

Scrutiny & Overview Committee Agenda



To: Councillor Sean Fitzsimons (Chair)
Councillor Robert Ward (Vice-Chair)
Councillors Leila Ben-Hassel, Jeet Bains, Jerry Fitzpatrick and Joy Prince

Reserve Members: Richard Chatterjee, Mary Croos, Felicity Flynn,
Stephen Mann, Stuart Millson and Callton Young

A meeting of the **Scrutiny & Overview Committee** which you are hereby summoned to attend, will be held on **Tuesday, 29 October 2019** at **6.30 pm** in **Town Hall. A pre meet for Members only will take place in room F4 at 6:00pm.**

Jacqueline Harris Baker
Council Solicitor & Monitoring Officer
London Borough of Croydon
Bernard Weatherill House
8 Mint Walk, Croydon CR0 1EA

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www.croydon.gov.uk/meetings
Monday, 21 October 2019

Members of the public are welcome to attend this meeting.
If you require any assistance, please contact the person detailed above, on the righthand side.

N.B This meeting will be paperless. The agenda can be accessed online at www.croydon.gov.uk/meetings

AGENDA – PART A

1. Apologies for Absence

To receive any apologies for absence from any members of the Committee.

2. Minutes of the Previous Meeting (Pages 5 - 26)

To approve the minutes of the meetings held on 2, 10 and 17 September as an accurate record.

3. Disclosure of Interests

In accordance with the Council's Code of Conduct and the statutory provisions of the Localism Act, Members and co-opted Members of the Council are reminded that it is a requirement to register disclosable pecuniary interests (DPIs) and gifts and hospitality to the value of which exceeds £50 or multiple gifts and/or instances of hospitality with a cumulative value of £50 or more when received from a single donor within a rolling twelve month period. In addition, Members and co-opted Members are reminded that unless their disclosable pecuniary interest is registered on the register of interests or is the subject of a pending notification to the Monitoring Officer, they are required to disclose those disclosable pecuniary interests at the meeting. This should be done by completing the Disclosure of Interest form and handing it to the Democratic Services representative at the start of the meeting. The Chair will then invite Members to make their disclosure orally at the commencement of Agenda item 3. Completed disclosure forms will be provided to the Monitoring Officer for inclusion on the Register of Members' Interests.

4. Urgent Business (if any)

To receive notice of any business not on the agenda which in the opinion of the Chair, by reason of special circumstances, be considered as a matter of urgency.

5. Delivery of the Growth Zone (Pages 27 - 168)

To review progress to date of the Growth Zone programme.

6. Scrutiny Work Programme 2019-20 (Pages 169 - 174)

To note the Scrutiny Work Programme for 2019-20

7. Exclusion of the Press and Public

The following motion is to be moved and seconded where it is proposed to exclude the press and public from the remainder of a meeting:

“That, under Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information falling within those paragraphs indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended.”

PART B

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Scrutiny & Overview Committee

Meeting held on Monday, 2 September 2019 at 6.30 pm in Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX

MINUTES

Present: Councillors Sean Fitzsimons (Chair), Robert Ward (Vice-Chair), Leila Ben-Hassel (Deputy Chair), Jerry Fitzpatrick, Stuart Millson (reserve for Jeet Bains) and Joy Prince

Also Present: Councillors Muhammed Ali, Simon Hoar and Stuart King

Apologies: Councillor Jeet Bains

PART A

20/19 **Disclosure of Interests**

There were no disclosures of interest made at the meeting.

21/19 **Urgent Business (if any)**

There were no items of urgent business.

22/19 **Call-In: Objections to Emission-Based Parking Charges and Diesel Surcharges for Permits**

Councillor Simon Hoar introduced the Call-In item, outlining the reason why the key decision to introduce emissions based parking charges and diesel surcharges had been called in. It was confirmed that the reason for the call-in related to whether the emissions based parking policy would disproportionately affect vulnerable residents and those least able to fund a new car and as such it was requested that the charging structure be reconsidered.

The Chair explained the process for considering a call-in confirming that the Committee needed to agree whether to review the decision and if it decided to proceed confirm how much time it wished to allocate for discussion of the item. The Committee agreed that it would review the decision and allocated 80 minutes for consideration of the item.

The Chair went on to explain that there were three outcomes that the Committee could reach as a result of the review. These were:-

1. That no further action was necessary and the decision could be implemented as originally intended.
2. To refer the decision back to the decision maker for reconsideration, outlining the nature of the Committee's concerns

3. To refer the decision to Council, if the Committee considered that the decision taken was outside of the Budget and Policy Framework.

The Chair highlighted that as the reason for the call-in did not raise the possibility that the decision was taken outside of the Budget and Policy Framework, it was unlikely that option 3 would be used in this instance.

The Executive Director for Place, Shifa Mustafa, who had taken the original decision in consultation with the Cabinet Member for Environment, Transport & Regeneration (job share) Councillor Stuart King, addressed the reasons for the call-in highlighting that it was agreed that there was a need to deal with air quality in the borough. During the creation of the policy consideration had been given to the equalities implications of its introduction and it had been concluded that at present the poor air quality in the borough was having a disproportionate impact on residents with protected characteristics as defined in the Equalities Act. As such through introducing an emissions based charging policy that contributed towards improving air quality, there would be benefits for all residents, including those with protected characteristics.

It was also confirmed that access to permits would remain the same as under the present policy and it was likely that access to car parking spaces would improve through the new approach. The increased cost for a permit remained low in comparison to the cost of purchasing a car and the highest charges would only apply to a very small number of residents on a lower income.

The Committee was given the opportunity to question the decision maker, the Cabinet Member and other officers had been involved in the creation of the emissions based policy. From the questions asked, the following was noted:-

- It was confirmed that demographical data had not been asked for as part of the consultation.
- Demographic information on permit holders was also not available.
- It was confirmed that an Equalities Impact Assessment had been carried out for the original overarching Parking Policy which included the introduction of an Emissions Based Parking Policy as part of its actions.
- It was advised that it was difficult to predict how behaviour would change as a result of the Emissions Based Parking Policy, but air quality would be monitored as part of the overarching Air Pollution Policy, which in turn was based on wider regional and national plans, such as the Mayor of London's London Plan.
- There was not a specific target for improving air quality linked to the Emissions Based Parking Policy, but there was an overarching target to improve air quality in the borough by 5% by 2021.
- There was not a target in place for introducing behavioural change for drivers arising from the policy.

- It was confirmed that the banding used for the permits was based upon government guidance.
- It was confirmed that 27% of permits were used for a second car in a household and only 30 permits were used for a third car.
- It was confirmed that the introduction of the new scheme would be phased, with the new permit charges applied at the point of their annual renewal.
- It was confirmed that any surplus raised by the parking scheme would be used to fund Freedom Bus Passes in Croydon.

Some Members questioned the level of impact of the policy upon air quality, with a view taken that the impact would be limited. In response it was highlighted that the Emissions Based Parking Policy was only one part of a wider Air Pollution Policy which along with a range of other initiatives, such as the School Streets Scheme and Cycle Plan would contribute cumulatively towards improving air quality.

It was highlighted that the number of high polluting vehicles on the roads nationally was decreasing and as such one measure of success could be whether the number of high polluting vehicles coming off the road in Croydon was higher than the national average.

As controlled parking zones (CPZ) had been in operation in the borough for over 20 years, it suggested that census data on car ownership over this time did seem to indicate that CPZ's influenced behaviour with the number of cars lessening.

In response to a question about other options considered during the development of the policy it was confirmed that other options had been considered, but it was concluded that this one would be the best way to improve air quality. It was also a policy that had been introduced by other London authorities and the DVLA who used an emissions based banding for Car Tax. It was hoped that in the future there would be other technology based solutions available to help improve air quality.

It was questioned whether the response rate to the consultation had been lower than for a normal CPZ. In response it was highlighted that in addition to statutory consultees all permit holders had also been consulted. Given that all permit holders were consulted, a significant number of negative responses was expected, but when weighed against the fact that there was on average 205 deaths per year in the borough that could be linked to air quality it was decided that the potential benefits outweigh the negative response. This was particularly the case for the most economically poor who were disproportionately affected by poor air quality.

In response to a question whether there could eventually be a borough wide CPZ it was highlighted that CPZs only existed in areas where they had been requested by residents. There were also other initiatives such as the School

Streets Scheme and the Cycle Plan that would have an impact across the borough.

As it was highlighted that not all pre-2001 cars were the most polluting vehicles, it was questioned whether residents with lower polluting vehicles could qualify for lower cost permits. In response it was advised that if a resident could prove that they had a lower pollution vehicle they would be offered the lower cost permit.

The confirmation that the range of initiatives being delivered by the Council would be supported by the lobbying of both wider regional and national government for greater action to be taken on air quality was welcomed by the Committee.

Following the questioning of the officers and the Cabinet Member the Committee considered the outcome of the call-in request. There was general agreement amongst the Committee that reducing air pollution in the borough should be a priority, but some Members remained unconvinced that the Emissions Based Parking Charges would make a significant difference to air quality and the £300 cost of a permit for the highest banding could have a significant impact for those on lower incomes.

Other Members took the view that the policy would as part of a range of initiatives designed to improve air quality, have a positive impact on vulnerable residents given the health risks associated with poor air quality. Although in isolation the policy would mean that some residents paid more for parking, the wider benefit to vulnerable residents was of greater importance and the increased charge was not disproportionate. As such there was no grounds for referring the decision back to the decision maker for reconsideration.

It was also suggested that the possibility of allowing permits to be paid for in instalments, may help to mitigate against the increased cost for low income households, with it agreed that this would be made as a separate recommendation for the Cabinet Member.

Following a vote (4 in favour, 2 against) the Committee **resolved** that no further action was required and the decision could be implemented as originally intended.

Conclusion

Following discussion of the report, the Committee concluded that it may help to mitigate against the increased cost for a parking permit if a system could be put in place to allow for payment in instalments.

Recommendation

The Committee resolved to recommend to the Cabinet Member for Environment, Transport and Regeneration that the possibility of allowing payment for parking permits in instalments be explored.

23/19 **Exclusion of the Press and Public**

This motion was not required.

The meeting ended at 8.40 pm

Signed:

Date:

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Scrutiny & Overview Committee

Meeting held on Tuesday, 10 September 2019 at 6.30 pm in Council Chamber, Town Hall,
Katharine Street, Croydon CR0 1NX

MINUTES

Present: Councillors Sean Fitzsimons (Chair), Robert Ward (Vice-Chair), Leila Ben-Hassel, Jeet Bains, Jerry Fitzpatrick and Joy Prince
Also Present: Councillor Simon Hall

PART A

24/19 Minutes of the Previous Meeting

The minutes of the meeting held on 16 July 2019 were agreed as an accurate record.

25/19 Disclosure of Interests

There were no disclosures of interest made at the meeting.

26/19 Urgent Business (if any)

There were no items of urgent business.

27/19 Report from the Chief Executive

The Committee received a presentation from the Chief Executive and Head of Paid Service of Croydon Council, Jo Negrini. During the course of the Chief Executive's presentation the following points were noted:-

- The population of Croydon continued to grow with current estimates indicating that nearly 400,000 people were living in the borough, with it predicted that the population would continue to rise to approximately 445,000 by 2031. As Croydon was one of the top five most affordable boroughs in London it had led to poverty being exported from central London, which placed an increased demand upon the Council's services.
- Having the Home Office located in Croydon created additional demand for support from unaccompanied asylum seeking children (UASC) and other people in need which also placed a significant demand on Council services.
- Brexit continued to impact upon other areas of government, such as the comprehensive spending review which had only covered the forthcoming year when it had been expected to cover a number of

years. Which together with uncertainty over the future of the business rate retention scheme meant that it was difficult to predict how the Council's finances would be impacted in the coming years.

- Key budget pressures included the cost of supporting UASC, a shortfall in the Dedicated Schools Grant, an increased demand for Special Educational Needs transport and the high cost for placements within the Adults Service.
- In light of the changing financial landscape a refreshed Medium Term Financial Strategy (MTFS) was being prepared taking into account the latest information. The MTFS would include a focus on identifying efficiencies, increasing reserves and maximise income generation capabilities with a view to putting the Council on a firm financial footing.
- A series of sprint sessions to address the budget shortfall had been arranged for early September. These sessions were focused towards areas of high cost, such as Children's and Adults services, as it was recognised that the biggest impact would be achieved from doing things differently in these areas. Arising from these sessions would be proposals for consideration at a Cabinet Away Day scheduled for the end of the month.
- One of the key aims of locality working was to deliver services in different parts of the borough which were designed to specific local needs. As part of this the Council was working on health and social care integration including linking localities to provide joined-up services.
- The first localities pilot was based in North Croydon as there was an existing level of partnership working in the area. It was also known that there was a high demand for Children's services and the localities work included a combination of both acute and preventative services. Work also continued on two other localities pilots which were based in New Addington and South Croydon.
- Preparations continued to be made for the possible impact from Brexit with work being coordinated with partners such as the Croydon Health Service NHS Trust and the Police, through the London Resilience Forum. The looked after children who needed to apply for looked after status had been identified, plans had been reviewed for Tier 1 contracts such as with Veolia for waste and recycling service, and service level Business Continuity Plans had been updated.
- The improvement plan for Children's Services had been divided into three phases, namely stabilising the service, building the foundations to take the service forward and the current phase which was driving improvement.
- Croydon Council employed 3,387 staff who were overall fairly representative of the local population. 41% of the workforce was over 50, which was high and 30% of people had not disclosed whether they

had protected characteristics. Staff turnover at the Council was 3.7% which was low in comparison with other organisations.

- Equal pay calculations which compared the average pay of staff on the same grade show a gender pay gap of 1.6% against an Outer London borough average of 4.7%. There was a 9.7% ethnicity pay gap which could possibly be caused by a higher proportion of BAME staff at lower pay grades. The disability pay gap was 2.7%. There was a BAME Leadership Development Programme which would help to tackle the ethnicity pay gap. To date there had been 75 participants in the programme, 25 of which who secured either a promotion, a secondment or an interim role.
- Croydon had been a disability confident employer since 2017 with 12% of the workforce at the level of Head of Service or above against 9% across the total workforce having a declared disability.
- Support was available for staff through the staff networks and there was compulsory equalities learning and training. The Council also had policies for flexible/agile working and family friendly policies.
- 13.8% of the total workforce employed by the Council were agency staff. Within the Childrens, Families and Education department the percentage of agency staff was 21.05%. One of the objectives for the Sprint Sessions was to look at how these staff members could be made permanent employees.
- The average sickness and absence rate for staff was approximately seven days per year which was below average. An emphasis was placed on return to work interviews as it was important to identify the reasons for absence.
- The Workforce Strategy would set out the Council's commitment to its staff and also its expectations from them. A key aim was to ensure that the Council had an inclusive and representative workforce.
- A baseline review had revealed the need to improve the recruitment process to support further changes in the level of BAME representation at senior and middle manager level. There was also a focus on increasing the accountability of managers to increase the level of staff engagement and inclusivity while also developing manager's core skills and confidence in implementing the Council's core values.
- The performance framework and appraisal process had been revised to reflect the diverse needs of the organisation and the induction process had also been revised to ensure that new employees understood what was expected from working at the Council.
- Recruitment standards were being introduced to ensure that there were diverse interview panels interviewing prospective candidates.

- The Council was due to undertake the Equalities Assessment for Local Government (EFLG) assessment in November 2019. It had been confirmed by an external assessor that the Council was in a good position to secure 'achieving' status.

Following the presentation by the Chief Executive the Committee were given the opportunity ask questions, with the first questioning the most significant threat to the Council. In response it was highlighted that the Council's finances continued to be the biggest threat along with the ongoing need to secure additional funding. The level of reserves held by the Council currently equated to 3.5% of the total budget, but there was an ambition to increase this to 5%, with the Sprint Sessions helping to identify savings to achieve this.

It was highlighted that having good quality data available would help to ensure that the Council's policies had a sound grounding and as such it was questioned whether the current use of data was sufficient. It was confirmed that the collection of data was a continual process, but the Croydon Observatory had provided a lot of data that was crucial to informing the localities work. Sharing data with partners remained a challenge, but it was essential to ensure the localities work was meeting resident's needs.

In response to a question about staff diversity, particularly the under-representation of males of African-Caribbean ethnicity in middle and senior management roles, it was confirmed that action was being taken to address underrepresented areas. Although there were Leadership Courses for both female and BAME staff, there was another that was available to all staff to ensure that leadership development was as open as possible.

It was advised that the developers behind the Westfield project had made a commitment to make an announcement on the scheme by the end of September and had been in conversation with the Council's planners about their plans. It was important to remember that the scheme was being developed by a private company and as such it was not within the control of the Council. The ongoing uncertainty over Brexit meant that many developers were pausing projects until the outcome was clearer.

Representatives from the staff networks were in attendance at the meeting to provide additional insight for the Committee. The representatives were asked to highlight some of the positive aspects of working for the Council. Responses to this question included the availability of opportunities for career progression, flexible and agile working and the general dynamism of the working environment which would be supported by the forthcoming Workforce Strategy.

In response to a question about one aspect of working for the Council the staff network representatives would like to change, areas highlighted included cultural change to improve working between departments and a greater level of communication across the organisation. The Committee noted that they had raised organisational culture as a risk during their consideration of the Digital Strategy earlier in the year.

Although there was appreciation of the work that had gone into improving Children's Services, a Member highlighted that anecdotal feedback had raised concern that these improvements were not yet reaching frontline service delivery. In response it was highlighted that the need to improve Children's Services was one of the biggest challenges faced by the Council, but improvement was starting to be seen. A critical factor was the number of agency staff needed to provide the service as this had an impact upon the consistency of the service provided.

In response to a question about the integration of services with the NHS it was advised that this was forming part of the localities work in North Croydon, with the public service offer being reviewed to identify areas of duplication. This information would then be used to design service provision going forwards.

Initiatives being introduced to allow the Council to move towards best practice staff management were welcomed. However it was questioned what success in this area would look like. In response it was advised that success would be helping staff to thrive and reach their potential, as well as them enjoying working for Croydon Council. The outcomes from the initiatives would be monitored through the staff networks and staff surveys.

It was confirmed that it was envisioned that the localities work would help to tackle issues such as youth violence and antisocial behaviour through partnership working with other agencies such as the Police. There may be opportunities for Residents Associations to feed into the localities work through their role as community representatives.

In response to a question about what the Council was doing to address unconscious bias, it was advised that compulsory e-learning training had been undertaken by all staff. The next step would be a more targeted approach focused towards managers having difficult conversations. It was confirmed that at present there was no facility available in-house to trial blind recruitment, but the possibility of working with partners to test this on senior officer recruitment was being explored.

It was confirmed that any staff potentially effected by Brexit had been offered support from an early stage with applications for settled status. It was also confirmed that officers were working hard on a submission to Stonewall, with it hoped that the Council would be placed on its Top 100 Employers list when it was next announced.

