For General Release

REPORT TO:	**CABINET 11 July 2016**
AGENDA ITEM:	**8**
SUBJECT:	**Growth Zone – Overview and Financial Arrangements for Repayment**
LEAD OFFICER:	**Jo Negrini, Acting Chief Executive** **Heather Cheesbrough, Director of Planning & Strategic Transport**
CABINET MEMBER:	**Councillor Alison Butler Statutory Deputy Leader and Cabinet Member for Homes, Regeneration and Planning** **Councillor Simon Hall Cabinet Member for Finance and Treasury**
WARDS:	**All wards**

CORPORATE PRIORITY/POLICY CONTEXT

AMBITIOUS FOR CROYDON AND WHY WE ARE DOING THIS?

The proposals presented in this report provide for the infrastructure enables: development and economic growth in Croydon leading to:

- 23,594 new jobs
- a further 5,097 jobs during construction phase
- at least 10,000 new homes
- the wholesale renewal of the retail core ensuring the metropolitan centre is an attractive place to live, work and invest.

CROYDON'S DRAFT COMMUNITY STRATGEY 2016-21

- The proposals presented in this report will help deliver key outcomes from Croydon's draft Community Strategy 2016-21 recommended by Cabinet for adoption by full Council in July:
- Outcome 1 – A great place to learn, work and live
- Outcome 2 – A place of opportunity for everyone
- Outcome 3 – A place with a vibrant and connected community and voluntary sector

OPPORTUNITY AREA PLANNING FRAMEWORK

The proposals seek to deliver the overall objectives of the Croydon Local Plan and OAPF.

FINANCIAL IMPACT The Council has received a £7m grant from Communities and Local Government (CLG). The proposals would ring-fence 50% of growth in business rates from April 2018 for 25 years in the designated area from the local government finance system. This income would be used to pay for the required infrastructure as set out in the report.
KEY DECISION REFERENCE NO.: 22/16/CAB This is a Key Decision as defined in the Council's Constitution. The decision may be implemented from 1300 hours on the expiry of 5 working days after it is made, unless the decision is referred to the Scrutiny & Overview Committee by the requisite number of Councillors
The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below **1. RECOMMENDATIONS** 1.1 The Cabinet is recommended to approve that the Council take forward the proposal for a Growth Zone for the designated area as set out in the report which will include: a) agreement with CLG and GLA that the designated area is excluded from the local government finance system and that all growth in business rates is ring-fenced to the Growth Zone scheme b) that the Council provide debt finance, backed by business rate growth, to fund the infrastructure required.

2. EXECUTIVE SUMMARY

2.1 Croydon's potential for growth has long been recognised, however it is only in the past few years that this has started to be fully realised. A combination of a supportive policy environment, changes in the residential and commercial market and targeted inward investment work has secured a level of physical, economic and cultural investment never seen before in the borough. Croydon has become one of the prime areas of London where people choose to live, work, visit and invest. To ensure this change is sustainable, and that the benefit to Croydon residents is maximised, it is clear that major infrastructure investment will be required both as a catalyst to further growth and to accommodate the demands of a significantly increased population. An innovative, transformative solution was required and the council has worked closely with key stakeholders such as the GLA, TFL, Netwrok Rail and Central Government to devise the 'Growth Zone' model.

2.2 The Croydon Growth Zone is a Tax Increment Financing (TIF) model which harnesses business rates growth to enable borrowing to fund infrastructure. Central government have also provided a £7m revenue grant to fund the early borrowing required, prior to significant business rate growth. In this way, around £310m of additional investment in infrastructure can be released.

- This investment will enable major regeneration benefits to both new and existing residents and businesses including:23,594 new jobs with a further 5,097 jobs created during the construction phase
- at least 10,000 new homes of different tenures
- the wholesale renewal of the retail core

2.3 This report sets outs the background, financial modelling and governance arrangements for the Growth Zone and seeks Cabinet approval to progress the approach.

