC	LBC, School	£838,370	High Need	£838,370	-	3
CASTLE HILL (SEN/ELP WORK)	New Addington	Y				LBC	LBC, School	TBC	High Need	TBC	TBC	3
CROSFIELD NURSERY (SENSORY ROOM AND GARDEN)	South Norwood	Y	Y			LBC	LBC, School	£25,000	High Need	£25,000		2
CROYDON COLLEGE (TEMP POST 16 SEN)	Central Croydon	Y	Y			LBC	LBC, School	£245,000	High Need	£245,000		3
ELMWOOD INFANTS (SEN/ELP WORK)	Broad Green and Selhurst	Y				LBC	LBC, School	TBC	High Need	TBC	TBC	3

INFRASTRUCTURE DELIVERY PLAN: EDUCATION SCHEDULE

PLANNED PROVI-SION	WHERE	WHEN				WHO (LEAD PART-NER)	DELIVERY PART-NERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUND-ING AVAILABLE	FUNDING GAP	PRIORITISA-TION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
FAIRCHILDES ACADEMY (REMODEL SPACE FOR SEN)	New Ad-dington	Y				LBC	LBC, School	TBC	High Need	TBC	TBC	3
JOHN WOOD ACADEMY (NEW ELP FOR 20 PEOP-LE)	Central Croydon	Y				LBC	LBC, School	TBC	High Need	TBC	TBC	3
MONKS ORCHARD (NEW SEN WING)	New Ad-dington	Y				LBC	LBC, School	£250,000	High Need	£250,000		3
PRIORY SCHOOL (VARIOUS WORKS)	Upper Nor-wood	Y				LBC	LBC, School	£305,000	High Need	£305,000		3
RED GATES PRI-MARY SCHOOL (PLAYGROUND WORKS)	South Croy-don	Y				LBC	LBC, School	£20,000	High Need	£20,000		2
RED GATES PRI-MARY SCHOOL (MODULAR BUILD-ING	South Croy-don	Y				LBC	LBC, School	£54,129	High Need	£54,129		3
ROWDOWN (COMPLEX ASD)	New Ad-dington	Y				LBC	LBC, School	£125,000	High Need	£125,000		3
SELHURST NURSERY AND CHILDREN'S CEN-TRE (SENSORY ROOM AND GAR-DEN)	Broad Green and Selhurst	Y				LBC	LBC, School	£25,000	High Need	£25,000		2
LSBU REACT IN-NOVATION CEN-TRE	ELECTRIC HOUSE	Y	Y			CROYDON COUNCIL	LONDON SOUTH BANK UNIVERSITY. LANLORD OF ELEC-TRIC HOUSE	£800,000	LSBU, SIP FUND THROUGH SLP KNOWLEDGE EX-CHANGE PRO-GRAMME.	£302,00	N/A	

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							
SHIRLEY HIGH (SEN/ELP WORK)	Shirley	Y					LBC, School	TBC	High Need	TBC	TBC	3
ST ANDREWS (ST GILES ST ANDREWS SEN MOVE)	Waddon	Y	Y				LBC, School	TBC	High Need	TBC	TBC	3
ST GILES SCHOOL (INTERNAL RE-MODELLING WORKS)	South Croydon	Y	Y				LBC, School	£391,012.39	High Need	£391,012.39		3
ST NICHOLAS (SEN AREA REPURPOSING)	Purley	Y					LBC, School	£616,094.85	High Need	£616,094.85		3
THE CRESCENT ACADEMY (20 ADDITIONAL ELPS)	Broad Green and Selhurst	Y					LBC, School	TBC	High Need	TBC	TBC	3
TUDOR ACADEMY (SEN/ELP WORK)	New Addington	Y					LBC, School	£125,000	High Need	£125,000		3
WINTERBOURNE INFANTS & NURSERY (REMODEL SPACE FOR SEN/ELP)	Thornton Heath	Y					LBC, School	£125,000	High Need	£125,000		3
WOODLANDS FAMILY HUB (REPURPOSE AREA)	Addington	Y					LBC, School	£149,000	Grant	£149,000		3