It was agreed that data on the number of participants in the '100 days, 100 apprenticeships' scheme and the number of job shares in the Council would be provided to the Committee after the meeting.

The Chairman thanked everyone for their attendance, agreeing that any issues raised would be picked up through the Committee's recommendations.

Information Requested

1. An update on the number of participants in the '100 Days, 100 Apprenticeships' scheme
2. Information on the number of job share arrangements in place within the Council's workforce.

Conclusions

Following discussion of the report, the Committee reached the following conclusions:-

1. The Committee welcomed the steps taken by senior management to engage with staff across the organisation and looked forward to having the opportunity to review the results of the next staff survey.
2. The Committee welcomed the Council monitoring the BAME pay gap and hoped to see progress in narrowing the gap in future updates
3. Having raised similar concerns during its review of the Council's Digital Strategy, the Committee agreed that resistance to cultural change remained a key risk for any new corporate initiatives and felt that having a sponsor for cultural change within the Executive Management Team would begin to address this issue.
4. The Committee agreed it was difficult to make a judgement on the overall performance of the Council from the information provided and agreed that comparison data highlighting performance over a number of years and benchmarking with other local authorities would be requested for future reports.

Recommendations

The Committee **RESOLVED** to recommend to the Cabinet Member for Finance and Resources that consideration be given to appointing a sponsor for cultural change in the Executive Management Team

28/19 Question Time: Cabinet Member for Finance and Resources

The Cabinet Member for Finance and Resources, Councillor Simon Hall, was in attendance at the meeting to provide the Committee with an update on his Portfolio and answer questions arising.

During the course of the presentation, the following points were noted:-

- It was highlighted that Croydon had lost three quarters of its funding from central government since the start of austerity in 2010. The General Fund balance had remained stable over the past 5 years and was actually showing a percentage increase due to budgetary control over that time period. In comparison to other London authorities the level of reserves held by the Council was relatively low and as such required careful management.

- From the 2018-2019 accounts there had been a revenue overspend of £5,466m, with this mainly attributed to an overspend on support for unaccompanied asylum seeking children (UASC) and a growing demand for high needs educational services.
- For the 2020-2021 budget a funding gap of £12.5m had been identified which was being addressed through 'sprint sessions' taking a detailed look at specific areas of the budget to identify areas of either saving or growth. A key driver of these sessions was to develop realistic options that did not lead to unintended consequences further down the line. Due to a lack of clarity from central government over funding there was a greater level of uncertainty in the budget than would usually be expected.
- From the recently announced Government Spending Review it would appear that cuts to grants were stopping and in some areas such as public health there would be a modest increase. The Adult Social Care precept had been extended and there would also be additional funding for Special Educational Needs provision. As the Business Rate Retention Scheme had ended in London, but continued across the rest of the country, it was hoped that the decision for London may be reversed.
- Electoral Services were currently running the annual canvass with a 57% response rate to date and 74% of electors matched. Home visits to non-responding properties would begin in October. There was a total of 267,776 electors in the borough, 8.7% of which were European Union nationals.
- The Polling District and Polling Place Review had been completed with a report due to be considered by Council later in the year, however significant change was not expected. The Electoral Services team had started preparations for the possibility of a General Election with staff being put on stand-by, contact being made with polling stations and the main contractors such as those responsible for printing.
- The new Croydon Digital Service had seen a strong start with a new culture being displayed within the team. Work undertaken so far included a seamless move to new suppliers and a website review was underway. Work had been prioritised towards those systems that would make the most difference for residents.
- A new strategy for commissioning and contract management was being implemented which included a focus on social value and local procurement as well as cost. The in-sourcing of services also continued with Special Educational Needs transport and shelter housing support being the latest services in the process of being brought back in-house.
- The second phase of the purchase of the Colonnades was in the process of being completed. Options for new commercial acquisitions

had been identified and further information would be provided once any negotiations had concluded. A review was underway to ensure the best use of the Council's estate and investments for residents.

Following the presentation the Committee were given the opportunity to question the Cabinet Member on his portfolio. The first question related to the level of reserves retained by the Council with it confirmed that approximately £3-4m would be required to ensure the target of retaining 5% of the total Revenue Budget was achieved. It was highlighted that Croydon had always had a low level of reserves, but it had been maintained at its present level for a number of years despite the ongoing austerity. The Council's current level of reserves was within the Audit Commissions recommended level of 3 – 5% with the intention to move the level of reserves held towards 5%.

It was advised that part of the focus of the sprint sessions organised to address the projected budget shortfall would be on transforming the service offered to residents to prevent them from getting into crisis.

In response to a question about the how the budget increase for the redevelopment of Fairfield Halls had been authorised, it was advised that it was the responsibility of the Brick by Brick Board to manage the project. It was agreed that this issue would be raised at the Streets, Environment and Homes Sub-Committee meeting in January 2020 when Brick by Brick presented their annual report. It was confirmed that Brick by Brick was on track to deliver housing and a profit this year which would provide a dividend to the Council.

It was highlighted that a 3% growth in demand for Adult Social Care services was anticipated which equated to an estimated £7m growth in the cost of providing the service. The Government had recently announced £1.5b extra funding for social care, £500m of which was predicated on a 2.5% rise in Council Tax through the Adult Social Care Precept.

As it was noted that the market for selling recycled material was difficult at present, it was questioned whether this would have an impact on the Council's budget. It was confirmed that the contract for the waste and recycling with Veolia had a formula in place to determine the level of funds that would come back to the Council from the sale of recyclable material. There was a risk for the contractor, Veolia, to manage with discussions on going through the South London Waste Partnership. As well as delivering a financial income there was significant environmental benefits from diverting waste from landfill to take into account as well.

It was confirmed that control mechanisms were in place to ensure that overspends were identified at an early stage of the budget process, allowing them to be effectively managed. This included regular budget monitoring reports going to the Cabinet each quarter as well as more frequent meetings between Cabinet Members and officers to monitor risks within their portfolios. Potential risks on key projects, including any financial risk, were also regularly reviewed.

In response to a concern raised about a specific contractor, it was advised that customer feedback was used and if any issues were identified they would be raised. It was envisioned that contract monitoring would be improved going forward through the use of technology. Social value provided by contractors was also monitored with this area being strengthened in the new Commissioning and Contract Monitoring Strategy to include elements of social value such as paying staff the London Living Wage and apprenticeships.

It was confirmed that the value of the Council's Pension Fund was currently £1.3b and it had been performing well. It was recognised that should the markets collapse there would be an impact so steps had been taken to diversify the portfolio, the progress of which was closely monitored by the Pensions Committee.

The redesign of the Council's website was welcomed by the Committee, with it confirmed that there would be extensive alpha and beta testing of the site before it went live in March 2020. Agreement had been reached with Brighton Council to use their website platform as the basis for the Council's new site.

In response to a request for an update on the Council Front Door project it was advised that improvements had been identified and were in the process of being rolled out. New telephony equipment was also being procured, which along with the redesigned website would provide significant improvement for residents when interacting with the Council.

It was agreed that further information on local procurement would be provided to the Committee once the new system for managing procurement was in place. It was also agreed that further information would be provided to the Committee to demonstrate the improvements in basic service performance since the move to the new Croydon Digital Services and the new Digital Strategy.

At the conclusion of the item the Chair thanked the Cabinet Member and the officers in attendance for their engagement with the Committee.

Information Requests

1. An update on Local Procurement (it was agreed that this would be provided once the new system allowed)
2. Data to demonstrate the impact on basic service performance since the move to the new Croydon Digital Service and the introduction of the Digital Strategy.

Conclusions

Following discussion of the report, the Committee reached the following conclusions:-

1. The Committee was disappointed that a detailed report had not been provided and as such concluded that it had been difficult to reach any

further clarity on the budget setting process. It was agreed that a recommendation reminding Cabinet Members of the need to provide a written report in addition to a presentation would be made.

2. It was agreed that it would be useful to request further information on spending power as well as grant funding figures in future updates from the Cabinet Member for Finance and Resources.
3. The Committee recognised that the Council was facing a number of difficult budgetary decisions in the forthcoming year.
4. The Committee noted that Brick by Brick was due to present its annual report to the Streets, Environment and Homes Sub-Committee in January, which would be an opportunity to ask the budgetary questions raised at the meeting.

Recommendations

The Committee **RESOLVED** to recommend to all Cabinet Members that a written report setting out an overview of their portfolio along with key performance data be submitted in addition to a presentation by Cabinet Members for their Question Time sessions with the Scrutiny and Overview Committee and its Sub-Committees.

The Committee **RESOLVED** to recommend to the Cabinet Member for Finance and Resources that information be included on spending power along with grant funding figures in future updates to the Committee.

29/19 Scrutiny Work Programme 2019-20

Resolved: That the work programme for the Scrutiny and Overview Committee and its Sub-Committees be noted.

30/19 Exclusion of the Press and Public

This motion was not required.

The meeting ended at 9.30 pm

Signed:

Date:

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Scrutiny & Overview Committee

Meeting held on Tuesday, 17 September 2019 at 6.00 pm in Council Chamber, Town Hall,
Katharine Street, Croydon CR0 1NX

MINUTES

- Present:** Councillor Sean Fitzsimons (Chair);
Councillor Robert Ward (Vice-Chair);
Councillors Leila Ben-Hassel and Joy Prince
- Also Present:** Councillors Mary Croos, Richard Chatterjee, Robert Canning and Andrew Pelling
Robert Henderson, Executive Director, Children Families and Education
Shelley Davies, Interim Director of Education
Colin Powell, Education Director, Southwark Diocese
Children Young People Sub-Committee Members- Councillors Sue Bennett, Bernadette Khan, Gareth Streeter and Callton Young. Co-Optees- Geoff Hopper, Elaine Jones, Leo Morrell, and Paul O'Donnell.
- Apologies:** Councillor Jerry Fitzpatrick. Councillor May Croos was in attendance in his absence. Councillor Jeet Bains, Councillor Richard Chatterjee was in attendance in his absence

PART A

31/19 **Disclosure of Interests**

Councillor Robert Ward disclosed that he is a member of Humanists UK, which campaigns for Faith Schools to be eventually absorbed back into the wider schools sector.

32/19 **Urgent Business (if any)**

There were no items of urgent business.

33/19 **Call-In: Proposed Closure of St Andrew's Church of England High School**

The Chair, Councillor Sean Fitzsimons introduced the Call-In item, outlining the reasons why the key decision to close St Andrews CofE High School had been called in. It was stated that the reason for the Call-In was for officers and the Southwark Diocese to be held accountable and to answer any queries arising on their reasons for recommended closure of the school.

The Chair explained the process for considering a Call-In confirming that the Committee needed to agree whether to review the decision and if it decided to proceed confirm how much time it wished to allocate for discussion of the item. The Committee agreed that it would review the decision and allocated 60 minutes for consideration of the item.

The Chair went on to explain that there were three outcomes that the Committee could reach as a result of the review. These were:

1. That no further action was necessary and the decision could be implemented as originally intended.
2. To refer the decision back to the decision maker for reconsideration, outlining the nature of the Committee's concerns
3. To refer the decision to Council, if the Committee considered that the decision taken was outside of the Budget and Policy Framework.

The Chair highlighted that as the reason for the Call-In did not raise the possibility that the decision was taken outside of the Budget and Policy Framework, it was unlikely that option 3 would be used in this instance.

It's important that the relationship between the LA and the Diocese in relation to managing the school and the finances are clear. St Andrews CofE was a Voluntary aided school which meant that it was part of the educational provision of the Southwark Diocesan Board of Education and the London Borough of Croydon. It's a state funded school in which the Diocesan Board contributes to building costs and has a substantial influence in the running of the school. The running costs are fully paid by central government via the LA. The Diocese maintains costs to the building, 90% of the schools Capital costs are met by the school and the Diocese responsible for 10% of the costs of capital work. As the school is a state funded school, by law any deficit incurred are the direct responsibility of the LA.

The Interim Director of Education addressed the reasons for the Call-in and directed Members to the Executive report which outlined the reasons for the agreed decision on closure of the school. During the introduction to the item the following was noted:

- The governing body made the decision for closure of the school, the Local Authority (LA) and the Southwark Diocesan Board of Education was asked to support the decision, with the LA asked to commence the statutory process of the school closure in December 2018.
- The school had struggled for a number of years to attract a sustainable number of children onto the school roll
- The financial viability of the school had been unstable for a number of years.
- The school had been rated inadequate by Ofsted following their inspection on 16 January 2019.
- A pre-publication consultation was undertaken with a request for suggested options for consideration on the proposed closure of the school.

- It was determined following careful consideration that the decision to close the school would not have a negative impact on pupils and schools in the north of the Borough.
- Parents were consulted and all children in year 7, 8 and 9 were given places at an alternative school. Pupils in year 10 and 11 would remain at the school to complete their examination courses in 2019 and 2020.

The Committee was given the opportunity to question the decision maker, officers and the representative from the Southwark diocese who had been involved in the decision making process. From the questions asked, the following was noted:-

- There had been ongoing discussions between the school governing body, the local authority and the Diocese on the viability of the school, with all involved in the process aligned on the decision.
- The governing body was advised to seek independent advice before making the decision, which had been done prior to reaching their final decision on the closure of the school.
- Other options had been explored with Archbishop Tennison School invited to expand onto the site but following exploration of these options their governing body had voted against this proposal.
- The site was part owned with the Diocese owning the building and the Council the surrounding land.
- It was planned that the site would remain designated for educational use.
- The Council would be responsible for the financial deficit accumulated.

Members took the view that as the school was part owned, the Council should not be solely responsible for the deficit but were informed that as the school was a voluntary school aided by the Council, the law states that responsibility for any deficit lies with the local authority.

It was questioned why a decision had not been taken earlier when it was identified that there was a substantial deficit being incurred. Officers advised that the school had been declining over a number of years. A decision had been made to change the leadership which made an impact but the school was still not able to attract new pupils. The situation continued to be monitored with improvement measures made. A large proportion of the deficit had been incurred to ensure that the children in attendance continued to receive a balanced curriculum. The school could not continue as it was, the deficit would have continued rising and would have been unable to maintain provision of a balanced curriculum if the decision for closure had not been made.

It was highlighted that the Diocesan would be responsible for the ongoing maintenance of the building and it was asked if the building could be used to offset some of the deficit such as leasing it at affordable price to charities or community groups. Officers responded that conversations were taking place on the utilisation of the building in the short term and longer term discussions on options of proportionality of church school places.

Members took the view that it was important that the site was retained for educational use as since the consultation for proposed closure had taken place, proposals had been announced for further intensification of the surrounding area with thousands of new homes planned. Living within the area of planned expansion in the town centre and Waddon Marsh would be children who would need educating and it would be disappointing if the site was lost. The housing target was increasing as a result of the Local Plan and it was asked whether specific financial modelling could be done on the predictions of required school place and future costing based on this.

Officers said that when looking at planning and provision of school places, local intelligence and GLA predictions were used as the Council had to ensure there was a surplus of 5% of school places. Planning on school places was difficult to predict, however it was noted that housing predictions and costing would be an interesting concept to explore.

Members were informed that the Diocesan Board as well as the Council were committed to retaining the site for educational use. Funds had been and would continue to be spent on maintenance of the building and despite the decline in number of pupils the building was in good condition and was fit for purpose could it be re-opened as a school in the future. It was hoped that in the short term the site could be utilised in a way that would benefit the LA financially.

There was a concern raised regarding the loss of denominational secondary school places, with officers advising that they had wanted to explore the possible expansion of Archbishop Tenison's School with detailed information provided, but while there had been interest, they had decided against expansion onto another site due to budget constraints. It was important to note that if Tenisons had agreed to take over the site, it would have expanded its current provision and not necessarily have led to the creation of new places.

The Committee was reminded that this had not been an easy decision or one that had been taken lightly. Every decision made had to ensure that the children were at the heart of the decision.

Following the questioning of the officers the Committee considered the outcome of the call-in request and following a vote, the Committee unanimously **resolved** that no further action was required and the decision could be implemented as originally intended.

Conclusion

Following discussions, the following conclusions were made:

1. That the tremendous contribution the school had made to the community of Croydon since it opened in 1947 was commendable and should never be forgotten.
2. It was regrettable and sad that the school was closing during a period of population growth in Croydon.

3. It was regrettable that the funding system for schools made it difficult for smaller schools to function effectively and remain in operation.
4. That the Children and Young People Scrutiny Sub-Committee should discuss this issue further during the Question Time session with the Cabinet Member for Children Young People and Learning to identify lessons learnt and what other preventative measures could have been taken

Recommendation

The Committee resolved to recommend to the Cabinet Member for Children, Young People and Education that:-

1. A formal commitment be made to ensure that the whole site was retained for educational use.
2. That the Council work with the Diocesan to produce an ongoing plan to raise capital through the short term use of the building
3. That a commitment be made to utilise the Local Plan to ensure that the land remained allocated for educational use.

34/19 Exclusion of the Press and Public

This was not required.

The meeting ended at 7.20 pm

Signed:

Date:

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For general release

REPORT TO:	Scrutiny and Overview Committee 29 October 2019
SUBJECT:	Delivery of the Growth Zone
LEAD OFFICER:	Shifa Mustafa, Executive Director – Place Stephen Tate, Director - Council Homes, Districts and Regeneration
CABINET MEMBER:	Councillor Stuart King, Acting Cabinet Member for Environment, Transport and Regeneration(job share) Councillor Paul Scott, Acting Cabinet Member for Environment, Transport and Regeneration (job share) Councillor Manju Shahul-Hameed, Cabinet Member for Economy and Jobs
PERSON LEADING AT SCRUTINY COMMITTEE MEETING:	Paul Forrester, Head of Growth Zone

CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:

Include here a brief statement on how the recommendations address one or more of the Council's Corporate Plan priorities:

- Everybody has the opportunity to work and build their career
- More residents and businesses benefit from the regeneration and investment being made in Croydon
- Business moves here and invests, our existing businesses grow
- We value the arts, culture, sports and activities
- An excellent transport network that is safe, reliable and accessible to all

ORIGIN OF ITEM:	This item is contained in the Committee's work programme
BRIEF FOR THE COMMITTEE:	To review progress to date of the Growth Zone programme.

1. EXECUTIVE SUMMARY

- 1.1 The Croydon Growth Zone is a partnership between Croydon Council and the Greater London Authority (GLA) to finance and deliver a £5.25bn programme of infrastructure improvements and regeneration, in order to enable and support growth and private development in central Croydon. The Growth Zone is based upon a Tax Incremental Financing (TIF) model which harnesses future anticipated business rates uplift to enable borrowing to fund infrastructure investment.
- 1.2 The Growth Zone programme (as reported to Cabinet in December 2017) consists of a range of transport, public realm, social infrastructure and technology projects. They are deemed essential to mitigate the impact and maximise the opportunities of the growth planned for the Croydon town centre area, (as detailed in the Croydon Local Plan 2018, Croydon Opportunity Area Planning Framework 2013 and the London Plan), for the benefit of existing and future residents, businesses and visitors. Croydon Council are now working to develop and deliver the programme, in partnership with Transport for London (TfL), Network Rail and the private sector.