3. DETAIL

3.1 Following adoption of the Croydon Opportunity Area Planning Framework (OAPF) by Croydon Council in April 2013 (and the Mayor in January 2013) it was clear a more detailed understanding of the infrastructure needs for growth was required. In early 2014 LBC, the Greater London Authority (GLA) and Transport for London (TfL) agreed to jointly commission a Development Infrastructure Funding (DIF) Study for the Croydon Opportunity Area (COA) to help facilitate more homes and jobs and understand infrastructure needs. This study identified a series of infrastructure projects in the COA and was estimated that the public sector support to drive this change amounted to around £1bn. This led to the development of the Growth Zone model as a means of meeting this funding challenge.

3.2 From inception, the Growth Zone was developed as a collaborative approach with GLA and TfL to secure Central Government investment in the form of fiscal devolution and/or grant funding in Croydon. It has developed into a business rate retention scheme in a Tax Increment Financing (TIF) model over a designated area in Central Croydon. The ongoing financial modelling will define the exact boundary of the Growth Zone (see Appendix 1 for a plan illustrating the indicative boundary of the area). In essence, it proposes to borrow to fund infrastructure projects which are essential to growth, with the costs of borrowing repaid by future uplift in the business rates base.The concept has emerged from a detailed analysis of the physical and financial constraints and opportunities arising from development growth in Croydon. The overarching principle is one of self-sufficiency – enabling existing growth to fund the requirements of future growth. A summary of how the concept developed is set out below.

- April 2013 - Adoption of the Croydon Local Plan: Strategic Policies and Croydon Opportunity Area Planning Framework.
- January 2014 - Commencement of the COA Development Infrastructure Funding Study (DIFS) to understand the infrastructure needs of the COA.
- September 2014 - The Croydon Promise published setting out out the vision for the borough and COA .
- September 2014 - ‘Croydon - Our Time is Now’ published, setting out the benefits, need and justification for the Growth Zone. This was the core document for securing political, stakeholder, provider and developer support to the concept.

- December 2014 - The Coalition Government in the Autumn Statement of 2014 included reference to the Growth Zone for Croydon and gave force to the benefits, merits and basis of the Growth Zone.
- December 2014- Conclusion of the COA DIFS identifying and prioritising 92 infrastructure projects,.
- March 2015 - Following the general election, the Government in the 2015 budget included reference to the Growth Zone and a commitment by Treasury to a £7m revenue grant.
- June 2015 - During continued dialogue with Government further work was done to prioritise the infrastructure projects in the DIFS, leading to a consolidated list of 39 prioritised projects agreed by all partners.
- June 2015 - During this same period detailed analysis on the financial modelling behind debt financing and business rate uplift by the council's consultants.
- October 2015 – Full Growth Zone submission to the Government (business case, Croydon DIF Prioritisation and financial model).
- December 2015 - Government invites the Council to submit a CLG Investment Board application to CLG.
- Spring 2016 – Growth Zone agreed

3.3 The Growth Zone will run until approximately 2043 and is a necessary tool to enable the borough to manage risks and opportunities as circumstances change. It will fund a number of phases of infrastructure delivery, using the ongoing uplift in business rate income to help maximise the benefits of each phase. It will help to deliver upwards of 23,594 net new jobs to London with a further 5,097 jobs created during the works construction phase. The annual GVA equivalent of these jobs is estimated to be in order of £1.2 billion by 2031. In addition the Growth Zone will enable at least 10,000 mixed tenure new homes by 2036.

3.4 The Council's Growth Zone analysis is based on a base case financial model estimated over 20-25 years which is reliant on the retention of the LBC and GLA portion of business rate uplift in order to repay borrowing. A £7m revenue grant has been agreed by the Government to cover the interest costs associated with borrowing in the early years of the Growth Zone, prior to any significant business rate uplift. This £7m revenue grant contribution will enable circa £309m of infrastructure investment.