INFRASTRUCTURE DELIVERY PLAN: TRANSPORT SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PART- NER)	DELIVERY PART- NERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISA- TION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/25	2025/30	2030/35	2035/40							
MRI – CROYDON AREA REMODELLING SCHEME – EAST CROYDON 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
MRI - RAIL STATION ACCESSIBILITY IMPROVEMENTS – WEST CROYDON	West Croydon	Y	Y			TfL/Network Rail	TfL/Network Rail	Accessibility scheme has been estimated as £1.5 million at 2023 prices	Growth Zone/ TS106 / CIL / fL/ Access for all	None	£1.5 million	3
MRI - RAIL NETWORK CAPACITY REVIEW – TFL METROISATION PROPOSALS	Various		Y	Y	Y	TfL	TfL, DfT	TBD	TBD	TBD	TBD	3
MRI - RAIL STATION CAPACITY AND ACCESSIBILITY IMPROVEMENTS	Various		Y	Y	Y	Network Rail	DfT, TfL, Developers	TBD	TBD	TBD	TBD	2
MRI - TRAMS – STRATEGY – DEVELOPMENT AND DELIVERY	Boroughwide	Y	Y			TfL	TfL/LBC	TBD	TBD	TBD	TBD	3
MRI - TLRN CORRIDOR IMPROVEMENTS (A22, A23 AND A232) - REVIEW AND DELIVERY INCLUDING FIVEWAYS, PURLEY WAY, LOMBARD ROUNDABOUT AND THORNTON HEATH POND	Various locations		Y	Y	Y	TfL	TfL/LBC	TBD	TBD	TBD	TBD	2
MRI - CROYDON PURLEY WAY AND TOWN CENTRE STRATEGIC MODELLING STUDY.	Croydon Opportunity Area	Y	Y			LBC	TfL / LBC / developers	TBD	TBD	TBD	TBD	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							
CMC/GZ - WELLESLEY ROAD / WHITEHORSE ROAD TO CRYSTAL PALACE CORRIDOR	Croydon Opportunity Area	Y	Y	Y		LBC	TfL / LBC / developers	TBD	TBD	TBD	TBD	2
CMC/GZ - LONDON ROAD CORRIDOR / WEST CROYDON (INCLUDING WEST CROYDON STATION)	Croydon Opportunity Area	Y	Y	Y		LBC	TfL / LBC / developers	TBD	TBD	TBD	TBD	2
CMC/GZ - OLD TOWN / MITCHAM ROAD CORRIDOR	Croydon Opportunity Area	Y	Y	Y		LBC	TfL / LBC / developers	TBD	TBD	TBD	TBD	2
CMC/GZ – MID CROYDON / SOUTH END	Croydon Opportunity Area	Y	Y	Y		LBC	TfL / LBC / developers	TBD	TBD	TBD	TBD	2
CMC/GZ - FAIRFIELD	Croydon Opportunity Area	Y	Y			LBC	TfL / LBC / developers	TBD	TBD	TBD	TBD	2
CMC/GZ – BRIGHTON ROAD	Croydon Opportunity Area	Y	Y			LBC	TfL / LBC / developers	TBD	TBD	TBD	TBD	2
BP&A – BUS PRIORITY STRATEGY – DEVELOPMENT AND DELIVERY	Boroughwide	Y				LBC	TfL	TBD	TfL, LBC Capital Growth Zone, S106	TBD	TBD	2
AT – CYCLING AND WALKING NETWORK DEVELOPMENT AND DELIVERY	NCN232 Extension	Y	Y	Y	Y	LBC	LBC, TfL, Cycle stakeholders	TBD	TfL, LBC Capital Growth Zone, S106	TBC	TBD	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							
CROYDON TMRW HUB AT DAVIS HOUSE	COA	Y	Y			LBC	LBC / GLA / Commercial operator	£2,69m	GLA Mayors Regeneration Fund, LBC	£1,89m	Operational costs to be funded by the operator sub letting space to occupiers	1
FAIRFIELD HALLS	COA	Y	Y			LBC	LBC	TBC	LBC	TBC	TBC	
SOUTH NORWOOD	Stanley Halls / CYTO / South Norwood Library	Y				LBC	LBC / GLA / Stanley People's Initiative / CYTO / TBC	TBC	GLA LBC	TBC	Match funding to be sourced by operators	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							
CRYSTAL PALACE AND UPPER NORWOOD	Bowyers Yard	Y				Collaboration of 5 boroughs	Croydon, Bromley, Lewisham, Southwark, Lambeth Borough Council's and other local stakeholders	-	LBC / Local Stakeholders	-	-	1
A23 CORRIDOR ENTERPRISE HUB IN PURLEY	Purley Leisure Centre	Y				CVA	Business Support Agencies / LBC/ Community Organisations	-	GLA / LBC	-	-	1
CLOCKTOWER COMPLEX	COA	Y				LBC	LBC CALAT David Lean Cinema Library Museum	-	Growth Zone Corporate Finance	-	-	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							
CREATIVE DIGITAL LAB	Purley	Y				Croydon Council	Start-Up Croydon	£400,000	GLA	£400,000	N/A	2
CREATIVE ENTERPRISE ZONES	CMC	Y				Croydon Council	Stanley Arts, FMM, Conditions	TBC	GLA	£670,000	n/a	2
LSBU REACT INNOVATION CENTRE	Electric House	Y	Y			Croydon Council	London South Bank University. Landlord of Electric House	£800,000	LSBU, SIP fund through SLP Knowledge Exchange programme.	£302,000	£498,000	
OAPF AREA WIFI / ROOFTOP AND STREET FURNITURE CONCESSION FOR ISP TO IMPROVE WI-FI COVERAGE	Coa	Y	Y			LBC	TBC	TBC	Via third party service provider	TBC	TBC	2
BROADBAND AND FIBRE COVERAGE ACROSS THE BOROUGH	Borough-wide	Y	y			LBC	Partners to be identified.	TBC	TBC	TBC	TBC	2
NEXT GENERATION SHARED TENANT SERVICES	COA	Y	Y			LBC	Developers, Landlords and Managing Agents	TBC	TBC	TBC	TBC	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
PARKS, HIGHWAY AND HOUSING HEALTH AND SAFETY INSPECTION PROGRAMME	Borough-wide	Y	Y	Y	Y	LBC	LBC	£815,000pa	LBC Internal Revenue	£815,000pa	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	Est £1,350,00	£310,000 (S106) £1,200,000(Capital Programme) £40,000 (Crowdfunding)	£1,350,000	£0	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	Varied	LBC Capital Funding, LBC Revenue Funding, External Grant Funding, Crowdfunding			2
TENNIS COURT UPGRADE	14 sites across the borough	Y				LBC & The Lawn Tennis Association	LBC with the Lawn Tennis Association & Greenwich Leisure Limited	620k	The LTA & Croydon Capital	100%		2
PLAYZONE PROJECT	South Norwood Lakes & Ashburton Park		Y			LBC & The Football Foundation,	The Croydon Voluntary Action, Palace for Life Foundation, Oasis Shirley Park, The London Marathon Foundation	Estimated 470k	The Football Foundation, The London Marathon Foundation, Oasis Shirley Park	410k	60k	2
CROYDON ARENA	Croydon Arena, South Norwood		Y			LBC & Oasis Shirley Park	Oasis Shirley Park, Croydon FC, Croydon FC women's, Croydon Harriers	TBC	TBC	TBC	TBC	1
PURLEY WAY PLAYING FIELDS	Purley Way Playing Fields		Y			Football Foundation		TBC	Football Foundation and Croydon Capital	75%	25%	1