2. PURPOSE OF THIS REPORT

2.1 This report aims to inform Scrutiny members of progress to date and key successes following the commencement of the Growth Zone programme, including areas where Growth Zone activity is working alongside other Council plans and strategies

3. BACKGROUND AND DEVELOPMENT OF THE GROWTH ZONE PROGRAMME

- 3.1 The Croydon Opportunity Area (COA) is planned to accommodate considerable growth including both housing and commercial development, in order to deliver the visions and policies of Croydon Council and the GLA, as stated in various documents including The Croydon Promise, Croydon Local Plan: Strategic Policies, the Croydon Opportunity Area Planning Framework (OAPF) and the London Plan.
- 3.2 The Government identified Croydon as a Growth Zone in its 2014 Autumn Statement and subsequently confirmed the designation in the 2015 Spring budget. Please refer to **Appendix 5** for the full timeline. Please refer to **Appendix 3** for area boundary references for both the Growth Zone and the OAPF.
- 3.3 To identify the strategic infrastructure and funding required and assist with future planning decisions, the Council undertook a Development Infrastructure Funding Study (DIFS) in 2014. This study identified infrastructure projects to improve utility services, social infrastructure, the environment and transport. A subsequent DIFS prioritisation study (2015) reviewed the project costs and established a priority programme of 39 projects at a total cost of £492.3m, with £59.8m funding committed and a net funding requirement of £432m.

- 3.4 To ensure these projects contributed to growth and could be delivered on time and within the estimated budget, multi-disciplinary consultants were appointed in November 2016. Outline business cases were developed for each project and further liaison with stakeholders took place to create a Delivery Plan, with the main focus being on the first five years to align with major developments. During the process of developing the programme, a number of new project areas were included which were not in the original list of 39. These inclusions were: Fiveways Junction, walking and cycling schemes, East Croydon station, Brighton Mainline Upgrade and transport corridor improvement schemes. Not all of these require funding from the Growth Zone, but given their anticipated positive effect (some of them major) on growth, they were included for completeness.
- 3.5 The final project list can be summarised into a number of key workstream themes, which are reflected in the Growth Zone sub-group governance structure:
- **Construction logistics** – a series of projects to coordinate numerous private development sites construction logistics, utilities supplies and transport plans in order to ensure the continued successful operation of the town centre (and surrounding) highways network and maintain safe routes through the town centre for pedestrians, cyclists, public transport and private vehicles, with minimal delays.
 - **Transport** – station improvements and rail line upgrades, buses, trams, walking and cycling, corridor schemes – all to enable and support the growth in resident, business and visitor population in the town centre. In addition, there is a specific focus on parking improvements and amendments to parking management in the town centre and surrounding areas.
 - **Place and Public Realm** – a series of placemaking projects across the town centre, including meanwhile public realm projects, in partnership with the Growth Zone cultural programme
 - **Social infrastructure** - required to support the current and future social needs of residents within and close to the Growth Zone. Investment in social infrastructure is recognised as key to ensuring a viable, sustainable community in the long term.
 - **Economic Development** – focusing on the economic growth of the town centre, leveraging appropriate business investment and maximising access to training and employment opportunities for Croydon's residents
 - **Energy and Smart City** - projects to support new technologies that deliver efficiency by reducing costs of infrastructure and service provision; improve quality of life and wellbeing; support growth through job creation and attracting investment; enable environmental sustainability (air quality, energy use); and create a safe city with reduced crime and quicker emergency responses.
 - **Culture and Meanwhile** – acknowledging the importance of culture-led regeneration in our town centre, and the need for ongoing activation and programming to maintain momentum and the town centre's destination status
- 3.6 Alongside the development of the Growth Zone project list, financial modelling was undertaken to align the development trajectory, infrastructure delivery programme and proposed structure of the loan funding. The final Growth Zone programme comprises 46 projects (see **Appendix 6**). A budget of £4m was

approved by Cabinet in December 2017 (see **Appendix 1**), to develop these projects further and begin implementation from April 2018. These funds were allocated from the £7m grant received from the Treasury to commence the programme. The business case and detailed background for these projects were included in the Growth Zone Delivery Plan and programme produced by Peter Brett Associates in March 2018, which was approved by Cabinet in October 2018 (see **Appendix 2**).

- 3.7 It is acknowledged that the Growth Zone is dependent on the anticipated business rate uplift from major developments in central Croydon, notably the redevelopment of the Whitgift Centre by the Croydon Partnership which received outline planning consent in November 2017. Cabinet resolved to progress the 2014 Whitgift Compulsory Purchase Order in June 2018.
- 3.8 Significant activity is planned for the Town Centre consisting of major private developments and supporting projects forming the Growth Zone programme. (Please refer to **Appendix 4**, where the main developments are shown in dark green). The Growth Zone programme complements these developments through improving public realm, enhancing transport capacity and providing the necessary social infrastructure for the growing town centre community.
- 3.9 The objectives to be achieved through the Growth Zone can be concisely summarised as follows:
- Establishment of the Growth Zone to unlock and facilitate £309.9m of infrastructure investment through a TIF funding model.
 - Delivery of 46 major, critical infrastructure projects.
 - Creation of at least 23,594 net new jobs to London with a further 5,097 jobs created during the works construction phase.
 - Creation of at least 10,500 new homes.
 - The wholesale renewal of the retail core.
 - Ensure the COA is an attractive and viable place to live, visit, work and invest.
- 3.10 Delivering the Growth Zone is a key priority of the administration to support investment in jobs, housing, economic growth and the regeneration of the Town Centre. The benefits of the Growth Zone will be realised across the whole borough with improvements made to transport and the public realm on key routes as well as greater employment and cultural opportunities.
- 3.11 The Growth Zone will run for 16 years, with an option to extend by 3 years, and will fund a number of phases of infrastructure delivery. The focus is on the first 5 years in order to coincide with major development activity in the pipeline. This will minimise the duration of disruption, enable growth to occur earlier and bring forward the benefits of the town centre regeneration.

4. GROWTH ZONE PROGRAMME – DELIVERY SO FAR

- 4.1 The following sections of the report covers progress made so far on delivering the Growth Zone programme and provides details of projects to be delivered by March 2023. (See **Appendix 7** for the October 2018 Cabinet report (1418CAB))

which includes a detailed list of committed projects and financial commitments between 2019 and 2023.)

- 4.2 Further reports will be submitted to Cabinet setting out more detail on other projects particularly those under the Energy and Social Infrastructure themes, as these projects reach an appropriate stage for decision. These will include the estimated costs and timescales and be funded from the overall Growth Zone programme budget of £309.9m.
- 4.3 The following sections of the report provide an update of activity and key achievements in relation to the Growth Zone workstream themes summarised at 3.5 above.

5. CONSTRUCTION LOGISTICS

- 5.1 Significant planning was carried out to determine the timeline of projects, anticipated vehicle load and analysis of Croydon's highway network to understand the impact of construction on the Town Centre. Based on this work a **Construction Logistics Plan Guidance Document** was developed which contained a range of measures that will be required from all developments taking place within and near to the Town Centre to mitigate their impacts and ensure vehicle movements are planned efficiently and in a manner that minimises the impact to residents. This document has been regarded as a national leader in the field of construction logistics and highways management by a number of industry bodies and forums, with a number of local authorities requesting copies to incorporate the principles into their own planning frameworks.
- 5.2 In preparation of the rapid increase in construction and Heavy Goods Vehicles (HGVs), a number of initiatives were implemented to keep Croydon moving and open for businesses at all times. These include:
 - On-going oversight of the programme and engagement with developers and contractors to co-ordinate works and develop local solutions to manage traffic. This involves a series of workshops and regular liaison and guidance via a **bi-monthly Construction and Logistics Forum**. The safety of cyclists is a key part of this workstream and there is joint working with officers from TfL learning from experiences elsewhere in London.
 - **Communications** around planned disruption to the transport network to allow residents and businesses to identify alternative travel options and promote meanwhile activities and events, including more information on the Council's website and social media channels. Development of a "Croydon Travel" Twitter account.
 - The completion of a **utility collaboration project** with the GLA, working with all major utilities and developers to ensure utility works are coordinated and to minimise the impact of essential works. This will also have wider benefits across the borough.

- **Travel Demand Management** measures to support local businesses whilst there is disruption to the transport network associated with the development activity and help their staff and visitors switch from the car to sustainable travel modes during the construction period and afterwards.
- Development of the first version of a **navigation application** to monitor construction traffic using real time traffic updates in a Satnav environment.
- On-going close **monitoring and enforcement of HGVs** if they exceed specified emission levels and enforcement activity relating to parking and moving traffic offences. This included the installation of traffic loops to monitor traffic movement.
- Implementation of **permitted construction routes** and **prescribed delivery hours** to control and monitor HGVs' movement and access to sites. In particular, limits on HGVs in the peak periods.
- Creation of **HGV holding areas**, where vehicles can park and wait to be called to site when they are required rather than queuing outside development sites. Locations include an unused bus lane on the Coulsdon Bypass and Roman Way (Jubilee Bridge) with the first phase of implementation in November 2018.
- Installation of a **network of modifiable signs** to guide construction traffic to their respective sites in and around the Town Centre even if the vehicle is not using any other form of navigation.
- **Modifications to the existing highway network** to enable construction deliveries at minimal impact and even benefit regular traffic movements.

5.3 Successes and achievements over the last year include winning the following awards:

- **The Planning Awards 2019**, Planning Permission of the Year Award in connection with the 101 George Street development, soon to be the Europe's tallest modular, prefabricated building.
- **Highways Awards 2019**, Highways Maintenance Efficiency Award

5.4 The construction logistics programme was also shortlisted for the following awards this year:

- **British Construction Industry Awards:**
 - (1) Utility Project of the Year Award
 - (2) Operations & Maintenance Project of the Year
- **Transtech Awards:**
 - (1) Data Platform of the Year Award
 - (2) Safety and Security Improvement Award
 - (3) Open Data Award
- **Highways Awards**
 - (1) Most Innovative Highways Authority Scheme of the Year Award

- **Chartered Institute of Logistics and Transport Awards:**

- (1) Technology Innovation Award

- **Croydon Council Awards:**

- (1) Partnership Award

6. TRANSPORT – BUS/TRAIN/TRAM

- 6.1 A number of these projects remain in the early stages of scheme development. A proportion of the funding for 2018/19 was focused on the progression of concept and developing design options, with delivery scheduled over the next 4 years. A key component of 2018/19 programme focused on Croydon's project management input into schemes led by external partners - the Brighton Main Line Upgrade Project (led by Network Rail) and Tram Capacity Improvements led by TfL.
- 6.2 **Brighton Main Line & East Croydon Station** - Network Rail has a design team working on the Brighton Main Line upgrade and the transport sub-group is working closely with Network Rail on the emerging details to bring forward major changes to the railway network in central Croydon to address the governing operational constraints. Early stakeholder consultation and initial public consultation in relation to the project took place in late 2018.
- 6.3 **West Croydon Station** – The transport sub-group commissioned a multi-disciplinary project team to assess potential options associated with the redevelopment of West Croydon Station. The work focused on the development of concept design options for station reconfiguration and development opportunities, and was completed in February 2019.
- 6.4 **Trams** - The Council and TfL have been investigating options to improve the tram network capacity, in response to projected significant increases in patronage once the major developments have been realised in the Town Centre over the next few years. A number of options have now been assessed, with a decision on next steps due in 2019.
- 6.5 **Buses** – A combination of strategy, design and delivery work was undertaken in 2018. The Council has been working with TfL to consider potential changes to the way buses stop and stand in the Town Centre in response to the masterplan aspirations and the changing highway environment. A particular focus has been on the mid-Croydon area in light of the pedestrianisation of the High Street and associated major developments that affect highway operations during the construction and implementation phases. TfL has also consulted on a number of route changes affecting services in the Croydon Town Centre. Croydon is working with TfL on wider bus priority measures that support bus access improvements to and from the Town Centre. Several schemes were designed during 2018, with the intention to commence delivery in 2019

7. TRANSPORT – STREETS/CORRIDORS

- 7.1 **Fiveways** - TfL and Croydon Council consulted on major proposals for the Croydon Fiveways junction in 2017. Over the year that followed consultation responses were considered and some areas of the proposal were amended to improve project affordability, improve the pedestrian environment and strengthen the cycle provision in support of the Mayor's Transport Strategy. Following this work, Croydon Council endorsed the Fiveways scheme design in September 2018.
- 7.2 **Brighton Road / Mitcham Road / London Road Corridors** - These three roads have been identified as the key 'movement corridors' serving the Growth Zone and it is essential that their design, and the priority afforded to each transport mode, responds appropriately to the future needs of Croydon Town Centre. The nature of interventions will be determined by the design process and engagement with residents and businesses in the area, and the council's objectives for these key routes align with the Mayor's Transport Strategy focus on prioritizing walking, cycling and public transport. Initial feasibility reports have been completed for London Road and Brighton Road, and further survey work will be commissioned prior to progressing holistic plans for these key routes. Local public realm improvements at two key sites on the London Road are being developed as initial short-term projects. The Mitcham Road corridor is being scoped including the Old Town and Roman Way 'Liveable Neighbourhoods' programme, having successfully bid for TfL funding. Croydon Council are working with TfL to prepare and model improvements to Lombard roundabout, Thornton Heath Ponds gyratory and the Purley gyratory, which form part of the broader corridor programme.
- 7.3 **Chepstow Road junction with Addiscombe Road** - This is a critical junction, providing access to the Growth Zone from the east for walking, cycling, trams, buses and other forms of road transport, whilst providing a strategic east-west traffic movement function. Achieving an appropriate balance between the various modes of transport using this junction is essential if efficient access to and from the Town Centre is to be achieved. In 2018/19 scoping work with TfL commenced to enable the development of potential design options for the junction.

8. TRANSPORT – WALKING AND CYCLING

- 8.1 Proposals were developed for:
- Walking and cycling improvements in the Town Centre (including **High Street, Bedford Park, Old Town, Fairfield and East Croydon**)
 - Walking and cycle links from the Town Centre (including routes in **Lloyd Park, Wandle Park and Park Hill Recreation Ground**).
- 8.2 The proposals will improve conditions for walking and enhance the pedestrian experience by enhancing crossings, signage and footpaths.

8.3 The Bedford Park scheme is now half way through construction, and the Fairfield scheme is completed as part of the enablement works to support the opening of the Halls. The Lloyd Park, Wandle Park and Park Hill schemes are all complete.

8.4 **As noted above, £9.56million of TfL ‘Livable Neighborhoods’ funding has been secured for walking and cycling, corridors, public realm and freight consolidation.**

9. PARKING

9.1 The parking sub-group commissioned a **parking review** to understand the current supply and demand profile of parking provision and to understand the changes and impacts over the next 4 years, so that a balanced approach can be applied to deliver adequate provision. The commission involved detailed parking stress surveys in the Town Centre and surrounding areas together with surveys of the types of vehicles using the provision to understand how these factors could be affecting the air quality.

10. PLACE AND PUBLIC REALM

10.1 A number of precursor/meanwhile use projects were delivered in 2017/18 which included the creative Ground Art installations; the College Square installation; the College Road ‘Street Park’; High Street pedestrianisation (including a series of installations such as Ground Art pieces, a parklet, light art trail, and greening). Both the College Square installation and the High Street pedestrianisation supported the programme of events delivered by the culture sub-group. The projects provided an important platform for collaboration, began to change patterns of behavior and improve the use of these places. Such ‘placemaking’ is a vital components of long term sustainable growth, development, regeneration and improving perceptions of the town centre.

10.2 In 2018 design briefs for Minster Green and forecourt and Thomas Turner path were produced. For the Minster the brief framed the renewal of the public space immediately around the church, being a step towards creating a space that is a heritage destination, will raise the profile of Croydon’s rich heritage and provide a valuable public space for the existing and future local community. For Thomas Turner path, the brief set out how this key link between the retail core and the civic centre (and the future Town Hall Square) is to be improved to both encourage footfall but also create a pocket open space.

10.3 The Minster Green project was designed to RIBA Stage 2. Designs have been presented to lead Members, stakeholders, the Diocese and neighbouring landowners. This engagement has included constructive dialogue with the Diocese and a site tour to explain the designs. The designs were also critically reviewed by the Council’s Place Review Panel. Following this engagement the increased focus is on making the Minster a destination, whilst designing a deliverable scheme. Stage 3 (RIBA) designs are scheduled to be completed in autumn 2019.

- 10.4 Early engagement was undertaken with the Croydon Partnership regarding the approach to design review of the Whitgift Local Infrastructure Agreement Projects.
- 10.5 Public Realm improvements to the area around Fairfield Halls were delivered in part by the consented College Green redevelopment and in time for the Fairfield Halls re-opening in autumn 2019. The Council also commissioned a permanent world class designer for the Fair Field to provide a public space Croydon can be proud of, and that is an integral part of the renewal of the Croydon Opportunity Area and delivery of Croydon's Cultural Quarter, anchored by the new Fairfield Halls. The brief, necessary procurement documents and the OJEU notice were issued in 2018, with the appointment of the lead designer in autumn 2019.
- 10.6 A key achievement this year was **winning the 'Meanwhile' category at the New London Awards 2019** for the town centre meanwhile activity.

11. SOCIAL INFRASTRUCTURE

- 11.1 Supporting the Council's training and employment service, **Croydon Works**, is an essential part of the Growth Zone programme. With the additional investment, the Croydon Works team has expanded to support the construction sector. The service provides a valuable route to employment for local people and likewise supports the skills and resources required by developers to deliver their developments. Whilst this activity is funded by the Social Infrastructure Sub-group, the Croydon Works activity is managed and monitored by Economic Development.
- 11.2 In 2018/19, the social infrastructure sub-group was formed and a **review of the social infrastructure themes** and initially proposed projects was undertaken. Further work is required on feasibility, evidence base and business case development to progress the delivery of a number of capital projects.
- 11.3 The **Clocktower refurbishment** project is at initial feasibility stage. The council will be reviewing a number of options for the improvement and revitalisation of this valued public asset, improving the facilities, public offer and access to Croydon's central library, the Croydon museum, CALAT and other key services, creating a central community hub to mirror the cultural offer now in place across the road at Fairfield Halls. We will be seeking to secure further external capital funding to take this project forward.
- 11.4 Building on the masterplan developed in 2017 for **Park Hill**, the town centre's only major park, we are planning phased improvements to this site, principally focusing on **creating spaces for young people and children's play** alongside other changes to the park landscape and infrastructure. A first survey of park visitors was completed in September, and visitor counters will be installed by the end of the year to monitor footfall in order to gauge the impact of future improvements, and we are undertaking a condition survey for the park water tower and reservoir. From early 2020, there will be an 8 month **programme of pop up play events and engagement** activities, working with young people to

test out ideas and design proposals for the new play spaces in the park. Croydon's Placemaking team are developing a brief **for new entrance gateways** at the two main entry points into the park, alongside local wayfinding improvements.