3.5 The jobs and housing outcomes are just one element of a wider development programme which aims to recreate Croydon as a truly modern, sustainable metropolitan town centre. The Growth Zone will also provide clear additionality in terms of the early and accelerated delivery of homes and jobs that would not occur without this initiative. It provides certainty to developers, investors and residents regarding the delivery of major infrastructure projects which is likely to accelerate discretionary development. This is especially important in terms of differentiating Croydon as a place to invest in London in a time of economic uncertainty post Brexit.

3.6 Stakeholders of the Growth Zone have together identified a list of 39 critical infrastructure projects that would enhance the Growth Zone and enable development to be brought forward in a timely manner. The total cost of these projects is close to £500m. Alongside this work financial modelling was undertaken to align the development trajectory, infrastructure delivery programme and proposed structure of the loan.

3.7 LBC, TFL and GLA have committed in principle to funding a proportion of these costs. In addition, the public sector partners have agreed to seek £122.5m of funding from future business planning processes and other sources, leaving the total amount of funding required to be funded through the Growth Zone as £309m (taking account of other funding sources too).

3.8 The current programme anticipates that all infrastructure will be delivered over a 12 year period, however the Council recognises that the phasing and delivery of infrastructure will be a key tool in managing financial risk. The active management of the delivery profile will allow the Council to align income and expenditure and help to mitigate the risk of significant costs falling on the Council that are not matched by related income. Figure 1 shows the predicted profile of infrastructure expenditure based on the £309 million requirement. Table 1 shows the Growth Zone project starts and completions over the same period.

Figure 1 – Profile of Infrastructure Expenditure

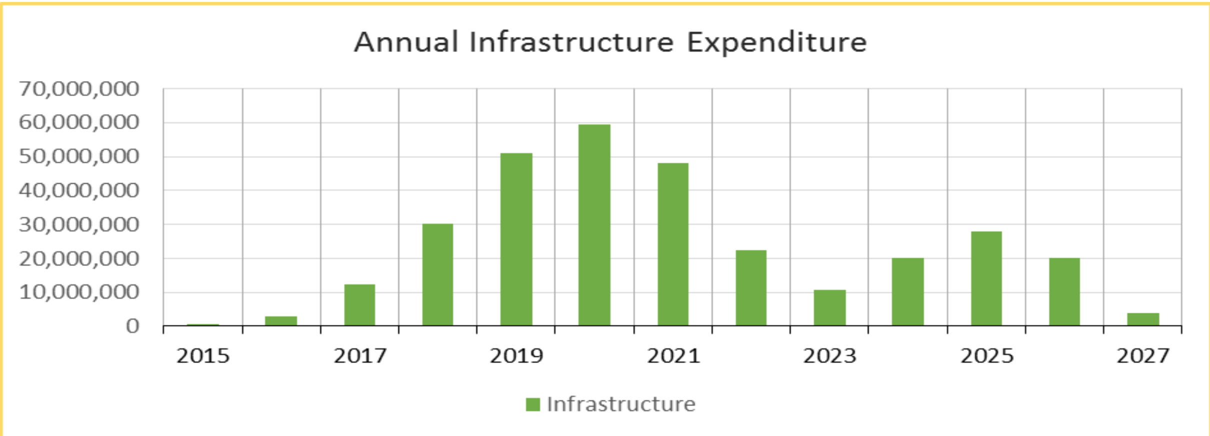


Table 1 – Start and completion of infrastructure projects within the Growth Zone

Year (20)	15	16	17	18	19	20	21	22	23	24	25	26	27	Total
Project Starts	7	6	11	5	4	0	1	1	4	0	0	0	0	39
Project Completions	0	1	0	2	6	6	6	8	2	0	1	3	4	39