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							
UTILITY INTERVENTIONS AT WADDON LEISURE CENTRE	Waddon Leisure Centre	Y				Greenwich Leisure Limited	Greenwich Leisure Limited, Sport England	115k	Sport England	100%		2
OPEN+ EXTENSION	Thornton Heath		Y			LBC	LBC / local stakeholders / library users	TBC	LBC	TBC	£0	2
REFURBISH SOUTH NORWOOD LIBRARY	South Norwood		Y			LBC	LBC / local stakeholders / library users	£1M (est)	LBC	£720k	£280k	1
REFURBISH COULSDON LIBRARY	Coulsdon		Y			LBC	LBC / local stakeholders / library users	TBC	LBC but possibility for grant contribution from cultural venues capital funds			
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	£757,720	LBC Capita/Revenue	£757,720	0	2
CATERHAM BOURNE FLOOD ALLEVIATION STUDY	Croydon/ Tandridge	Y				LBC	Surrey County Council, Tandridge District Council, Environment Agency, Thames Water, SES Water, Thames Flood Advisor	£50,000	(EA) FDGiA	£50,000	0	2
CHAFFINCH BROOK FLOOD ALLEVIATION STUDY	Croydon & Bromley	Y				LBC	Bromley Council, Environment Agency, Thames Water, Thames Flood Advisor	£118,607	(EA) FDGiA	£90,000	£28,607	2
FLOOD & WATER MANAGEMENT	Borough-wide	Y				LBC	LBC	£435,000	LBC Capital/ DEFRA	£435,000	0	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							
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
ADDINGTON WTW ADDITIONAL RESOURCE	CROYDON	Y	Y			THAMES WATER		TBC	Thames Water	TBC	N/A	3
WEST WICKHAM WTW FILTRATION UPGRADE	CROYDON		Y			THAMES WATER		TBC	Thames Water	TBC	N/A	3
WADDON WTW & BRANTWOOD ROAD WTW RUN TO WASTE	CROYDON		Y			THAMES WATER		TBC	THAMES WATER	TBC	N/A	1