- 11.5 The social infrastructure sub-group are working with the Croydon Clinical Commissioning Group to clarify the requirements for **new primary and community health space** in the town centre.
- 11.6 The development of classrooms and training space for students over 16 with **special educational needs (SEN)** that was detailed in the Growth Zone Delivery Plan is no longer required in the town centre area, as this provision is being created at the Croydon College Coulsdon site. However, we are liaising with education colleagues to capture any relevant requirements for school places, early year's provision or SEN.
- 11.7 Funding has been allocated from the social infrastructure workstream to support the development of a **new university campus** in the town centre. The social infrastructure sub-group are working with economic development colleagues to take forward the feasibility stage scope and spatial brief, following the announcement of a partnership with London South Bank University.
- 11.8 We will be undertaking an analysis of **community space** in central Croydon, to map and understand the existing availability of community space for use and hire, including assets owned or managed by the council, alongside an assessment of the pipeline of new community facilities being delivered as part of new development within the Town Centre. This work will align with the council's recently published Voluntary and Community Sector Strategy.
- 11.9 The social infrastructure sub-group will be commissioning a research partner to develop a framework to gauge and monitor the **social impact** of the town centre regeneration programme. The first stage survey work and report should conclude in spring 2020.

12. ECONOMIC DEVELOPMENT

- 12.1 The Council will be publishing a borough-wide **Economic Development Strategy** soon, which sets out our intention to develop a robust sustainable economy with more 'good' jobs available for our residents delivering an extensive skills and employability offer for residents to help them access those jobs. All of our economic development activities aim to ensure that 'Everybody has the opportunity to work and build their career' and 'Businesses want to move here and invest and we support our existing businesses to grow.'
- 12.2 The Council's new **Digital Services team** is now established and moving forward with the Smart City vision to enhance the borough of Croydon through digital innovation and technology, delivering initiatives to supporting Croydon's Tech sector and developing digital skills education.
- 12.3 Through the **Employment Pathways in Croydon service (EPIC)** and in collaboration with key national partners and initiatives including the Mayor of London's Digital Talent Programme & Digital Pioneers, the Institution of Civil

Engineering, the Institution of Engineering & Technology (TechGirls & TechSheCan) Amazon Web Services and Facebook, the digital team are developing school roadshows aimed at informing and inspiring young people.

- 12.4 From the 1st of November, Croydon will become the location of one of nine **London Growth Hub Centres** to offer face to face business support, advice and resources. Based at the Sussex Innovation Centre, the Centre will offer free-to-access support, including helping businesses with Brexit preparations.
- 12.5 The Council is continuing to support **Business Incubation** to ensure there is a strong 'meanwhile' offer during the town centre redevelopment cycle. For example, the introduction of a pop up business school that gives people a prime retail space to test their business ideas and generate income.
- 12.6 The London **South Bank University Campus (Creative Campus)** is moving at pace. In March 2019 the partnership between London South Bank University (LSBU) and London Borough of Croydon was confirmed. Meetings have been held with the Local Economy Policy Unit & LBC Economic Development Team to explore the proposed curriculum and understand the employment landscape and skills needs. LSBU have consulted with a number of partners, including Croydon College, to avoid duplication and create collaborative opportunities where possible.
- 12.7 The Council continues to deliver Croydon Urban Edge, which is a bespoke concierge service to businesses inside and outside the borough offering a comprehensive package of support which works with stakeholders and partners, i.e. London & Partners, Develop Croydon and the Croydon Business Network to identify workspace for businesses. Since January 2019 there has been 31,182sqft of Grade A and B office space taken within the town centre. Croydon Urban Edge has 65 live enquires remaining from the same time period
- 12.8 In addition to the works in the Growth Zone further borough wide works continues:
- we are currently awaiting the outcome of a **Coast to Capital European Social Fund bid**. If successful, the funding will be used to target Croydon residents in lower paid jobs to help them move into higher paid opportunities. The programme will broker opportunities directly with employers, and provide additional training and employability support.
 - .Following the launch of '**Better Working Futures**' back in March 2018, this campaign has helped 165 people experiencing multiple health and disability barriers to secure jobs.
 - The **Croydon Apprenticeship Academy** was launch in February 2019 and the first campaign to launch – the '100 in 100' apprenticeship campaign - has already achieved more than 50 apprenticeship outcomes, including many at intermediate and higher levels.
 - We continue to promote the **Good Employer Charter** with 110 employers now signed up.

- Further support continues with Developers and Construction agencies via the South London Partnership, on behalf of the five boroughs of Croydon, Sutton, Kingston, Merton and Richmond (including Wandsworth). Together we have submitted a bid to become a **Mayors Construction Academy**. The funding will be delivered over 2 years. The purpose is to support developers to meet their workforce needs by providing additional capacity (strategic and operational) to broker and deliver suitable training programmes and to create a pipeline of residents ready to fulfil job roles in construction and other appropriate sectors. There will be a strong focus on innovative ideas to attract women into the sector and to increase the number of BAME candidates.
- The council is working with **key Higher Education (HE) providers** in the borough and across the South London Partnership area to deliver a cohesive skills strategy to support growth. Croydon College's **University Centre Croydon (UCC)** is one of the largest providers of Higher Education between London and Brighton and has significantly invested in major refurbishments to provide dedicated resources for HE students. The majority of courses offered are validated by the University of Sussex. Approximately half of students registered study as part-time, combining a job with their studies. Courses include: Business; Childcare; Construction and Building Services; Education; HR; Art; Law and Criminology and Health and Social Care.
- On 1 February 2019, **East Surrey College and John Ruskin College announced their planned merger** forming a new group of Colleges incorporating East Surrey College, Reigate School of Art, and John Ruskin College under the group name of Orbital South Colleges. The merger builds on the strengths of the two Colleges, to create a high-quality, sustainable learning community, whilst retaining the identity of each organisation. John Ruskin offers access to HE in Construction & Civil Engineering, Nursing and Health, Medical Science and Social Work.

13. SMART CITY

- 13.1 The priority areas for the Smart City workstream were **digital connectivity**, the **Internet of Things** and **data**.
- 13.2 **Digital connectivity** - Exploratory work was undertaken in relation to improving digital connectivity in the Growth Zone and pan-Croydon, leveraging both public and private investment. The Council engaged with optic fibre providers to explore a variety of schemes to deliver full fibre to residents and businesses. This included:
- Progressing the development of a proposal to DCMS Local Full Fibre Networks challenge fund, in partnership with Coast to Capital LEP and its members as well as discussing partnership opportunities with Network Rail.

- Early dialogue with providers on the deployment of full fibre network to premises for social housing estates across the borough, with affordable entry-level prices and digital inclusion activities.
- Regular conversations with providers to push for more and faster upgrade of their network, in particular fibre to the premises for businesses in the Town Centre, district centres and growth corridors.

13.3 **The Internet of Things (IoT)** consists of devices or sensors that ‘talk’ to each other using connectivity. As part of Croydon's approach to becoming a smart city it aims to become a recognised IoT testbed to develop innovative solutions for a wide range of purposes. The Council established a Low Power Wide Area Network (LPWAN) for IoT development. The network is free to use for experimentation and prototyping of IoT solutions. Croydon Council, in partnership with Digital Catapult, ran an IoT innovation challenge measuring the impact of construction sites on air pollution to help collect relevant data and address this challenge in such a way to minimise and mitigate the negative impact.

13.4 **Urban Construction Asset Management Project (UCAMP)** – The Council was awarded a grant by Department for Transport of £80k to trial a new system and technology to preventatively identify roads defects and damages using connected vehicle technology and machine learning to assess road quality and trigger alerts for early maintenance intervention. The solution was directly embedded in the **Urban Data Platform** developed for the Growth Zone.

14. ENERGY

14.1 Initial feasibility work undertaken in 2017 to scope options for a town centre district energy network looked positive, both commercially and technically, and the GLA contributed £150,000 to help take this project forward. Specialist consultancies were appointed via the Mayor of London's Decentralised Energy Enabling Project (DEEP) to deliver the detailed technical project development and commercial assessment of the scheme. A full business case will be completed by the end of 2019 to enable the Council to take the decision as to whether to move to the delivery phase (depending on a viable scheme being presented).

14.2 Alongside the **energy centre**, other decentralised energy projects including **community energy** are being further developed with the aim of reducing carbon emissions and lowering energy costs.

15. CULTURE AND MEANWHILE

15.1 In 2017/18 the Growth Zone supported a meanwhile programme including the **Croydon Art Store**, the outdoor month long **Warhol exhibition** which reached an audience of 8,000, **3 major lighting and projection projects** with partners including the BIDs and London Lumiere, **activation of the College Square** in collaboration with Central St Martin's University, the launch of a Night Time Economy Innovation Fund '**Good Evening Croydon**', and working with partners such as the Croydon BID to ensure their projects and interventions are delivered in tandem with the council's programme.

- 15.2 In summer 2018, the culture programme continued with the Council and Croydon BID delivering a programme of events and activities on the High Street called **Street Live**. Initial figures showed that footfall increased from the same period in the previous year and retail income was also higher. On event days the footfall increased by as much as 40%. **Wimbledon screenings** were attended by 6500 people, with 96% rating the experience 4/5 stars. In October 2018, the focus shifted to **College Square** with a series of small scale events developed in collaboration with Central Saint Martins and University of Arts London, with input from Croydon College.
- 15.3 In 2018 the council started to develop the borough as a **Music City** where music-making and production is at the heart of the local culture and economy. An initial stage of community consultation was completed by Sound Diplomacy who have helped develop strategies for cities across the world and have been involved in establishing initiatives like New York Music Month, London's Night Czar and the international Music Cities programme. Phase 2 is to follow and will include partnership-building and the development of a Music Strategy that sets out the creation of an inward investment programme, developing new partnerships for Croydon, the creation of a new music industry network and development of a clear budget and action plan.
- 15.4 The Growth Zone supported high profile events such as **Croydon Pride** and **Mela**, and also two new festivals, **CroCro Land** and **The Ends**.
- 15.5 Using the Growth Zone contribution the council was successful in leveraging in further funds and was awarded **Creative Enterprise Zone (CEZ)** status in December 2018. A CEZ grant of £500,000 will enable a growth of arts through provision of space, skills and support, policy and community. Subsequently, the borough will benefit from training and development for new creative businesses, bringing the total investment to over £1m. The core aim of CEZ 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.
- 15.6 The Council has commissioned a lighting strategy for Croydon incorporating a series of large and small scale lighting installations and pieces across the borough. The programme is called **Croydon-Lit** and will contribute to an improved public realm and benefit the night time economy.
- 15.7 In addition to the culture sub-group being heavily involved with the **High Street pedestrianisation** and lighting scheme, they've also supported the early proposals for the Clocktower refurbishment and are working on **an engagement and outreach programme** with the **Croydon Museum**, to be taken forward in the year ahead.
- 15.8 The Growth Zone programme has helped to leverage in over **£500,000 additional funding for culture** to be spent over the next 2 years, and we anticipate securing further match funding for cultural programming and development in the town centre and beyond.

16. ENGAGEMENT AND CONSULTATION

- 16.1 Engagement activities were delivered in alignment with the Growth Zone programme and the 5-year Stakeholder Engagement Strategy. Activities were varied and undertaken to provide a solid base of understanding and benchmark of stakeholder feedback and views to support decision-makers shape projects that will create an improved and enhanced environment for people that live, work and visit the Croydon Town Centre.
- 16.2 With the positive changes in the pipeline for the heart of Croydon, engagement with local people, residents, businesses and other stakeholders has continued to be at the forefront of the Growth Zone programme, allowing for consistent and meaningful dialogue with those that will benefit as well as those that will be impacted by the change.
- 16.3 The council and our partners have prioritised keeping stakeholders involved, engaged and informed about the redevelopment of the Town Centre. Examples of how this has been achieved is as follows:

- **Croydon High Street Pedestrianisation Scheme**

This project involved engagement with local advocacy groups, residents, pedestrians, cyclist and business owners located in the High Street as part of a 12-month trial. The exercise undertaken consisted of a “before and after” opinion survey that involved face-to-face interviews with over 400 local people and visitors to the High Street over a 2-week period. The survey provided both qualitative and quantitative data associated to the High Street, its newly repurposed space and meanwhile interventions including a summer and winter programme of events. The results of this survey supported a decision by the council to close the High Street to vehicles permanently.

- **“Keeping Croydon Moving” Travel Demand Management: Business Engagement**

The Growth Zone team commissioned specialist consultants to deliver a Travel Demand Management programme of engagement with businesses impacted by construction and construction traffic. This engagement involved identifying the service delivery needs of businesses ensuring business continuity isn’t adversely compromised, providing information about alternative travel options and modes of transport available to them during a period of disruption. A branded business support pack was produced for dissemination to businesses impacted. This engagement also fed into the Croydon Town Centre Construction Logistics Forum attended by developers and contractors currently working on site in the Town Centre.

- **Minster Green Public Realm Improvements**

To date engagement has included a focus group session held with key stakeholders in January 2019, public exhibition in March 2019 (which included a guided heritage tour), Youth and Beavers, Cubs and Scout design sessions in the spring of 2019 and RIBA Stage 2 completion in March 2019 followed by

early engagement sessions and submission with the Diocese Advisory Committee in March, April and May 2019.

CONTACT OFFICER: Paul Forrester – Head of Growth Zone 07923272923

BACKGROUND DOCUMENTS:

Growth Zone – Overview and Financial Arrangements for Repayment - Cabinet 11
July 2016

https://democracy.croydon.gov.uk/Data/Cabinet/20160711/Agenda/cab20160711_07_01_report_and_appendix_1c40b.pdf?cmte=CAB&meet=49&href=/akscroydon/images/att7589.pdf

APPENDICES

1. December 2017 Cabinet Report
2. PBA Programme and Delivery Plan
3. GZ and OAPF boundaries
4. GZ programme map
5. GZ timeline
6. 46 projects and financial allocation
7. October 2018 Cabinet Report
8. GZ Equalities Analysis

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For General Release

REPORT TO:	Cabinet 11 December 2017
SUBJECT:	Croydon Growth Zone – Infrastructure Programme
LEAD OFFICER:	Shifa Mustafa Executive Director – Place Lee Parker – Director of Growth
CABINET MEMBER:	Councillor Alison Butler Statutory Deputy Leader and Cabinet Member for Homes, Regeneration and Planning Councillor Stuart King Cabinet Member for Transport & Environment Councillor Mark Watson Cabinet Member for Economy and Jobs
WARDS:	All wards
<p>CORPORATE PRIORITY/POLICY CONTEXT</p> <p>AMBITIOUS FOR CROYDON AND WHY WE ARE DOING THIS?</p> <p>The proposals presented in this report provide for the infrastructure that enables development and economic growth in Croydon leading to:</p> <ul style="list-style-type: none"> • 23,594 new jobs • a further 5,097 jobs during the 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. <p>CROYDON'S COMMUNITY STRATEGY 2016-21</p> <p>The proposals presented in this report will help deliver key outcomes from Croydon's Community Strategy 2016-21:</p> <ul style="list-style-type: none"> • 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 <p>CROYDON LOCAL PLAN AND OPPORTUNITY AREA PLANNING FRAMEWORK (OAPF)</p> <p>The proposals seek to deliver the overall objectives of the Croydon Local Plan and OAPF.</p>	
<p>FINANCIAL IMPACT</p> <p>The Council received a £7m grant from the Department for Communities and Local Government (DCLG). The grant is intended to fund the costs of any borrowing in the first 3-5 years of the programme before the business rates uplift (which are used to</p>	

service the loan). The funding mechanism was approved by Cabinet in July 2016 and the Mayor of London in September 2016, and will ring-fence 50% of growth in business rates from April 2018 for 16 years, plus an option to extend by 3 years, in the designated area from the local government finance system. This income will be used to pay for the required infrastructure as set out in the report. The loan will not be drawn down until the Whitgift redevelopment has reached the stage where we have confidence in the timing of its delivery given its importance to the viability of the growth zone.

The full Growth Zone programme includes an estimated £520million of projects supported by a loan of £309.9million. The balance (£210million) is to be made up by contributions from TfL, the GLA or planning obligations.

This report excludes smart cities and social infrastructure which are detailed in separate cabinet reports.

KEY DECISION REFERENCE NO.:

2217CAB - 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 & Strategic 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 Note the activities underway and planned by the transport, public realm and culture, energy, parking and construction logistics workstreams.
- 1.2 Approve Growth Zone funding for the projects in 2018/19 valued at £4million set out in Section 3, paragraph 3.6 of this report.

2. EXECUTIVE SUMMARY

- 2.1 This paper provides details of the physical infrastructure elements of the Croydon Growth Zone programme. The Cabinet and the Mayor of London gave approval to proceed with the Growth Zone in July and September 2016 respectively and an additional report was approved by the Cabinet Member for Homes, Regeneration and Planning in July 2017 (2417HRP) setting out progress and approving the governance arrangements. The Croydon Growth Zone is a Tax Increment Financing (TIF) model which harnesses business rates growth to enable borrowing to fund infrastructure. The Council is now working with the Department of Communities and Local Government (DCLG) to process the formal designation of the Growth Zone which will allow for a loan to be taken out from April 2018 to fund the works set out in this report.
- 2.2 Croydon's growth is already evident and is now one of the prime areas of London where people choose to live, work, visit and invest. To ensure this change is sustained and that the benefit to Croydon residents is maximised, a range of infrastructure improvements have been identified by the London Borough of Croydon (LBC), working with key stakeholders including Transport

for London (TfL), the Greater London Authority (GLA), Network Rail and developers.

- 2.3 This report sets out a list of projects that enable growth by providing an increase in the capacity of the transport network including better facilities for pedestrians, cyclists and improved public realm. It also details initiatives that are aimed at mitigating the impacts of construction activity and pressures on parking and contributing to the case for inward investment. Projects are split into 5 themes, each overseen by the relevant sub-group reporting to the Growth Zone Steering Group. These are Transport, Public Realm and Culture, Energy, Construction Logistics and Parking. Particular emphasis is on the activities and estimated expenditure in 2018/19. Subsequent reports will be submitted recommending approval for individual projects or packages of works, once they are developed to the appropriate stage.

3. DETAIL

Background

- 3.1 From inception, the Growth Zone was developed as a collaborative approach with the 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 based on a Tax Increment Financing (TIF) model over a designated area in Central Croydon. 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.
- 3.2 The Growth Zone will run for 16 years, with an option to extend by 3 years, and will fund a number of phases of infrastructure delivery, although the focus is on the first five years in order to coincide with major development activity in the pipeline. This will minimise disruption, enable growth to occur earlier and bring forward the benefits of the town centre regeneration.