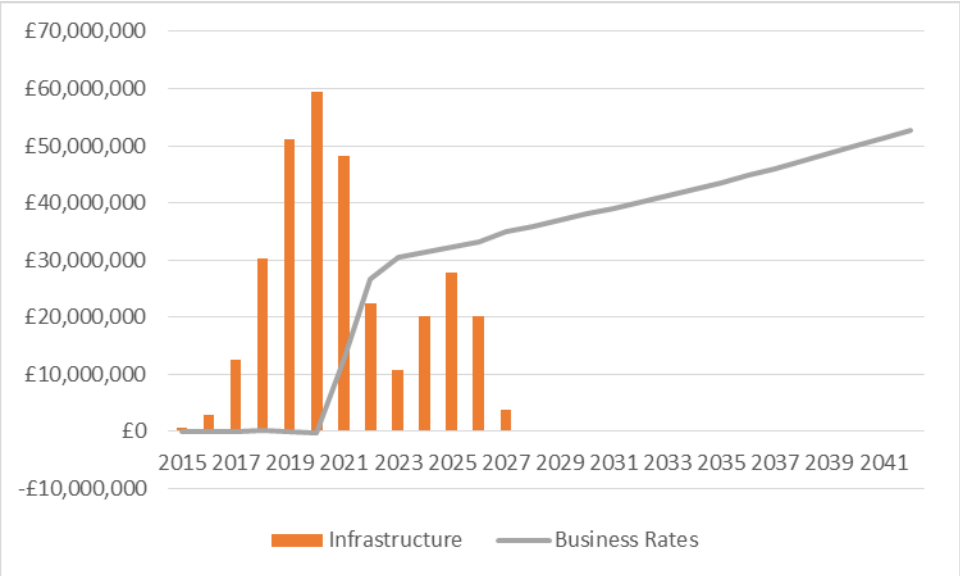
Business rate uplift

3.9 The provision of the identified infrastructure will provide a catalyst for growth within the COA. It is the impact of this growth, more specifically the associated uplift in business rates income that will be used to fund the debt that will support the upfront investment.

3.10 The Council has undertaken financial analysis of the likely uplift in business rates income that could be generated by unlocking development activity within the Growth Zone. In undertaking this study the Council has identified a baseline business rates income for the Growth Zone and then undertaken an assessment of the likely increase in this income that could be generated through growth.

3.11 Using this expenditure and income information, the Council has produced a financial model that assesses how the uplift in business rates income could be used in a prudent manner to support the borrowing requirements associated with the infrastructure. In assessing the decision to borrow the Council has been mindful of the impact on its current revenue position and assessed the level of borrowing against its prudential indicators. Figure 2 demonstrates the rate of expenditure on infrastructure and how this impacts on the generation of additional business rates within the Growth Zone.

Figure 2: Rate of expenditure on Infrastructure and generation of additional business rates



3.12 The business rates income is a revenue income stream that is being used to pay off the debt costs associated with the provision of infrastructure. The infrastructure expenditure estimates the capital costs for the delivery programme. Based on the current assumptions, the Council anticipates that all debt associated with the provision of the £309 million of infrastructure will be fully repaid by 2038.

3.13 The Council would seek to ensure that all debt associated with the delivery of the Growth Zone is repaid within the life and flexibilities granted by the Growth Zone. As such, the Council will look to manage this risk through an upfront agreement for the potential to extend the Growth Zone to 25 years should it assess after 10 years there is a material difference in income. However, it is currently assumed that all debt will be extinguished by 2038.

Requirements of the loan draw down

3.14 It is proposed that the drawdown of the loan to fund the Growth Zone is triggered by the land draw down arrangements that are set out in the CPO Indemnity Land Transfer agreement (ILTA) between the Council and Croydon Limited Partnership. (CLP).

3.15 The development by CLP of the Whitgift Shopping Centre is a key development that would provide significant certainty to the Council in respect of the delivery of overall development in the COA that will be required in order that the loan can be repaid. The Whitgift development will provide a critical mass of new retail and commercial space that will in its self-generate significant uplift in business rates. It will also send a powerful message to the market and investors that Croydon is changing, regeneration is firmly underway and that it is a strong place to invest and develop.