INFRASTRUCTURE DELIVERY PLAN: UTILITIES SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNE R)	DELIVERY PARTNERS AND STAKEHOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISATIO N (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2020/2 5	2025/3 0	2030/3 5	2035/4 0							
MAINTENANCE/ RENEWAL OF SEWERAGE INFRASTRUCTURE AND NEW SEWERAGE INFRASTRUCTURE TO SUPPORT GROWTH	BOROUGH-WIDE	Y	Y	Y	Y	THAMES WATER	LB OF CROYDON HIGHWAYS TFL	TBC	THAMES WATER	TBC	N/A	3
CROSSNESS, LONG REACH & BEDDINGTON STW SLUDGE PERMIT CONDITIONS	ABBAY WOOD, DARTFORD, CROYDON	Y	Y			THAMES WATER		TBC	THAMES WATER	TBC	N/A	3
LONG REACH STW BIOMETHANE UPGRADE	DARTFORD	Y				THAMES WATER		TBC	THAMES WATER	TBC	N/A	2
BEDDINGTON STW SLUDGE IMPORT FACILITY	CROYDON			Y	Y	THAMES WATER		TBC	THAMES WATER	TBC	N/A	1

INFRASTRUCTURE DELIVERY PLAN: HEALTH SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKE- HOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILA- BLE	FUNDING GAP	PRIORITISATION (3) CRITICAL, (2) ESSENTIAL, (1) IMPORTANT
		2023/2 8	2028/33	2033/3 8	2038/43							
NEW PRIMARY CARE FA- CILITY IN NEW ADDINGTON & COMMUNITY DIAGNOSTIC CENTRE	New Addington/ Selsdon		Y			ICB	ICB, LBC, devel- oper TBC	£15,000,000	s106, ICB, NHSE Wave 3	£15,000,000	N/A	3
EAST CROYDON – ADDI- TIONAL PRIMARY CARE CAPACITY AT THREE GP PRACTICES A) EAST CROYDON MEDI- CAL PRACTICE B) GREENSIDE MEDICAL PRACTICE C) ST JAMES PRACTICE	East Croy- don	Y				ICB	ICB, GP providers	£3,000,000	NHS England ETTF, NHS capital receipt, developer contributions (s106 / CIL)	£2,000,000	N/A	3
EAST CROYDON – REFURBISHMENT OF EDRIDGE ROAD HEALTH CENTRE	East Croy- don	Y				ICB	NHS Property Services	£1,500,000	Growth Zone funding, developer contributions (s106/CIL)	-	N/A	3
EAST CROYDON - NEW HEALTH AND WELLBEING CENTRE	East Croy- don		Y			ICB	LBC, developers, ICB	£6,000,000	Growth Zone funding, developer contributions (s106/CIL), NHS Wave 3	£6,000,000	-	3

INFRASTRUCTURE DELIVERY PLAN: HEALTH SCHEDULE

PLANNED PROVISION	WHERE	WHEN				WHO (LEAD PARTNER)	DELIVERY PARTNERS AND STAKE- HOLDERS	TOTAL COST	FUNDING SOURCE	TOTAL FUNDING AVAILABLE	FUNDING GAP	PRIORITISA- TION (3) CRITICAL, (2) ESSEN- TIAL, (1) IM- PORTANT
		2023/28	2028/33	2033/38	2038/43							
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	CHS, LBC	£6,000,000	NHSE Wave 3	£6,000,000	TBC	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

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							
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	Y			LBC	Tandridge District Council	TBC	LBC Capital Programme	TBC	TBC	3
CONSIDER REUSE OF GRAVES AT MRC& QRC	Croydon	Y	Y			LBC	TBC	TBC	LBC Capital Programme	TBC	TBC	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							
NEIGHBOURHOOD POLICE FACILITIES	NORBURY AND WEST POLLARDS HILL WARD	Y	Y			MET POLICE	MET POLICE, MOPAC	TBC	S106	TBC	TBC	1
	WEST THORNTON WARD											
	WOODSIDE WARD											
	SHIRLEY NORTH WARD											
	SANDERSTEAD WARD											
	PURELY OAKS & RIDDLESDOWN WARD											
	PURELY & WOODCOTE WARD											
	KENLEY WARD											
	OLD COULSDON WARD											
	COULSDON TOWN WARD											