Development of the infrastructure programme

- 3.3 The Council working with stakeholders, initially 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 and, alongside other contributions, mitigate the impact of growth planned in central Croydon in the area designated by the GLA as the Croydon Opportunity Area (COA). The total cost of these projects is close to £520m to be financed via a loan of £309.9m with the remaining funding to be comprised of GLA, TfL and Council capital funding, planning obligations or other third party contributions. Alongside this work, financial modelling was undertaken to align the development trajectory, infrastructure delivery programme and proposed structure of the loan.
- 3.4 To ensure these projects contributed to growth and could be delivered on time and within the estimated budget, multi-disciplinary consultants were appointed in November 2016. Outline business cases have been developed for each project and further liaison with stakeholders has taken place to create a delivery plan, with the main focus being on the next five years to align with major

developments. The business cases include an assessment of the projects contribution to growth and business rate uplift in the COA.

- 3.5 During the process of developing the programme, a number of new project areas have been included which were not in the original list of 39. These are: Fiveways Junction, walking and cycling schemes, East Croydon station, Brighton Mainline Upgrade and transport corridor improvement schemes. Not all these require funding from the Growth Zone but have a positive effect on Growth in the COA and therefore are included for completeness. See **Appendix 1** for the baseline programme (projects and cost estimates subject to change as the programme is developed). They are also included in the light of the Mayor of London publishing his draft Transport Strategy. That draft proposes a sustainable travel (public transport, walking and cycling) modeshare of 80% for London by 2041 except at Opportunity Areas such as the Croydon Growth Zone where the expectation is to go much further.
- 3.6 The financial model used to support the Growth Zone provides information on cash flow which dictates how much of the loan can be spent each year. The model reinforces the importance of the Whitgift redevelopment with regard to achieving business rate uplift and as such the loan cannot be drawn down until further progress is made with the development. In 2018/19 a limit of £4million has been set which will be recharged to the loan once drawn down or from the £7m grant should the development not proceed. The £4million is recommended to be broken down as follows:

Workstream/Project	GZ funding required - 2018/19 (£000's)
Public Realm and Culture	1,200
Transport	1,000
Construction Logistics	400
Parking	400
Energy	50
*Smart Cities	700
*Social Infrastructure	250
TOTAL	4,000

*detail covered in separate cabinet reports

Governance

- 3.7 The Growth Zone has established governance arrangements in place. Each of the five themes noted in this report have a separate sub-group overseeing project development and delivery supported by a central programme management team. These report to a Steering group joint chaired by the Executive Director of Place and a Director from the Greater London Authority. A Board co-chaired by the Leader of the Council and Deputy Mayor for London oversees the programme.

Work programme

Construction Logistics

- 3.8 The **Construction and Logistics sub-group** is responsible for planning and overseeing measures that minimise the impact of the construction activity in the town centre and on adjoining roads. The Council as a local traffic authority has a Statutory Duty under Section 16 of the Traffic Management Act 2000 to secure expeditious movement on roads where Croydon is the traffic authority and facilitate the expeditious movement on other roads where the council is not traffic authority. A dedicated officer has been appointed to oversee this area of work in the Growth Zone.

Project / Initiative	GZ funding required - 2018/19 (£000's)
Highways Impact Electronic Monitoring and Co-ordination Systems	100
Staff resourcing (Development Impact Engineers)	105
Utility Co-ordination	60
Travel Demand Management	70
HGV Emission Control and Monitoring	18
Enforcement	30
LBC/Utility/Developer Co-ordination Workshops and Forum	12
Communications	5
HGV Holding Areas	10
TOTAL	400

- 3.9 The construction logistics programme includes a series of initiatives that aim to reduce congestion on the local highway network caused by construction related traffic. These include:
- Several electronic applications being considered by the Council to monitor construction traffic whilst also directing and coordinating it.
 - A dedicated resource appointed to oversee this programme and liaise with developers and contractors.
 - Additional support from a specialist consultancy that works with all the utility companies active in Croydon town centre to ensure utility works are coordinated and to minimise the impact of essential works.
 - The Council has also looked at best practice from other towns and cities undergoing regeneration and that from Olympic Games. This has confirmed the importance of Travel Demand Management. This involves working with local businesses, supporting them whilst there is disruption to the transport network associated with the development activity and helping their staff and visitors switch from the car to public transport walking and cycling during the construction period and afterwards
 - Monitoring of HGV emissions.
 - Enforcement on HGV's if they exceed specified emission levels and enforcement activity relating to parking, moving traffic offences and prescribed delivery hours.

- Working closely with developers and contractors to identify the issues, co-ordinate works and develop local solutions that manage traffic in the town centre. This will involve a series of workshops and regular liaison via a construction and logistics forum.
- Communications around planned disruption to the transport network to allow residents and businesses to identify alternative travel options.
- The establishment of HGV Holding areas at various distances from the Town Centre to minimise the impact of construction delivery traffic and ensure timely arrival of goods.

Transport

- 3.10 The **Transport sub-group** is overseeing the development of tram, bus, rail, walking, cycling and highway schemes that will form the majority of the required infrastructure. Through the assessment of future growth and travel patterns, a range of schemes have been put forward which will ensure people can travel in, out and around Croydon safely and efficiently.
- 3.11 As a number of the projects are in the early stages of scheme development, a proportion of the funding for 18/19 will focus on the progression of concept / developed design options. In addition, a key element of next year's programme will relate to Croydon's project management input into the two TfL-led projects that form a key part of the programme: Fiveways & the Tramlink Dingwall Loop. Certain project areas are at a more advanced stage, in particular the Cycle programme, and this will be the main focus of scheme delivery across the year.
- 3.12 It is recommended that the £1million Transport Programme funding for 2018/19 should be assigned as follows.

Project / Initiative	GZ funding required - 2018/19 (£000's)
Trams – Dingwall Loop	25
Streets - Fiveways	15
Rail – West Croydon Station	90
Buses – Bus Priority Measures	100
Walking & Cycling Programme	460
Streets – A232 Chepstow Road / Addiscombe Road	80
Streets – Brighton Road Corridor	100
Streets – London Road Corridor	70
Streets – Mitcham Road Corridor	60
TOTAL	1,000

- 3.13 A brief summary of the work undertaken to date, along with the work planned for each of the project areas in 2018/19 is included below:

Trams – Dingwall Loop

- 3.14 The Dingwall Loop Tram scheme has been developed in response to the significant increase in tram patronage forecast over the next 15 years, with a particular focus on the impact of the redevelopment of the Whitgift site. Scheme designs are in the process of being developed for the new highway layout, to incorporate a second Town Centre tram loop line (via Dingwall Road and Lansdowne Road) and associated public realm improvement. The Loop would

enable trams arriving at the Town Centre from the east, to return eastwards more quickly, lifting the capacity of the network. Powers to build and operate the Loop need to be obtained from central government via a Transport and Works Act Order.

- 3.15 The funding for 18/19 will cover Croydon's resourcing of the overall project (£15,000), along with £10,000 as a part-contribution towards the completion of developed designs (RIBA Stage 3) associated with the public realm improvement for Dingwall Road, Lansdowne Road and Wellesley Road.

Streets – Fiveways

- 3.16 Public consultation on planned changes to the A23/A232 street environment in the Fiveways area took place between July 2017 and September 2017. Croydon officers are currently working with TfL to consider post-consultation changes to the scheme design. A planning application for the project is currently programmed, subject to necessary approvals being in place, to be submitted in summer 2018.

- 3.17 The funding for 18/19 will cover Croydon's resourcing of the project.

Rail – West Croydon Station

- 3.18 LBC, TfL, Network Rail and the GLA are in the initial stages of working towards the redevelopment of West Croydon Station. A tender process took place between September – November 2017 for consultants to develop design and development options (RIBA Stage 2) for the station site. A multi-disciplinary project team is in the process of being appointed to undertake this work between November 2017 and May 2018.

- 3.19 In 2018/19 it is anticipated that a further stage of design development work will be required, to take the project to the developed design stage (RIBA Stage 3). This will take the form of a new tender process and will be dependent on progress with the current commission.

Buses – Bus Priority Measures

- 3.20 In December 2016 a consultant's study for TfL was finalised which looked at potential bus priority measures that could be implemented in and around the Croydon Growth Zone area to improve the future efficiency / reliability of the bus network.
- 3.21 A proportion of the bus priority schemes relate to measures that could be delivered over the short-term (1 -2 years), with limited impact on wider plans for the town centre. TfL has provided resource to enable designs for these schemes to be developed during 17/18. The funding in 18/19 will contribute towards the development of construction design drawings and enable the consultation and delivery of some of the measures that can be delivered in the short term.

Walking & Cycling

- 3.22 The Walking and Cycling programme has been developed to create a significant increase in sustainable and 'active travel' in the Borough, with a particular focus on the safe routes in and around central Croydon. TfL has identified Croydon as the London Borough with the greatest potential for

Cycling due to the very large number of short car trips that could readily be made on foot or by bike if conditions are right. The proposed walking and cycling schemes will be delivered in 4 phases. Schemes in the first phase of 'quick wins' are being implemented or are about to be delivered. In 2018/19 it is proposed that the remaining phase 1 schemes will be completed and further design development work will be progressed on phase 2 schemes. Public consultation on a number of schemes in phase 2 is forecast to start in the autumn of 2018, with the potential for the implementation of phase 2 to commence towards the end of financial year 18/19.

A232 Chepstow Road / junction with Lower Addiscombe Road

3.23 This is a critical junction, providing access to the Growth Zone from the east for walking, cycling, trams, buses and other forms of road transport, whilst providing a strategic east-west traffic 'movement' function. Achieving an appropriate balance between the various modes of transport using this junction is essential if efficient access to and from the town centre is to be achieved.

3.24 In 18/19 funding has been set aside to enable the development of potential design options for the junction, with the intention to move towards public engagement / consultation in 2019.

Brighton Road / Mitcham Road / London Road Corridors

3.25 These three corridors have been identified as the key 'movement' corridors serving the Growth Zone and it is essential that their design, and the priority afforded to each transport mode, responds appropriately to the future needs of Croydon town centre, whilst also taking into account localised priorities. In 18/19 funding has been set aside to enable the development of potential design options for each of the 3 corridors with a view to improving the ability to move people and goods along them and to take them closer to the Mayor of London's 'Healthy Streets' objective.

Parking

3.26 The **Parking sub-group** is responsible for assessing current and future demand for parking and ensuring the provision of a balanced and accessible parking arrangement in the COA. The sub-group is also exploring how technology may be used to make parking easier and the service more efficient.

Project / Initiative	GZ funding required - 2018/19 (£000's)
Comprehensive assessments of existing & potential Controlled Parking Zones	255
CPZ: Digital mapping of TMOs	80
Project Management Resource	65
TOTAL	400

3.27 The Parking programme includes a series of initiatives that aim to manage the car parking stock and mitigate the impacts of development on demand, supply and displacement for both on and off street parking within the town centre and immediate surrounding areas. The Council will begin with a comprehensive review of the existing on-street parking provision through Controlled Parking Zones and gain a full understanding of whether it is fit for purpose taking into

account the imminent displacements through proposed developments. The reviews will include parking stress surveys together with full operational reviews to pick up on all signage, markings and safety issues and also identify opportunities for additional parking spaces where appropriate. This work will be undertaken with a combination of in-house and specialist external resources. Concurrently the Council will commission the transfer of Traffic Management Orders (TMOs) to a digital map based system which will enable an improved and more efficient method of managing parking compliance and enforcement. This will also enable swifter deployment of any technological solutions to aid parking management in subsequent years. The funding for 18/19 will also cover Croydon's resourcing to manage this programme.

Public Realm and Culture

- 3.28 The **Public Realm and Culture sub-group** is responsible for developing and delivering the short, medium and long term projects, improvements and programmes for the public spaces, public realm and streets in the COA. This will be achieved through high quality public realm and coordinated delivery with the other Growth Zone Sub Groups, partners, communities, landowners and stakeholders. The early stages of the Five Year Public Realm Programme to be delivered during 2018/19 are the subject of this report and approval is being sought to begin planning, design work and implementation.
- 3.29 A summary of the Five Year Public Realm Programme intended to be delivered between 2018 – 2023 is included in **Appendix 2**.
- 3.30 The Sub Group has begun the delivery of a range of temporary place, public realm, culture and meanwhile (projects identified for 2017/18. Meanwhile is defined as temporary and opportunistic uses of a space or facility that pave the way for future permanent activity.
- 3.31 All schemes will be submitted to the Council's Place Review Panel (PRP), which was launched in November 2016 to ensure projects and development proposals achieve the quality required to deliver long term sustainable regeneration, place making objectives and urban design principles.
- 3.32 The Growth Zone programme supports the Council's work on a Cultural Programme and Strategy providing a multi-faceted approach to regeneration and place making for local residents and visitors to the COA. This critically important work is exemplified in Croydon's bid to host the title of the London Borough of Culture in 2019. One of the main drivers for Croydon's ambition to host the title is the positive reputational change it would bring as well as significant funding and resources for additional cultural delivery.
- 3.33 It is recommended the £1.2m Place, Public Realm, Culture and Meanwhile Programme for 2018/19 should be assigned as follows.

Project	GZ funding required - 2018/19 (£000's)
Culture and meanwhile Programme 2018/19*	400
Mid Croydon Masterplan components (design and early implementation)	400

High Street pedestrianisation	400
Total	1,200

This allocation of funds is separate from the dedicated London Borough of Culture 2019 bid budget

- 3.34 The costs above are inclusive of staff, design and project management costs. The design will be overseen and led internally, using external support as required. The Council's highway contractors will carry out the implementation of the main public realm works under the direction of the Streets directorate.

Meanwhile Programme 2018/19

- 3.35 The 2017/18 Meanwhile programme includes the Grange Art Store, the outdoor month long Warhol exhibition which reached an audience of 8,000, pilot Parklets, creative road murals, High Street (experimental) pedestrianisation, 3 major lighting and projection projects with partners including the BIDS and London Lumiere, activation of the College Square (in collaboration with Central St Martin's University), the launch of a Night Time Economy Innovation Fund – 'Good Evening Croydon', and working with the Croydon BID to ensure their projects and interventions are delivered in tandem with the Sub Group's programme.
- 3.36 The next phase of funding for the 2018/19 year would enable further programme delivery with an increased level of community, partner and stakeholder engagement. Key projects would include further lighting improvements, activities in the High Street pedestrianised space, activation of Ellis House and St George's Walk, a second large scale outdoor free exhibition for Croydon and spaces for outdoor performance.

Mid Croydon Masterplan

- 3.37 As a consequence of the investment in the public realm at East Croydon and West Croydon through the delivery of the respective masterplan public realm components, it is considered that the wider COA should now be the focus. Public Realm improvements at College Square and around the retail core will be delivered in part by the College Green redevelopment and Whitgift redevelopment respectively. Delivery of public realm in Old Town will follow and build upon the recent interventions through the Mayor's Regeneration Fund. Therefore, it is considered the initial focus should be delivery of public realm improvements in the Mid Croydon area as defined by the Mid Croydon Masterplan.

Master Plan Number	Site
MC02	Thomas Turner Path
MC03	George Street cut
MC05	St. Georges Walk
MC06	Katherine Street West
MC07	High St Streetscape
MC08	Park Street West
MC09	George Street

MC10	Park Street East Development
MC11	Katherine Street East
MC12	Park Street East
MC13	Park Lane North
MC14	Queens Gardens and Taberner House
MC15	Fell Road
MC16	Mint Walk
MC17	Park Lane South
MC18	The Croydon Flyover

- 3.38 Through the governance of the Growth Zone the prioritisation of the components to be progressed to developed design (RIBA Stage 3) will be agreed, including taking account of developer activity in the Mid Croydon area to ensure alignment of their design and delivery.

High Street pedestrianisation

- 3.39 Part of the High Street is currently closed to traffic under an experimental traffic order. The scheme will be monitored and further engagement with local businesses and visitors will be undertaken to gauge levels of support for its permanent closure. The budget recommended will enable the delivery of a proportionate, well designed and quality end state that achieves calming and activation of the area, whilst addressing counter terrorism measures.

Energy

District Energy Scheme

- 3.40 The Smart City and Energy sub group has been responsible for overseeing the development of a Croydon Metropolitan Centre District Energy scheme.
- 3.41 Over the last 12 months, a feasibility study has been undertaken on the development of the District Energy scheme at Wandle Road Car Park. Initially, this would be from gas fired “combined heat and power” (CHP) engines. Other low carbon and renewable sources of heat could be integrated as and when they become viable.
- 3.42 The feasibility work assessed the business case for a range of network scales - from a scheme centered on civic buildings, to one extending to most of the key town centre development sites. This defined a base scheme, with sites with more certainty of coming forward and civic buildings, whilst assuming an energy centre which can expand in the future.
- 3.43 A discounted cash flow model was constructed to enable the financial viability of each option to be tested with revenue streams coming from:
- Connection Charges – one off payments from the developer to connect to the network
 - Heat Charges – ongoing payments from customers for heat use.
 - Power sales from the sale of electricity
- 3.44 On this basis, there is a pre-finance internal rates of return (IRR) of 6% (post

tax 25 year IRR) or 7.1% (post tax 40 year IRR) based on an initial capital cost of circa £24m.

3.45 The return on investment for each of the scheme options is marginal once the cost of financing is factored in. Due to the sensitivity, the Council has commissioned two separate pieces of work to provide greater certainty and assurance of the scheme business case:

- Heat pipe network assurance - Several areas along the proposed network route are already congested with existing buried infrastructure. A specialist heat network installer has been commissioned to undertake a detailed, non-obtrusive survey of the existing infrastructure and impact on the proposed route. Initial survey results show the routing in central Croydon are still viable.
- Peer review of feasibility report - The financial viability of the scheme is sensitive to the wide range of assumed values (e.g. heat demands, heat prices, plant sizing and costs etc.). A consultancy has been commissioned to review and 'sense check' the key assumptions and compare these with typical and industry standard values.

3.46 Next Steps:

- To review the outcomes of the 'due diligence' work and to develop the project brief for commencement of a procurement to undertake detailed work to develop a full business case. This will be through the GLA consultancy framework (for specialist advice on energy related issues in regard to strategic, technical, commercial, financial and legal matters).
- To explore and secure the funding for the technical, commercial and legal support from feasibility to business case from the Mayor of London's Decentralised Energy Enabling Project (DEEP).

3.47 Indicative timetable:

Activity / Task	Date
Commence procurement for business case	January 2018
Tender returns	April 2018
Commence contract	April/May 2018
Development of business case and procurement approach	May – October 2018
Report to Cabinet with decision to proceed	December 2018

3.48 In addition to the development of the districting heating plant, the Council are leading on two other energy projects – Community Energy and Healthy Homes.

Community Energy

3.49 Community energy covers aspects of collective action to reduce, purchase, manage and generate energy. It has an emphasis on local engagement, local leadership and control and the local community benefiting collectively from the outcomes.