3.16 For the ILTA draw down conditions to be met, specific and onerous conditions are required. The main requirements being:

- A satisfactory planning permission
- A satisfactory CPO
- Reasonable prospect of delivery of the development
- Reasonable prospect of timescale

3.17 The Council is working in partnership with CLP to meet the ILTA requirements. In January 2015 planning consent was given for the redevelopment of the Whitgift Shopping Centre and in November 2015 the Compulsory Purchase Order of land necessary to enable the scheme was confirmed. Following further land acquisition by CLP and discussions with Marks and Spencer (who have requested the creation of a new store instead of a refurbishment) CLP have entered pre-application discussions with the Council to submit a revised application which would fall within the existing CPO. This application is on course for consideration by Planning Committee in October 2016.

Moving from a Bid to a Programme of Change

3.18 Confirmation by Central Government of the Growth Zone proposal has already provided a major catalyst for developers, with the number of planning applications within the borough increasing significantly over the last year. This year over 5000 applications are envisaged. This is an increase of over 400 on the previous year. Key major applications within the COA which are either under consideration or in pre- application include Mondial House, College Green, Queens Square and the Royal Mail site. Ruskin Square and Menta are already on site and under construction.

3.19 Further confirmation of Croydon's transformation is the advanced discussions between the Council and a development partner for Tabener House. This has the potential to deliver c500 new homes, many of them affordable, alongisde new commercial space and improvements to Queens Gardens. Elsewhere in the borough, Brick by Brick, the private dvelopment company established by the council, is aiming to bringing forward over 1000 new homes by 2019.

Alongside these much needed new homes, new schools and community space will also be delivered.

3.20 The Growth Zone provides the confidence to developers and the investment community that Croydon takes regeneration seriously and that there is substance and depth behind its ambition. This message is further emphasised with the Council's work on a Cultural Programme and Strategy which provides evidence of a multi-faceted approach to regeneration and place making that places local residents at its heart.

3.21 This is perhaps best evidenced by the £30m refurbishment of Fairfield Halls and enabling redevelopment of College Green . This will signal a clear commitment of the importance of arts and culture in the renaissance of Croydon. The refurbishment will firmly establish Fairfield Halls as South London's premier performance venue. A wider cultural programme and strategy based upon Croydon's existing offer, including its considerable home grown talent, aims to demonstrate that a holistic approach to regeneration has the best potential to deliver a real step change in life chances for residents throughout the borough. Similarly, the recent opening of 'Tomorrow' at Davies House and upcoming opening of Box Park, with accompanying Ambition Festival and Fringe Festival, provides a massive injection into the cultural and creative sector and encourages local employment in the kind of jobs which are relevant to London's emerging economy.

3.22 To ensure all the envisaged development achieves the quality standard required to deliver long term sustainable regeneration and change in Croydon, a Place Review Panel will launch in September 2016. This Panel will consist of high calibre industry experts from a range of disciplines to provide design and place making advice to officers and the Planning Committee. Considerable interest has been shown from the procurement exercise with excellent coverage in the industry press.

Management of the Metropolitan Centre during the major construction phase

3.23 Considerable development activity is currently underway within the COA as private developers implement existing consents. The Council already monitors delivery activity within the COA through a Five Year Integrated Delivery Plan (FYIDP) to coordinate and manage the expected programme of development. The FYIDP provides a tool and a process to understand on a regular basis the programme wide implications of investment in the Metropolitan Centre and to critically evaluate the projected impacts presented by developers in support of applications for planning permission.

3.24 The FYIDP includes a Dashboard tool that categorises the projects into programmes, defines the likelihood of development occurring and analyses the impacts of phases over time. It enables effective communication about developments, informed assessment of road network management issues arising from development within a constrained town centre environment and provides confidence about the phasing of delivery.