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
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							
CROYDON URBAN ROOM	Whitgift Centre	Y	Y			LBC	GLA and TFL	See above – Main	Growth Zone Programme	See above	n/a	2
TOWN CENTRE REGENERATION STRATEGY	Croydon Opportunity Area	Y	Y			LBC	GLA and TFL	See above	Growth Zone Programme	See above	n/a	3
MINSTER GREEN	Croydon Minster	Y	Y			LBC	GLA and TFL	See above	Growth Zone Programme	See above	n/a	2
FAIRFIELD GARDENS PUBLIC REALM	Fairfield Gardens	Y	Y			LBC	GLA and TFL	See above	Growth Zone Programme	See above	n/a	2
PARK HILL PARK	Park Hill	Y	Y			LBC	GLA and TFL	See above	Growth Zone Programme	See above	n/a	1
AMPLIFYING SURREY STREET	Surrey St and surrounding area	Y	Y			LBC	GLA and TFL	See above	Growth Zone Programme	See above	n/a	2
URBAN GREENING	Croydon Opportunity Area	Y	Y			LBC	GLA and TFL	See above	Growth Zone Programme	See above	n/a	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							
LONDON BOROUGH OF CULTURE LEGACY	Croydon Opportunity Area	Y	Y			LBC	GLA and TFL	See above	Growth Zone Programme	See above	n/a	2
MUSEUM OF CROYDON	Museum of Croydon	Y	Y			LBC	GLA and TFL	See above	Growth Zone Programme	See above	n/a	2
EAST CROYDON LINK BRIDGE	East Croydon train station	Y	Y			LBC	GLA and TFL	See above	Growth Zone Programme	See above	n/a	1
STRATEGIC TRANSPORT	Croydon Opportunity Area	Y	Y			LBC	GLA and TFL	See above	Growth Zone Programme	See above	n/a	2
CONSTRUCTION LOGISTICS	Croydon Opportunity Area	Y	Y			LBC	GLA and TFL	See above	Growth Zone Programme	See above	n/a	1
INWARD INVESTMENT	Croydon Opportunity Area	Y	Y			LBC	GLA and TFL	See above	Growth Zone Programme	See above	n/a	2
CPFC STADIUM EXPANSION	Selhurst, Thornton Heath and South Norwood	Y	Y			CPFC	CPFC/LBC Sainsbury	TBC	CPFC	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							
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	£ 604,818	Historic England	£ 604,818		(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)
STANLEY ARTS	South Norwood	Y	Y			Stanley Arts	Stanley Arts	TBC	National Lottery Heritage Fund, Historic England, Architectural Heritage Fund		TBC	(1)
CROYDON YOUTH THEATRE ORGANISATION, THE SHOE-STRING THEATRE	Woodside	Y	Y			Croydon Youth Theatre Organisation	Croydon Youth Theatre Organisation	£2.2 million	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							
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	

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							
WEST CROYDON	WEST CROYDON	X				LBC	LBC, GLA, UKPN, London Rd Traders	TBC	GLA	£250,000.00	TBC	3
THORNTON HEATH	THORNTON HEATH	X				LBC	LBC, GLA,	TBC	GLA	£220,000.00	TBC	3
PURLEY	PURLEY	X				LBC	LBC+ Purley BID	TBC	GLA	£50,000.00	TBC	3
SELSDON	SELSDON	X				LBC	LBC, GLA,	TBC	GLA	£90,000.00	TBC	3
NEW ADDINGTON	NEW ADDINGTON	X				LBC	LBC, GLA,	TBC	GLA	£223,036.00	TBC	3

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							
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	£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
DEVELOPMENT OF THE PURLEY LEISURE CENTRE SITE	Purley & Woodcote Ward		Y			Polaska Assets Limited	LBC; GLL	TBC	Private	TBC	TBC	3
TRANSPORT INFRASTRUCTURE	Kenley	Y				LBC	LBC, GLA, TfL, Kenley community Steering Group, Residents Associations, ward members	£138,297.89	S106, CIL	£138,297.89	0	3

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	As per Monthly Unitary Charge	DFT/ Croydon Council	As per Contract	none	2