- 3.50 The Council have commissioned Repowering London to assess a number of potential opportunities for community energy projects in the Borough. Repowering London specialise in working with community groups and local authorities to:
- Reduce CO2 emissions by generating decentralised low-carbon energy
 - Tackle fuel poverty and educate residents about energy efficiency
 - Promote local leadership through co-operative community engagement
 - Provide opportunities for local and responsible financial investment
 - Create training and employment opportunities for local people.
- 3.51 A number of assets have been looked at across the borough including leisure centres, council housing blocks, council buildings as well as schools. This has identified a list of buildings which have sufficient on-site annual output to deliver a return on investment.
- 3.52 As the energy system evolves, there a new products and services emerging. These include energy storage technologies, such as batteries at domestic, commercial and grid scale, as well as commercial arrangements with electricity suppliers and network operators that can create additional income streams for building managers.
- 3.53 Next Steps:
- Develop a detailed stakeholder engagement plan including building operators, legal services, local communities and residents to highlight benefits of community energy and to gather and gauge interest levels.
 - Continue to undertake feasibility work on council buildings to establish a business case for both solar photovoltaic and battery storage opportunities by December 2017.

Croydon Healthy Homes

- 3.54 It is estimated that 14,085 households in Croydon are in fuel poverty (2014 Department of Energy & Climate Change data). Of these, around 45% are owner occupiers, while 37% are in private rented accommodation.
- 3.55 The Council undertook a Croydon Healthy Homes pilot project in 2016/17 using £23k of Section 106 funds. The pilot scheme visited 213 households and delivered the following key outcomes:-
- Average lifetime energy savings £499 per household (a total of £106k for the programme) from installed measures.
 - 57 households were helped with damp / mould issues (in one case the home visitor helped liaise with a landlord to arrange a damp survey and resolve the cause, which was a leak from the upstairs flat)
 - Households referred to other services - 54 smoke alarms, 60 energy switching, 47 GP falls prevention, 49 Croydon Live Well.

- Social Return on Investment – estimated £208k saving to NHS and local authority services.
- 3.56 A further £93k funding has been secured from S106 to deliver a further 3 year 'Healthy Homes' project with a target to visit 600 vulnerable households. It is anticipated, subject to formal approval that the first home visits can be scheduled to begin in April 2018 and will provide:-
- Small energy efficiency measures such as LED lightbulbs and radiator reflector panels, and water saving measures such as aerating taps and shower heads
 - Energy efficiency advice and support to use actual measures and controls fitted in the home (including Smart Meters)
 - Advice and support on getting the best energy tariffs and securing the Warm Homes Discount
 - Support the clearing and managing debt to energy suppliers
 - Advice on damp and mould issues
 - A tablet based survey on health and wellbeing issues offering advice and signposting residents to relevant support.
 - A property survey will establish whether more intensive energy efficiency measures would be recommended.

The way forward

- 3.57 The projects include those that mitigate against the impact of development and those that provide and enable growth. Many projects have a dependency on one another e.g. public realm projects would be implemented after utility works have been undertaken so the programme is subject to change, particularly for those where further feasibility and community engagement is yet to occur. Adjustments to the timescales will be managed by the programme team and reported regularly to the Steering Group and relevant Cabinet Member.
- 3.58 A Statutory Instrument will be laid in parliament to designate the Growth Zone. 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).

Conclusion

- 3.59 The Growth Zone provides the confidence to developers and the investment community that Croydon's regeneration is well underway and that there is substance and depth behind its ambition. The programme includes a wide range of infrastructure projects that enable growth, largely through the provision of additional transport capacity, but also improve the 'look and feel' of the town centre through significant public realm improvements. Measures set out in this report are essential if the full delivery of the Growth Zone programme as shown in Appendix 1 can be delivered alongside major development activity in the town centre.

4. CONSULTATION

- 4.1 In developing the Growth Zone infrastructure programme significant engagement has taken place with Transport for London and the Greater London Authority along with major developers to identify the type of schemes required. This high level programme has subsequently been reviewed and work on the business cases for these schemes been undertaken. Formal consultation on the proposed Fiveways junction improvement has recently concluded and the results of this are awaited. This scheme has also been discussed at the Scrutiny Streets, Environment and Homes sub-committee. Informal engagement has also started on the proposed Dingwall loop tram scheme. Residents groups have also been engaged, particularly over the issue of managing construction related traffic and this dialogue will continue. A new Stakeholder Engagement Manager is now in post and they will oversee engagement and consultation for all projects going forward in conjunction with TfL and Officers as necessary. A roadshow is planned to be in operation in the town centre from 2018 to provide information on how projects are being developed and for people to have their say. Finally, for each of the projects further statutory consultation will be undertaken through the planning and consent process at the appropriate stage.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

The effect of the decision

- 5.1 The Council agreed to the creation of the Growth Zone in July 2016, which included the funding mechanism for £525 million of projects; these are supported by a loan of £309.9 million to be taken out by the Council and the balance made up of contributions from TfL, the GLA and s106 planning obligations. DCLG have provided a £7m grant to cover the first 3-5 years of borrowing. The Council is working with DCLG to process formal designation of the Growth Zone.
- 5.2 Financial modelling has been used to profile necessary annual spend on infrastructure using the above funding structure. The latest run of the model indicates a maximum of £4m for 2018/2019, all of which is designated as capital expenditure and underpins the projects in this report. The model profiles the Council's spend until 2023/2024 although the timing of expenditure is subject to change and will be updated regularly for actual spend.

Risks

- 5.3 In order for Croydon to successfully regenerate and meet its growth targets, it will need adequate and appropriate infrastructure. There are a number of associated risks, which have been highlighted in the previous Cabinet report: The infrastructure projects are supported by the loan and external funding contributions. The loan is in the process of being agreed but is reliant on there being reasonable prospects of delivery for the redevelopment of the Whitgift Centre. The Council is working closely with external stakeholders to secure the

appropriate timing and level of funding.

The funding mechanism is dependant on business rate uplift, which is expected to significantly increase primarily due to the Whitgift Centre redevelopment. Sensitivity analyses have been carried out to show how the Council needs to react to changes to interests rates, increases in costs and reduction in business rate income within set limits.

There is a high degree of partnership working with external stakeholders, which requires strong governance arrangements to oversee project and financial management and delivery. This is a key role of the Growth Zone Steering Group.

Future savings/efficiencies

- 5.4 By working with partners to obtain external funding, the Council is able to secure infrastructure improvements which might not be covered by Council funding alone.
- 5.5 Some of the projects will look at the use of technology to improve efficiency and identify further savings over the lifetime of the Growth Zone.

(Approved by: Lisa Taylor, Director of Finance, Investment and Risk)

6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 6.1 The Solicitor to the Council comments that the progress of the growth zone is dependent on the ability of the Council to retain business rates as detailed within the report. This requires the Secretary of State for Communities and Local Government to make the necessary Regulations in exercise of the powers conferred by section 143(1) and paragraphs 8 and 39 of Schedule 7B to the Local Government Finance Act 1988. Such regulations also require the consent of the Treasury in accordance with paragraphs 8(3) and 39(13) of that Schedule.

(Approved by: Sandra Herbert, Head of Litigation and Corporate Law for and on behalf of Jacqueline Harris-Baker, Director of Law and Monitoring Officer)

7. HUMAN RESOURCES IMPACT

- 7.1 There are no immediate HR implications that arise from the recommendations in this report for Croydon Council staff.

(Approved by: Sue Moorman, Director of Human Resources)

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 will be 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.

9. ENVIRONMENTAL IMPACT

- 9.1 Projects included in the Growth Zone will be delivered in line with current environmental requirements and the Local Plan policy which promotes, as part of sustainable development, the consideration of environmental impacts. The Growth Zone focusses on improving air quality and enhancing facilities for healthy and sustainable transport.

10. CRIME AND DISORDER REDUCTION IMPACT

- 10.1 The Borough Commander is aware of the Growth Zone and has requested regular progress reports to enable future planning for policing. The design of public realm schemes will involve liaison and consultation with the Metropolitan Police Service to reduce the risk to personal safety.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 11.1 The decision to progress with the Growth Zone was taken in July 2016. This report provides details of the infrastructure elements of the programme which will be developed from April 2018 once the funding and the Growth Zone designation is in place.

12. OPTIONS CONSIDERED AND REJECTED

- 12.1 As part of the justification for the Growth Zone outlined in the July 2016 cabinet report the option of not forward funding infrastructure but to depend upon the market and the provision of infrastructure only through public sector capital funding, CIL and s106 was considered but deemed unable to deliver the necessary infrastructure and be detrimental to growth and regeneration.

CONTACT OFFICER: Lee Parker, Director of Growth 020 8764 7596

BACKGROUND PAPERS - LOCAL GOVERNMENT ACT 1972

Croydon DIF Prioritisation September 2015 Arcadis

Croydon Growth Zone Delivery Plan and Programme - draft report December 2017 Peter Brett Associates

Appendices

APPENDIX 1 – Growth Zone baseline programme

APPENDIX 2 – Summary of five year public realm and culture programme

Croydon Growth Zone

Delivery Plan and Programme

On behalf of **London Borough of Croydon**

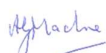




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Revision	Date	Description	Prepared	Reviewed	Approved
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Contents

1	Delivery Plan and Programme	9
1.1	Introduction	9
1.2	Objectives	10
1.3	Context	10
1.4	Drivers for Change	11
1.5	Governance	13
2	Projects and Status.....	14
2.1	Baseline Projects	14
2.2	Projects.....	14
2.3	Financial Summary.....	16
2.4	Master List of Projects	18
2.5	Project Status	20
3	Benefits and Justification	32
3.1	Business Case Reviews	32
3.2	Results of Prioritisation.....	32
3.3	Commentary	33
4	Draft Programme	34
4.1	Introduction	34
4.2	Draft Programme	34
4.3	GIS Model.....	34
5	Next Steps.....	35
5.1	Roles & Responsibilities	35
5.2	Project Definition	36
5.3	Project Reporting	36
5.4	Project Governance & Progress Reporting	37
5.5	Cost & Funding Control	37

Figures

Figure 1: Geographical extent of the Growth Zone	9
Figure 2: Development sites within central Croydon	12
Figure 3: Croydon Growth Zone governance chart.....	13

Tables

Table 1: Project Codes	14
Table 2: Growth Zone Category – Cost Summary	17
Table 3: Agreed list of Growth Zone projects	18
Table 4: Projects implemented/ removed from programme or transferred	21
Table 5: Projects developed and awaiting implementation	23
Table 6: Projects to be developed further	24

Table 7: New projects to be considered 28

Table 8: Project leads..... 35

Table 9: RIBA Plan of Work Stage 36

Appendices

Appendix A Full Growth Zone Project Tracker

Appendix B Prioritisation - CAST

Appendix C Outline Programme

Public Realm

Improving the environment for pedestrians within the town centre by removing barriers to movements and creating attractive spaces that encourage walking and the use of public open spaces.

Rail

Longer term infrastructure improvements at West Croydon and East Croydon stations. These projects include redeveloping the station buildings and track works to increase the number of platforms to accommodate the greater forecast levels of demand for rail travel to and from the GZ.

Social Infrastructure

This group of infrastructure projects are required to support the current and future social needs of residents within and close to the GZ. Investment in social infrastructure is recognised as key to ensuring a viable, sustainable community in the long term. Requirements arising for social infrastructure include Education (Schools Provision), Health (Primary Health Care), Employment (Croydon Works - Job Brokerage) and Community Facilities (Community Spaces, Play Spaces, Clocktower Complex Upgrade).

Smart City Infrastructure

Projects to support new technologies that; deliver efficiency by reducing costs of infrastructure and service provision; improve quality of life and wellbeing; support growth through job creation and attracting investment; enable environmental sustainability (air quality, energy use); and create a safe city with reduced crime and quicker emergency responses.

Trams

Track, vehicle stabling and power projects to support an increase in the frequency of services across the tram network while also ensuring the network is more resilient with services less impacted by delays and cancellations.

Financial Summary

A review of scheme costs and the availability of funding across the projects is summarised in the table below. This indicates a programme cost in line with the available Growth Zone funding subject to confirmation of the funding sources identified.

Project Group		Cost (£,000)		
		Total	Funding Sources Identified	Required GZ Funding
Buses	B	22,835	3,200	19,635
Cycling	C	20,639	4,985	15,654
Corridors	COR	35,763	0	35,763
Electricity/ Energy	E	26,513	500	26,013
Highways	H	95,440	68,800	26,640
Public Realm	P	60,520	4,886	55,635
Rail	R	20,000	220	19,780
Social Infrastructure	S	31,087	8,686	22,401
Smart City schemes	SC	6,900	0	6,900
Trams	T	199,431	117,952	81,479
		519,128	209,229	309,900

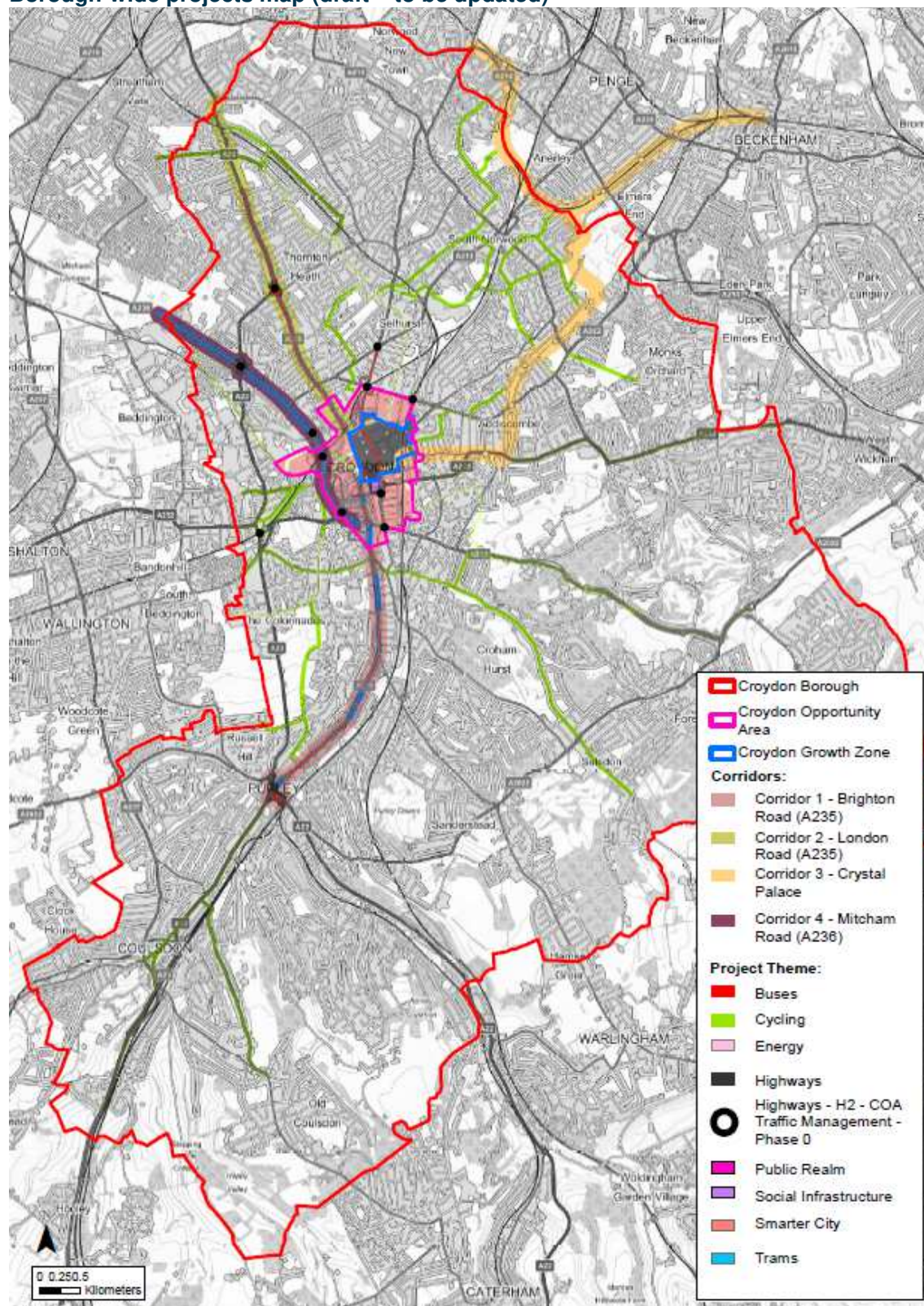
Funding

Funding sources identified include Section 106 developer contributions, Community Infrastructure Levy, London Borough of Croydon (LIP/ Capital Programme), Transport for London, Greater London Authority, National Health Service (Clinical Commissioning Group), Network Rail and other sources through sponsorship and partnership.

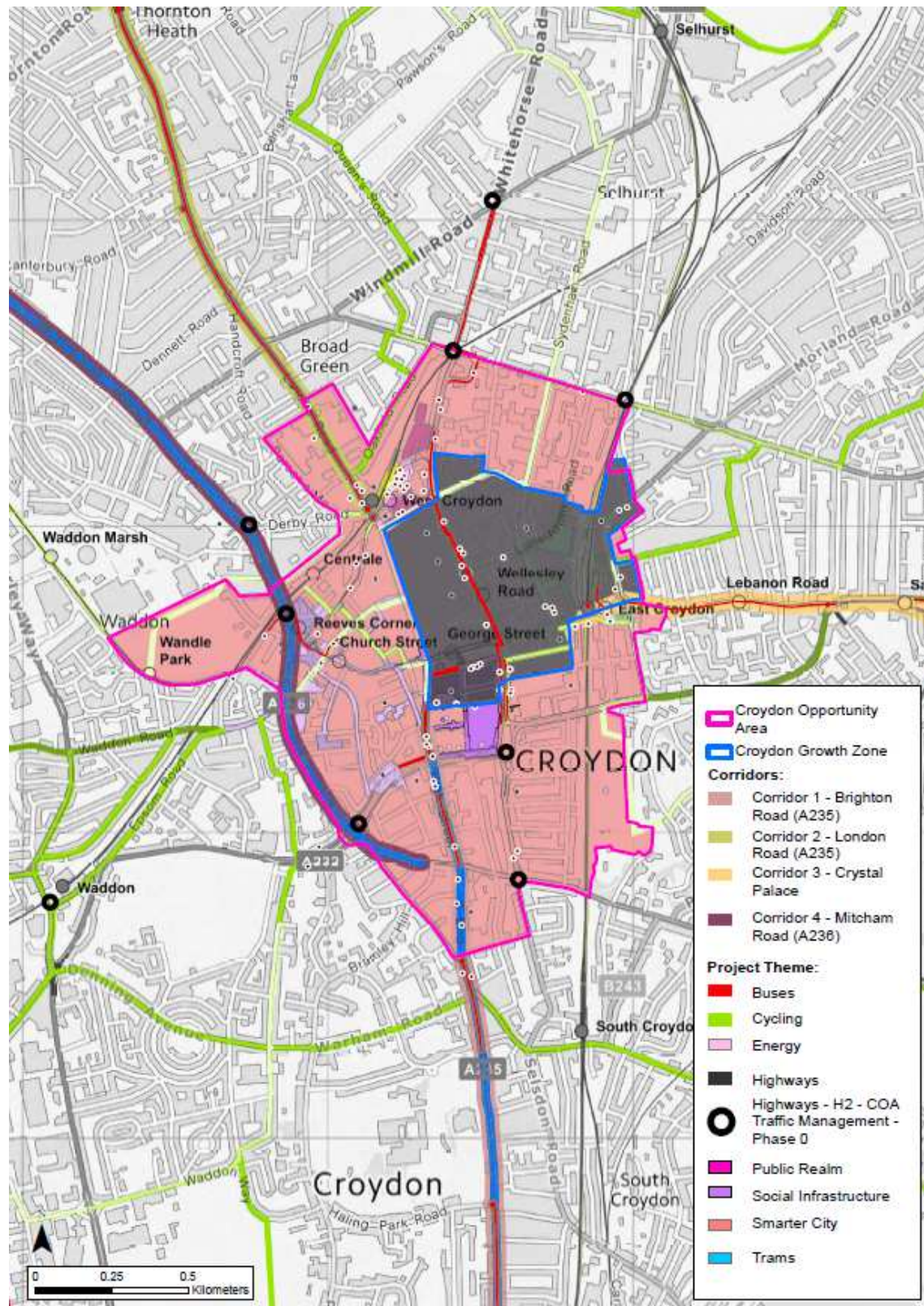
Programme

The programme of Growth Zone projects extends over a 16-year period from 2018 with a possible extension of 3 years. Much of the programme is aimed at delivery by 2022 to align with major developments planned for completion by this time. The funding sources and projects are subject to variation through the life of the programme to ensure alignment with other projects and development activity.