3.25 To inform this work, technicalconsultants have been appointed by the Council with an ongoing role of creating an Opportunity Area Planning Framework Construction Logistics Plan (CLP) with the aim that all developers submit a good quality logistic plans which are contiguous with others. A se series of quarterly seminars are being held with developers to update them on issues in the Metropolitan Centre. The seminars will assist with the updating of the Dashboard which is undertaken on a 6 weekly cycle. The consultants also have a role in considering the impact of development on air quality and the Dashboards ability to predict construction traffic movements has been crucial in this work.

3.26 The implementation of the Growth Zone will significantly increase the scale of development activity over the next 5-10 years and it iscritical that this activity is properly managed to ensure that the metropolitan centre remains accessible, safe and a good place to live work and invest. Therefore a key step in progressing the implementation of the Growth Zone is a review of existing network management and construction logistic planning arrangements to ensure a fit for purpose process and necessary resources within this scaled up development context.

3.27 The Council as a local traffic authority has a Statutory Duty under the Traffic Management Act 2004 Part 2 to manage their road network by facilitating and securing expeditious movement of traffic to avoid and or reduce congestion. The Network Management team within the Streets directorate currently discharge this function and coordinated allactivities across the borough. This involves working across teams and with external stakeholders.

3.28 In order to manage the projected infrastructure development within the Growth Zone and keep Croydon moving, there will be a detailed review of of the current traffic management arrangements to ensure the short, medium and long terms needs of the COA and borough as a whole are managed.A dedicated sub-group of of the Growth Zone governance, chaired by the Director of Streets, will lead this. The group will be funded by the wider Growth Zone funding and will consist of both internal and external stakeholders and will review current practices and develop an integrated traffic management hub to manage vehicle and pedestrian movement in and around the COA. The findings of this review and recommendations will be brought before the Growth Zone Board for approval later in the year.

Next steps

3.29 Further work will be undertaken on reviewing the 39 critical infrastructure projects through the commissioning of a multi disciplinary consultancy early this Autumn. This willensure the projects are necessary, fit for purpose and deliverable. This commission will also investigate governance, delivery models and programming. It is anticipated that this will be an 18 month commission, which will, through detailed studies and discussions with partners, greatly inform and shape the Growth Zone bid into a delivery phase of tangible projects. This next phase of work will also be informed by the work stream from the integrated traffic hub so that the Council will be able to have a comprehensive understanding of construction activity and its impacts within the COA .

3.30 Concurrently, officers will continue to work with CLP to meet the land draw down arrangements that are set out in the CPO Indemnity Land Transfer agreement (ILTA) between the Council and Croydon Limited Partnership. (CLP). It is anticipated that the first land draw down will be early in 2017.

4. CONSULTATION

4.1 In preparing the list of 39 projects for the Growth Zone, considerable consultation was undertaken with the GLA as our key partner as well as consultation with key stakeholders; TfL, CLP and Stanhope Schroder. Other bodies including the NHS and Croydon University Hospital have also been consulted with. This work builds upon the extensive consultation that was part of the OAPF preparation that set out the vision, policies and guidance for the COA. The Growth Zone has also been regularly reported to the Croydon Strategic Metropolitan Board.

4.2 As further feasibility and business case work is undertaken for each of the projects, specific project based consultation will be undertaken to ensure projects are prepared that are fit for purpose and integrate with partner's delivery plans and optimise funding arrangements. Finally, for each of the projects further statutory consultation will be undertaken through the planning and consent process.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

The effect of the decision

5.1 The need to have adequate and appropriate infrastructure will be fundamental to Croydon successfully regenerating and meetings its growth targets. Without this infrastructure, growth and regeneration will be greatly hampered and Croydon will not be able to meet its potential or ambitions. By agreeing to the creation of the Growth Zone through the taking on of the responsibility of the c. £309m loan the Council will be in the driving seat deciding the specifics of projects, delivery partners, timescales and management arrangements to ensure the most appropriate and timely delivery. Governance arrangements have been prepared (see Appendix 2) to ensure clear accountability and decision making and partners are keen to work with us to progress this programme.