Borough-wide projects map (draft – to be updated)



COA-wide projects map

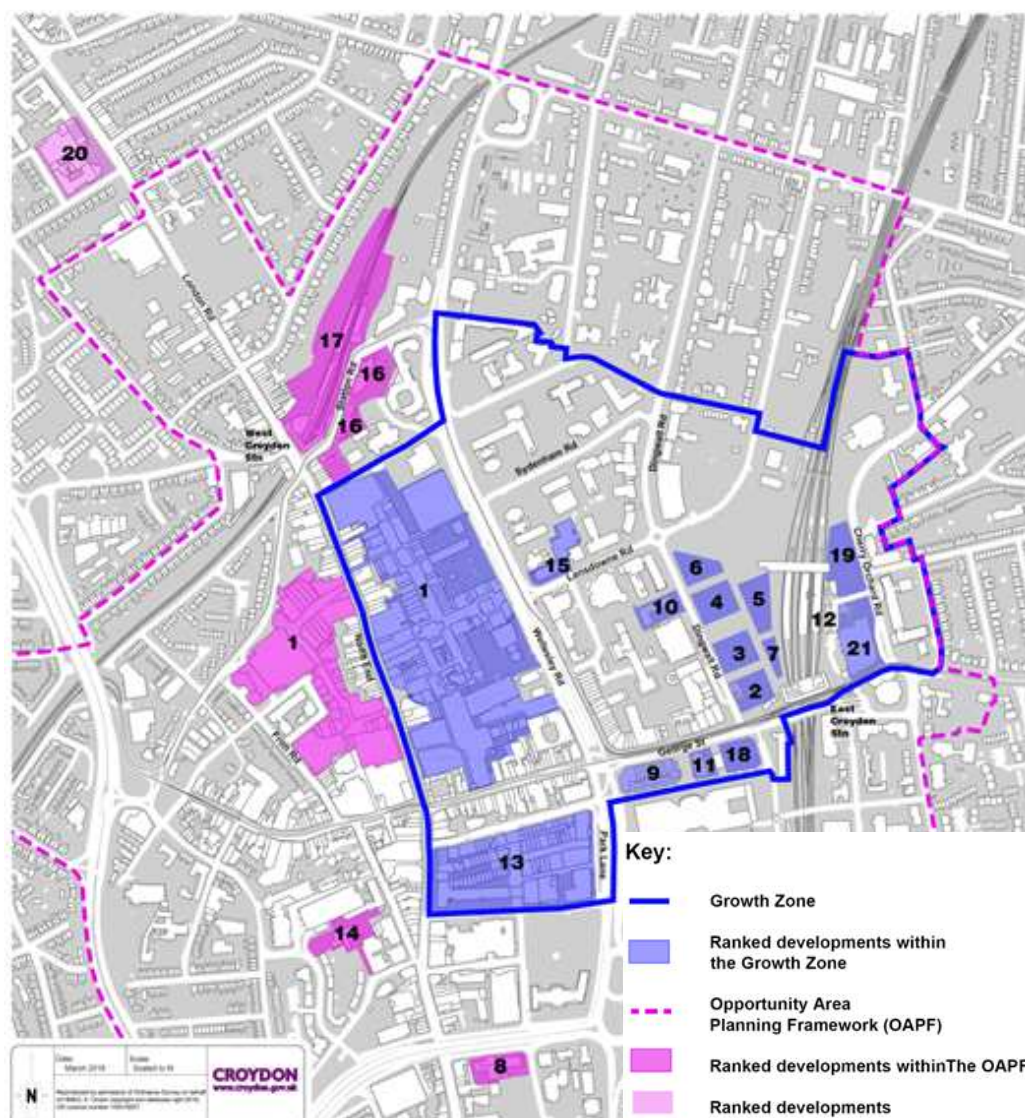


1 Delivery Plan and Programme

1.1 Introduction

- 1.1.1 Significant growth is being planned and delivered in Croydon with a focus on the metropolitan centre for major regeneration, housing and job creation. The Croydon Growth Zone (Growth Zone) was launched in 2014 (and approved at Cabinet in 2016) as a strategy for funding the infrastructure necessary to support these major developments, in turn accelerating the timescale for their delivery. The extents of the Growth Zone with respect to the Croydon Opportunity Planning Framework boundary is shown in Figure 1.

Figure 1: Geographical extent of the Growth Zone



- 1.1.2 The Growth Zone Fund is a Tax Increment Financing model agreed between Croydon Council, the Greater London Authority and the Treasury to provide essential infrastructure funding. It utilises business rates growth to offset and finance borrowing of £309m. It is anticipated that the Growth Zone framework will be in place until 2034, when the necessary infrastructure projects will have been fully implemented using funding drawn down from the loan financed by the business rate uplift in addition to funding from various other sources.

- 1.1.3 The Growth Zone Strategy consists of projects that will contribute to economic development and growth. This Delivery Plan and Programme sets out how the Growth Zone Fund will be deployed to deliver against the list of identified projects; it provides a review of the projects, an assessment of the business cases for each, and (where adopted into the Growth Zone programme) establishes a process for funding and implementation.

1.2 Objectives

- 1.2.1 The objectives of the Delivery Plan and Programme (DPP) are to:
- a. Review the proposed infrastructure schemes, including assessing each business case, the costs and benefits, and the funding requirements
 - b. Update and test the scheme business cases as required
 - c. Undertake new prioritisation against objectives agreed by Croydon Council, Greater London Authority (GLA), and Transport for London (TfL)
 - d. Set out the full delivery plan and programme
- 1.2.2 The DPP is intended to meet the strategic objectives of Croydon Council for the Growth Zone, the Council's wider policies and the Mayor's strategies.

1.3 Context

- 1.3.1 Croydon is planning for significant growth over the next 20 years. In the emerging Croydon Local Plan: Strategic Policies (2016) the need for a total of circa 33,000 new homes was identified for the period 2016-2036, of which at least 10,500 net additional homes will be provided within the Croydon Opportunity Area (COA). Subsequent reviews have suggested that the Borough will see more than 23,000 new jobs created and 9,500 new homes started over the next 5 years.
- 1.3.2 The Growth Zone framework has been developed from the Local Plan aspirations and the Opportunity Area allocation in the London Plan (2011), with the Opportunity Area Planning Framework (OAPF) adopted by the Borough as a Supplementary Planning Document in 2013. The OAPF identified a need for strategic infrastructure to support the Borough's growth ambitions:
- "Critical to building a new residential community of 17,000 people is the provision of social and community infrastructure."
- And in the context of transport specifically:
- "A strategy for sequencing the delivery of infrastructure improvements and securing new funding will need to be developed in order to manage the delivery of infrastructure in a timely manner."
- 1.3.3 The OAPF evidence base includes several reports and studies which have subsequently informed the development of infrastructure projects, including the OAPF Strategic Transport Study (2013), five central area Masterplans, Connected Croydon (2011) and the Transport Vision (2016).
- 1.3.4 The geographical scope for the Growth Zone programme is aligned with the Opportunity Area boundaries, with the area to include the urban core from West Croydon Station to the A232, from Old Town to East Croydon Station.
- 1.3.5 In 2014 a Development Infrastructure Funding Study (DIFS) was undertaken to provide an assessment of OAPF infrastructure needs and develop a strategy for infrastructure funding to inform the future planning and funding decisions. The DIFS was evaluated against an agreed

level of growth in population, new homes and commercial development in the central area of Croydon (which has subsequently been refined and updated for this review). The initial DIFS identified 92 infrastructure projects, including utilities, social infrastructure, environment and transport schemes, at an overall cost of £1.014 billion and with a funding gap of £805 million. The study recommended further business case review and an assessment of potential funding sources, including planning obligations (S106), Community Infrastructure Levy (CIL), Revolving Infrastructure Funds and Business Rates Retention.

- 1.3.6 The Government identified Croydon as a Growth Zone in its 2014 Autumn Statement and subsequently confirmed the designation in the 2015 spring budget.
- 1.3.7 A DIFS prioritisation study in 2015 reviewed the project costs and established a priority programme of 39 projects, at a total cost of £492.3m with £59.8m committed and therefore a funding requirement of £432m. The Growth Zone package of infrastructure projects would be supported by new Council borrowing of £309m and additional funding would be sought from TfL, GLA and developers. The study suggested that 26 of the projects could be delivered by 2021 and all 39 by 2026, based on achieving a 2015 funding agreement with Treasury and making an immediate start in the 2016/17 financial year.
- 1.3.8 The Infrastructure Delivery Plan (IDP), sets out how the borough's infrastructure requirements will be delivered over the lifetime of the Local Plan. It is regularly updated and is a key element in the assessment of the Borough's Community Infrastructure Levy (CIL) and negotiations with developers, including S106 contributions. The IDP has been cross referred to the analysis within the original DIFS, the subsequent prioritisation report and our own review of needs and potential schemes. In the 2016 Infrastructure Schedule a total of £1,237m scheme costs were identified against funding available of £546m. By May 2017 a total of circa £6.5 million of CIL funding was agreed to support necessary infrastructure identified in the Croydon IDP and the Capital Programme.

1.4 Drivers for Change

- 1.4.1 A new London Plan is expected by 2019 and it is anticipated to confirm the Borough's growth strategy and ambitions for the COA.
- 1.4.2 An additional factor to be considered in the assessment of the context in which the Growth Zone projects will be delivered is the election of a new London Mayor in 2016 and the emerging policy direction on housing and employment, and specifically on infrastructure and transport. The new draft Mayor's Transport Strategy (2017) identifies several potential transport projects in central Croydon, including significant rail and tram improvements, plus a new emphasis on 'healthy streets' that accords with the Borough's ambitions for an enhanced public realm and better strategic links.
- 1.4.3 The previous Mayor's Vision for Cycling sort to 'normalise' cycling across London, making it something anyone feels comfortable doing. This objective continues in the draft MTS which sets an ambitious 80 percent mode share target for public transport, cycling and walking by 2041.
- 1.4.4 The objective of building a 'smarter city' also comes through all current London wide policy development, from economic, planning and transport strategies, through environment, energy and digital initiatives. The Smart London Plan (2013) and its 2016 update, The Future of Smart, set out the Smart City framework and key areas of development, which are now being brought forward in Borough plans.
- 1.4.5 To ensure the Growth Zone aligns closely with the MTS, slight changes were made to the list of prioritised projects. This included the addition of a Cycling Project (originally identified in the 2014 DIFS but not in the list of 39 prioritised projects) and four Corridor Projects. The Corridor Projects combined existing walking, cycling and bus scheme proposals along strategic routes that serve the Growth Zone with the intention that they would be combined in a holistic scheme in line with the outcomes of a 'healthy street'.

- 1.4.6 As part of the development of this plan we have sought to understand current development progress, both in the general delivery of schemes across the Borough and London, as well as the specific activities relating to new and existing sites within the Growth Zone area. This review included the most significant site, the redevelopment of the Whitgift and Centrale shopping centres by the Croydon Partnership (Hammerson and Westfield).
- 1.4.7 Other significant development schemes in central Croydon are summarised below, all of which have planning approval and in many cases are being built.

Figure 2: Development sites within central Croydon

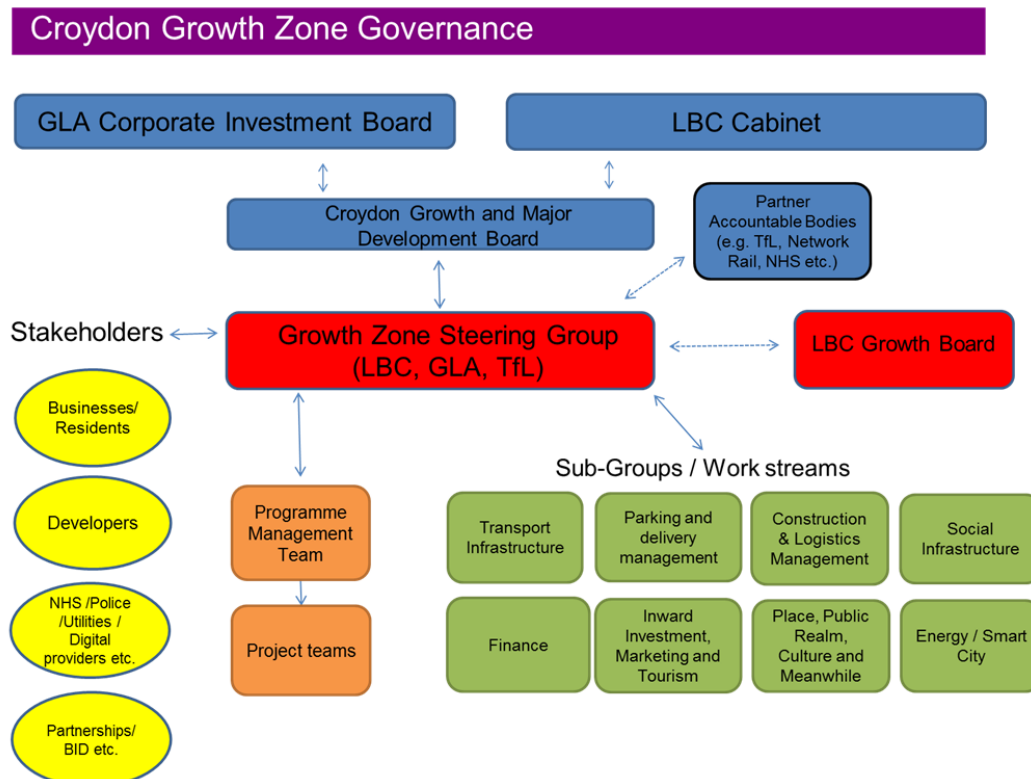


- 1 Edridge Road
- 2 Vertex
- 3 Green Dragon House
- 4 Taberner House
- 5 St George's House
- 6 College Green
- 7 College Road
- 8 101 George Street
- 9 The Quarters Croydon
- 10 Ruskin Square
- 11 Addiscombe Square
- 12 Morello Offices
- 13 Morello Tower
- 14 Cherry Orchard Road
- 15 Morello
- 16 Quest House
- 17 One Lansdowne Road
- 18 Canterbury House
- 19 Cygnet House
- 20 8 Bedford Park
- 21 5 Bedford Park
- 22 Hallam House
- 23 Island
- 24 Woburn & Bedford
- 25 Saffron Square
- 26 Delta Point
- 27 St Michael's Square
- 28 The Whitgift Centre
- 29 2 Dingwall Av, 9/11 Wellesley Rd & Meridian House
- 30 New South Quarter
- 32 447 Brighton Road
- 33 Mid Croydon Masterplan
- 34 Exchange Square
- 35 Impact House
- 36 Bernard W
- 37 George Street
- 38 Renaissance
- 39 Interchange
- 40 5 Sydenham Road
- 41 Carolyn House
- 42 Exchange Court
- 43 Addiscombe Grove
- 44 Leon House
- 45 Emerald House
- 46 Derby Road
- 47 Milton House
- 48 Sunley House
- 49 Cairo Place
- 51 Metro Point
- 52 Cambridge House
- 53 Surrey House
- 54 Canius House
- 55 Coombe Cross
- 56 Waddon House
- 57 102 George Street

1.5 Governance

- 1.5.1 The Growth Zone represents a fundamental change in the approach to identifying, funding and delivering major infrastructure in the Borough. Often infrastructure projects are brought forward with separate funding streams, timelines and project teams, where coordination can be difficult because there is not one unified vision of the desired outcome.
- 1.5.2 As such the coordination, management and governance of the individual projects and their funding is seen as critical to the overall success of the Growth Zone programme.
- 1.5.3 Early in the development of the Growth Zone funding package the need for clear lines of responsibility were identified. The Borough's project team reviewed the existing project governance arrangements and recognised that they need to be consistent, clear and responsive, to enable project and programme accountability. The core principles of identifying key responsibilities and ensuring accountability across both the programme management team and the individual projects will always be complex with a wide range of projects and stakeholders, but it was identified early on as an essential task.
- 1.5.4 The project officers in Croydon, GLA and TfL have considerable experience in local authority programme and project management, often working within existing and well established governance arrangements. It is important that project management reflects accepted standards, in particular the gateway approach to signoff and achieving delivery outcomes, as well as existing governance arrangements for Borough, GLA and TfL projects.
- 1.5.5 The diagram below sets out the key governance boards, steering groups, stakeholders, reporting lines and key relationships:

Figure 3: Croydon Growth Zone governance chart



2 Projects and Status

2.1 Baseline Projects

- 2.1.1 The baseline for the DPP is the shortlist of 39 prioritised projects identified in the DIFS. In this section, the status of these projects is reviewed and updated, with a justification given for any new projects that have emerged since the DIFS.
- 2.1.2 To aid the review after the initial sift and to group projects by theme, new numbers have been allocated using prefixes as follows:

Table 1: Project Codes

Prefix	Projects
B	Buses
C	Cycling
COR	Corridors
E	Energy
H	Highways
P	Public Realm
R	Rail
S	Social Infrastructure
SC	Smart City
T	Trams

2.2 Projects

Project and Scheme Details

- 2.2.1 The details of each project are set out in a separate Technical Appendices report, which provides the proforma for each project. The proforma gives a:
- Full description of the project
 - Development stage with respect to the level of design undertaken and the status of the business case
 - Cost including the source and any assumptions made
 - Funding sources and amounts
 - Benefits in terms of Economic, Social, Health & Wellbeing, Environmental factors
 - Outline implementation programme, and
 - Risk.