Risks

5.2 A review of the Growth Zone has been undertaken and the following risks have been identified;

- The loan is not approved to enable the delivery of all the necessary infrastructure to address forecast growth. DCLG have provided their approval for the Council to take on this loan and approval of the mechanism to allow the repayment through business rate uplift.
- The business rate uplift forecast in the financial model is not forthcoming at the rate forecast throughout the life of the model, which would put financial

pressure on servicing the debt. Sensitivity analyses have been undertaken to provide confidence that the modelling can respond to unforeseen circumstances to include changes to interests rates, increases in costs and reduction in income from business rates uplift. Further work is ongoing in relation to the refinement of the financial modelling to ensure robustness.

- The stakeholders and partners fail to prioritise the 39 infrastructure projects within the delivery programme and infrastructure delivery is delayed and is not commensurate with development activity. Work has been undertaken to prepare appropriate governance arrangements with partners and stakeholders to ensure clear understanding of roles and responsibilities. Regular meetings of the Growth Zone Steering Group will be a practical method of monitoring project management and the early identification of any delivery issues.
- The delivery models for each of the 39 projects fail to deliver the project in accordance with the programme and delivery activity, as managed under above point on Growth Zone Steering Group.
- The projects delivered early in the programme are subject to overspend and this reduces the funding available to deliver projects within the later stages of the programme, as managed under above points on Growth Zone Steering Group.
- The scale of development activity within the COA will be such that it becomes difficult to access and is an unpleasant place to live work and invest. This is to be managed and through the review of network management and the creation of a network management hub.
- Brexit related risks, to the extent that they impact on those listed above.

5.3 To provide further risk management and mitigation, a new commission is currently under procurement for a multi-disciplinary consultancy to undertake more detailed feasibility, and the preparation of business cases for each project. This will allow a thorough examination of all delivery issues, including long-term revenue costs and whole life costing. Risk identification and mitigation measures will be an intrinsic element of this commission. This commission will regularly report to the Growth Zone Steering Group.

Future savings/efficiencies

5.4 As further work is undertaken in the Growth Zone, a specific aspect will be the consideration of procurement routes and the packaging up of individual projects to optimize cost efficiencies. The Growth Zone Steering Group brings all partners together to ensure the sharing of information and this will be the forum to facilitate much of these activities.

5.5 A further aspect of the current commission to appoint a multi-disciplinary consultant is to investigate the potential for Smart Cities and the integration of technology over the life time of the Growth Zone. It is likely that both within individual projects and the programme as a whole further savings and efficiencies will be identified through technological advancement.

(Approved by:Richard Simpson, Assistant Chief Executive (Corporate Resources and Section 151 officer))

6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

6.1 On behalf of the Acting Council Solicitor it is commented that the power to retain business rates stems from the Local Government Finance Act 2012, and regulations that followed, under which the Government gave local authorities the power to keep up to half of business rate growth in their area by splitting business rate revenue into the 'local share' and the 'central share' where a local scheme is approved by Central Government. The recommendations set out in this report are therefore within the powers of the Council but rely on agreement form the GLA.

(Approved by: Sean Murphy, Principal Corporate Solicitor (Regeneration) on behalf of the Acting Council Solicitor and Acting Monitoring Officer.)

7. HUMAN RESOURCES IMPACT

7.1 The report mentions the creation of 23,594 new jobs with a further 5,097 jobs created during the construction phase. It is important to ensure that where possible, the majority of the created employment opportunities are targeted at local people through social value being maximise. This should be monitored and followed up where necessary to ensure these newly created opportunities are also targeted at the long term unemployed within the borough.

Approved by Adrian Prescod, HR Business Partner, for and on behalf of Director of Human Resources, Resources department.

8. EQUALITIES IMPACT

8.1 A key priority for the Council is to work with our partners to make Croydon a stronger fairer place for all our communities. Croydon's Opportunity and Fairness Plan 2016-20 outlines action to tackle inequalities such as educational attainment, health, homelessness, unemployment, crime and social isolation, particularly in the borough's six most deprived wards. Successful delivery of the Growth Zone proposals outlined in this report will create more opportunities for Croydon residents and contribute towards greater equality, fairness and better outcomes for all.

8.2 An Equalities Analysis has been initiated, and this will be developed as the Growth Zone programme evolves and in particular, as detailed feasibility and detailed business cases are prepared Equalities Impact will be an intrinsic part of this. Impacts will be kept under review and where necessary action will be taken to mitigate any negative impacts. There will be a strong focus on wards with high levels of deprivation and also people belonging to groups with protected characteristics.

9. ENVIRONMENTAL IMPACT

9.1 The proposed new projects would be built in line with current environmental requirements and new emerging Local Plan policy which promotes as part of sustainable development the consideration of environmental impacts. In addition Smart City thinking will be a key component of the Growth Zone which will seek to incorporate the newest thinking in respect of environmental protection and climate change.

10. CRIME AND DISORDER REDUCTION IMPACT

10.1 New infrastructure within the COA would be upgraded or increased and Designing out crime would be a key part of that process. The Borough Commander sits of the Growth Zone Steering Group and would facilitate the consideration of this issue within the detailed design and feasibility of each of the projects.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

11.1 The Growth Zone is in alignment with the Council's policy and ambitions as set out in key corporate documents. The £7m revenue grant from Government has been released to the Council and the funding model approved. Partners and stakeholders are keen to progress and delay at this point would be detrimental to proposed developments coming forward that have been encouraged on the basis of the Growth Zone.

12. OPTIONS CONSIDERED AND REJECTED

12.1 The option of not forward funding infrastructure and working with partners to deliver an orchestrated programme of infrastructure through a Growth Zone model, but to depend upon the market and the provision of infrastructure only through public sector capital funding, CIL and s106 has been considered. This would not deliver the necessary infrastructure and be detrimental to growth and regeneration. The total critical infrastructure cost is currently £600m, however only £333m has been identified from all current known sources this would not be sufficient to deliver the infrastructure necessary for the projected growth.

CONTACT OFFICER: Heather Cheesbrough Director of Planning and Strategic Transport 020 8760 5599

BACKGROUND PAPERS - LOCAL GOVERNMENT ACT 1972

Croydon Growth Zone DCLG Business Case –January 07012016
Croydon DIF Prioritisation September 2015 E C Harris

APPENDIX 1 Boundary of the Growth Zone
APPENDIX 2 Growth Zone Governance arrangements (added on 040716)
APPENDIX 3 Growth Zone Draft Projects (added on 040716)

Ranked Developments

Key:

- Growth Zone
- Ranked developments within the Growth Zone
- Opportunity Area Planning Framework (OAPF)
- Ranked developments withinThe OAPF
- Ranked developments

1 Westfield/Hammerson Redevelopment
2 Ruskin Square (B5) (Office)
3 Ruskin Square (B4) (Office)
4 Ruskin Square (B3) (Office)
5 Ruskin Square (B1) (Office)
6 Ruskin Square (B2) (Office)
7 Ruskin Square Retail/Leisure
8 Impact House
9 Suffolk House
10 Jobcentre Plus
11 96 George Street
12 Morello Office
13 Mid Croydon Masterplan (part of) Queen's Square
14 Exchange Square and Pumping Station
15 1 Lansdowne Road
16 West Croydon Bus Station and St. Michael's Square
17 West Croydon Rail Station and Shops
18 Chroma, 100 George Street
19 Morello Tower
20 Zodiac Court
21 Royal Mail Sorting Office