- 2.2.2 Some projects comprise several component parts or schemes and it has been necessary to define these within the proforma to inform on costs and timescales for design and implementation. An overview of the projects is provided below.

Buses

- 2.2.3 These highway-based schemes are designed to improve the punctuality, reliability and service levels on bus routes that serve the Growth Zone. The projects include measures to isolate buses from congestion and delay; supporting infrastructure to ensure bus stops have sufficient capacity and the necessary levels of passenger accessibility; new bus stands with improved driver welfare facilities; and potentially enhanced bus stations offering improved interchange

with other bus, tram and rail services. The schemes also include provision for enhanced bus service frequencies which would require a revenue funding stream.

Cycling

- 2.2.4 These cycling measures seek to create a network of safe and attractive cycle routes across the Borough that connect the Growth Zone with adjacent residential areas. The proposals upgrade the existing London Cycle Network routes and introduce new routes and local links to make the town centre more permeable and easily accessed by cycle.

Corridors

- 2.2.5 In line with the Mayor of London's Healthy Streets policies the Council has identified three corridors within the Borough where walking, cycling and public transport will be encouraged by creating safer and more attractive environments for these modes of transport. The Corridors identified include London Road, Brighton Road, Mitcham Road and the route identified by the proposed Crystal Palace Tram Extension.

Energy

- 2.2.6 Energy projects include a requirement for a District Energy Centre to provide heat and potentially electricity to buildings in the Mid Croydon area, with a possible extension to new developments around East Croydon station.

Highways

- 2.2.7 These projects seek to address significant constraints within the highway network that supports travel to and from the Growth Zone. These projects focus on major junctions on the strategic road network where additional capacity is required to support the tram, bus, cycle and walking networks while still ensuring the efficient movement of goods and services by vehicle. The Highway theme includes two operational projects, one addresses the supply and accessibility of town centre car parking while the other focuses on improving traffic management on the local and wider road networks.

Public Realm

- 2.2.8 The focus of the public realm projects is improving the environment for pedestrians within the COA by removing barriers to movements and creating attractive spaces that encourage walking and the use of public spaces. The importance of the public realm enhancements is in their role in the integration of facilities, amenities and transport nodes.

Rail

- 2.2.9 Longer term infrastructure improvements are planned for West Croydon and East Croydon stations. The projects include redeveloping the station buildings and track works to increase the number of platforms so providing additional capacity to accommodate greater demand for rail travel to and from Croydon.

Social Infrastructure

- 2.2.10 This group of infrastructure projects are required to support the current and future social needs of residents within and close to the GZ. Investment in social infrastructure is recognised as key to ensuring a viable, sustainable community in the long term. Requirements arising for social infrastructure in the COA include Education (Schools Provision), Health (Primary Health Care), Employment (Croydon Works - Job Brokerage) and Community Facilities (Community Spaces, Play Spaces, Clocktower Complex upgrade).

Smart City Infrastructure

- 2.2.11 This group of projects are designed to support new technologies that:
- Deliver efficiency by reducing costs of infrastructure and service provision
 - Improve quality of life and wellbeing
 - Support growth through job creation and attracting investment

- Enable environmental sustainability (air quality, energy use)
- Create a safe city with reduced crime and quicker emergency responses.

Trams

- 2.2.12 New track, vehicle stabling and power projects to support an increase to the frequency of services across the tram network but also ensure that the network is more resilient with service performance less impacted by delays and cancellations.

Wider Benefits

- 2.2.13 Many of the projects focus on improving the performance or capacity of a transport mode or social infrastructure provision but there are projects within the list that have wider and sometimes less well defined benefits. The public realm and smarter city projects, for example, seek to improve connections between transport services and the buildings within a city that provide offices, shops, restaurants/ cafes, schools/ colleges, leisure facilities and homes. Good levels of mobility in attractive environments is essential if a city centre is to thrive because economic growth and the increased movement it generates could progressively worsen conditions along streets and in public spaces.
- 2.2.14 While these public realm and smart city projects have less well defined benefits their importance to enabling and maintaining sustainable growth within the Growth Zone is critical. The further development of the Business Cases for these projects will therefore need to ensure their benefits are fully recognised when compared against more formal Benefit to Cost Ratio assessments.

2.3 Financial Summary

Costs

- 2.3.1 The project cost was initially established using values reported in previously reported cost plans and scheme estimates. These were reviewed against the latest scheme descriptions and adjusted accordingly. The level of costing detail reviewed varied widely between projects ranging from feasibility cost plans that include preliminary, contingency and inflation uplifts to basic budget estimates that were based on the cost of similar types of infrastructure.
- 2.3.2 As projects develop, it is expected these cost plans will be refined to reflect the new level of design detail and that these will be tracked against the Growth Zone cost estimate for each project. A process of cost control, funding reviews, tracking and value engineering will be required to ensure schemes can be delivered within the Growth Zone funding allocation for each project.

Funding Sources

- 2.3.3 Mainstream funding sources will provide a large proportion of the funding required. This includes:
- Developer contributions: There are various methods by which developer contributions could be collected with the main ones being Section 106 and Community Infrastructure Levy (CIL). S278 agreements may also be used to mitigate some types of transport impacts.
 - Public sector: Government funding via Transport for London; the GLA; Croydon Council (Local Implementation Plan and Capital Programme); the NHS; Department for Education and Network Rail

Table 2: Growth Zone Category – Cost Summary

Project Group		Total	Cost (£,000)	
			Funding Sources Identified	Required GZ Funding
Buses	B	22,835	3,200	19,635
Cycling	C	20,639	4,985	15,654
Corridors	COR	35,763	0	35,763
Electricity/ Energy	E	26,513	500	26,013
Highways	H	95,440	68,800	26,640
Public Realm	P	60,520	4,886	55,635
Rail	R	20,000	220	19,780
Social Infrastructure	S	31,087	8,686	22,401
Smart City	SC	6,900	0	6,900
Trams	T	199,431	117,952	81,479
		519,128	209,229	309,900

Revenue Funding

2.3.4 While Growth Zone funding is intended for capital expenditure, a number of schemes will also incur a need for revenue funding. These revenue costs arise from:

- Schemes with an ongoing maintenance requirement, for example new sections of tram track and public realm schemes;
- Schemes with a staffing requirement, for example primary health care and job brokerage;
- Schemes with operating costs that exceed revenue, for example bus service improvements.

2.3.5 Appropriate budgets should be identified to provide the revenue funding on an ongoing basis before capital expenditure is committed.

Revenue Capture

2.3.6 The Growth Zone capital funding model is primarily based on business rate retention, within the well-established approach of adopting Opportunity Areas/Enterprise Zone status and developing alternative models of tax increment financing (TIF). As noted above the capital costs of Growth Zone projects will be funded through borrowing against future business rate growth (which has been modelled in considerable detail to give confidence in future returns), plus capital funding drawn from traditional public and private sector sources.

2.3.7 Several schemes will generate revenue from users but only as part of a closed system where there is no surplus generated that can be used for other schemes. Examples of these are the bus service improvements and tram service enhancement schemes that are intended to cater for the growth in demand. Under the current bus and tram financing models, the revenue generated by this additional demand is offset against the revenue costs of operation, but does not fully cover these costs. Hence, there is no net funding available for wider use.

2.4 Master List of Projects

- 2.4.1 The table below sets out the list of agreed projects; the current scheme cost; the total of funding sources identified as part of this project; and what the required Growth Zone funding should be.
- 2.4.2 Within the list of project are a number that can be considered as 'operational' rather than directly concerned with the delivery of specific infrastructure. These 'enabling' projects are necessary to create the circumstances in which growth can take place and in which other growth-creating schemes can be delivered, but they do not, of themselves, directly instigate growth. Without these schemes, however, the growth agenda could not be delivered.
- 2.4.3 The smart city projects are good examples of operational schemes: SC1, Superfast Broadband and SC4, Smart City Programme aim to provide telecommunications and technology systems that enable businesses to operate dynamically, flexibly and efficiently. Other instances include scheme H11, Construction Logistics – interventions to mitigate the negative impacts of construction vehicle movements within the COA; and S8, Croydon Works – job brokerage to match local residents with new employment vacancies.

Table 3: Agreed list of Growth Zone projects

Ref	DIF Ref	Project	Update (£,000)		
			Scheme Cost	Funding Sources Identified	Required GZ Funding
B1	11	Bus Route Upgrades (Infrastructure)	10,000	0	10,000
B2	17	Bus Priority Measures	12,835	3,200	9,635
C1	NEW	Cycling	20,639	4,985	15,654
E2	7	Other Energy	26,513	500	26,013
H1	2	Wellesley Road Crossings	1,500	0	1,500
H7	13	A232 Chepstow Road j/w Addiscombe Road	4,200	0	4,200
H8	NEW	A23 Fiveways	82,800	68,800	14,000
H10	33	Delivery & Service Management	TBC	0	0
P1	34	Old Town Public Realm (Phase 1 & Phase 2)	19,761	2,486	17,275
P2	24,27	Mid Croydon Public Realm (Phase 1 & Phase 2)	25,861	1,300	24,561
P3	3	East Croydon Public Realm (Phase 1 remaining & Phase 2)	9,366	300	9,066
P4	20	East Croydon Public Realm (Future Phases)	TBC	0	0
P5	8,21	West Croydon Public Realm (Phase 1 remaining & Phase 2)	3,932	0	3,932
P6	32	West Croydon Public Realm (Future Phases)	TBC	0	0
P7	NEW	'Meanwhile' Public Realm Projects	1,600	800	800
R1	NEW	East Croydon Station Rebuild	TBC	0	0
R2	9	West Croydon Station Rebuild	20,000	220	19,780
R3	NEW	Brighton Mainline Upgrade	375,000 to 1,975,000	0	0
S1	12	Primary Health Care	13,800	7,800	6,000
S3	28	Community Space	2,972	0	2,972
S6	37	Play space	5,768	886	4,882
S8	39	Croydon Works - Job Brokerage	547	0	547
S9	NEW	School Places Provision	5,000	0	5,000

2.4.4 Appendix B provides a copy of the full tracker which shows how costs and funding has changed since the URS DIFS.

2.4.5 Funding sources identified as part of this study include:

- **Section 106** (£7,992,000): Predominantly identified against Public Realm schemes (£4,086,000) but also the proposed improvement to West Croydon Station (£220,000); bring back into use of a tram platform at East Croydon (£1,000,000); Primary Health Care (£1,800,000); and Play Spaces (£886,000).
- **Community Infrastructure Levy** (£ nil): While this is a likely source of funding there is no current allocation of CIL funding towards the Growth Zone programme.
- **London Borough of Croydon** (£10,485,000): A combination of Local Implementation Funding from TfL to support the objectives of the Mayors Transport Strategy and the Councils Capital Programme. Cycling (£4,985,000), District Energy (£500,000)

- **Transport for London** (£178,952,000): The largest funding contribution to support Bus Priority (£3,200,000); the A23 Fiveways scheme (£63,800,000); and delivery Key Output 2 of the Trams for Growth Strategy (£141,952,000). Approximately 35 percent of the total is referenced in the TfL Business Plan.
- **Greater London Authority** (£5,000,000): GLA support for the Dingwall Road Loop scheme to improve tram services in the COA.
- **National Health Service** (£6,000,000): Funding as part of the NHS Clinical Commissioning Group to support Primary Health Care in Croydon.
- **UKPN** (£ nil): The infrastructure required to delivery additional substation and the local power network to support the Growth Zone is uncosted but the scheme will be delivered by UKPN.
- **Network Rail** (£ nil): Delivery of the proposed expansion to East Croydon station as part of the Brighton Mainline upgrade and West Croydon station. The scheme is uncosted but funding will come from the Government via Network Rail funding.
- **Other** (£800,000): Sponsorship and Partnership funding to support the Public Realm 'Meanwhile' schemes.

2.4.6 The current value of this funding is £209,229,000 which represents just over 40 percent of the total required to deliver the programme. The status of this funding will need to be updated regularly to ensure it continues provide sufficient support for implementation.

2.5 Project Status

2.5.1 The projects in the master list can be categorised according to their current status, as follows:

- Projects implemented or removed from programme or transferred
- Projects developed and awaiting implementation
- Projects to be developed further
- New projects to be considered

2.5.2 Details of the projects in each category are provided in the following sections.

Projects implemented/ removed from programme or transferred

2.5.3 Since the 2014 DIFS and 2015 prioritisation review a number of projects in the 39 schemes list have been delivered and/or removed. The table below sets out the projects in this category:

Table 4: Projects implemented/ removed from programme or transferred

DIFS ID	DPP ID	Name	Description	Comment
6	E1	Electricity	Delivery of an additional substation and local network links.	Confirmed the UKPN would deliver and cover the cost of the infrastructure.
23	H4	A23 Corridor Improvement - Thornton Heath Gyratory	A23 junction improvement, intervention to mitigate the impacts of congestion on bus services, making cycling safer and reduce pedestrian crossing severance.	Part Funding in TfL Business Plan due to current scheme having unclear benefits. Scheme however incorporated into the London Road Corridor scheme (COR2) to develop a design more in line with the Health Streets initiative.
26	H5	A23 Corridor Improvement - Lombard Roundabout	A23 junction improvement, intervention to overcome congestion and severance to pedestrian and cycle movements.	Current scheme proposals have unclear objectives and potentially high costs. Scheme therefore incorporated into Mitcham Road Corridor Scheme (COR4) to develop a more inclusive design supporting walking and cycling.
19	H6	A23 Corridor Improvement - Mill Lane	Junction and highway improvement to increase road capacity which includes lane widening to enable 2 HGVs to queue alongside each other.	Not funded in TfL Business Plan as the scheme has unclear benefits and high cost.
18	H9	A23 Corridor Improvement - Purley Gyratory	Major A23 junction intervention to overcome congestion and severance to local pedestrian and cycle movements.	Scheme should seek to improve 'place' over highway capacity so existing proposals need to be revised to ensure they provide a good local provision for walking and cycling. Scheme incorporated into the Brighton Road Corridor scheme (COR1).
25	S2	Secondary schools	Additional secondary school places to meet demand arising from development within the COA (202 places).	Croydon has sufficient primary and secondary capacity for next 5 years through existing commitments and Local Plan allocations, and if required would be provided through DfE funded new free school build or extension of capacity of existing schools.
35	S4	Accident & Emergency Department	New Emergency Department to cater for the additional demand from new COA residents.	Scheme completed in 2016.
36	S5	Children's Development Centre	New Children's Development Centre - floor space required 600sqm.	Opened January 2017. The new centre in Mailing Close, Addiscombe brings together all SEND services in the Borough.

DIFS ID	DPP ID	Name	Description	Comment
38	S7	Urgent Care Strategy	Redevelopment of Croydon University Hospital Site with the provision of an Urgent Care Strategy.	Three new hubs across the Borough have been opened. A new Central Croydon GP Hub will be provided within the East Croydon Medical Centre, replacing the walk-in centre located on Edridge Road, in 2017.
14	T10	Reeves Corner westbound tram stop	New tram stop that would allow trams towards Wimbledon to call at Reeves Corner and permit clockwise interchange around town centre loop.	Scheme not essential to meet the objectives of the London Trams Key Output 3 which would allow 18tph to run between Morden and the town centre.
15	T11	Old Town Loop	Turn-back platform, siding or loop at Reeves Corner to enable trams to turn back from the west without using the town centre loop.	Scheme not essential to meet the objectives of the London Trams Key Output 3 which would allow 18tph to run between Morden and the town centre.

Projects developed and awaiting implementation

2.5.4 Projects included in the final list to support the Growth Zone have an implementation range from short to long term with the majority being delivered in the next 5 years. Some projects include both short (i.e. delivery starting in the next year) and medium term schemes suggesting that implementation could start now but with subsequent design work required to ensure future phases can follow on. The list includes those schemes previously identified in the DIFS prioritisation where implementation could be imminent if funding requirements were confirmed and agreed.

Table 5: Projects developed and awaiting implementation

DIFS ID	DPP ID	Name	Description	Comment
34	P1	Old Town Public Realm (Phase 1)	Public realm schemes identified as part of the Old Town masterplan.	LBC to confirm scheme components ready for delivery. Possible schemes could be those around the Minster, within Exchange Square, along Church Street and further improvements to Surrey Street.
24	P2	Mid Croydon Public Realm (Phase 1)	Public realm improvements identified as part of the Mid Croydon masterplan.	LBC to confirm scheme components ready for delivery. Scheme elements to be delivered could include the recently pedestrianised section of the High Street.
8	P5	West Croydon Public Realm (Phase 1)	Public realm improvements identified in the West Croydon masterplan. Public realm schemes that complete the phase 1 proposals include those around West Croydon Circus, along Station Road and around the new West Croydon bus station.	LBC to confirm scheme components ready for delivery.
39	S8	Croydon Works – Job Brokerage	Funding of staffing for job brokerage, set up and building costs. Scope, staffing and roles agreed.	

2.5.5 In addition to these previously identified projects, there are a number of new schemes which are sufficiently developed and where delivery could start early next year. These new projects are listed in section 2.5.10 with those awaiting implementation highlighted in the ‘Comment’ column of the table.

Projects to be developed further

- 2.5.6 All projects other than those that are complete or have been removed from the programme (Table 4) require work to develop the proposals for implementation. The following list includes those projects where additional funding is required to progress design and gain scheme approval for implementation.
- 2.5.7 To provide an indication of where the projects are in the design process a RIBA Stage estimation has been allocated to each project. In the table below RED reflects a Project where the Strategic Direction has been set (RIBA Stage 0) or the Preparation of Brief Stage has been completed (RIBA Stage 1). Projects highlighted in AMBER are those where some Concept Design and Option Testing has been completed (RIBA Stage 2) while those in GREEN are projects where some Developed Design & Consultation has taken place or is complete (RIBA Stage 3).
- 2.5.8 In summary:
- ORANGE – Setting the Brief (RIBA Stage 0 & 1)
 - GREY – Concept Design (RIBA Stage 2)
 - BLUE – Feasibility Design (RIBA Stage 3)
- 2.5.9 It should be noted that certain projects consist of many different schemes (e.g. C1 – Cycling or B2 – Bus Priority Measures) and that these schemes will be at different stages in the design process. For these types of project, the RAG assessment used is an average across all schemes with a weighting towards those likely to be delivered in the next 5 years.

Table 6: Projects to be developed further

DIFS ID	DPP ID	Name	Description	Comment
11	B1	Bus Route Upgrades (Infrastructure)	Bus infrastructure improvements within the COA to improve the performance of routes serving the town centre. Improvements could include new bus stands; enhanced/ new bus stations; bus stop accessibility/ capacity works; and better driver welfare facilities.	Specific schemes need to be identified and prioritised within a COA bus strategy followed by feasibility design and technical approvals.
17	B2	Bus Priority Measures	Area-wide traffic management measures to reduce the impacts of congestion and delay on bus routes serving the town centre. These measures (with B1) would seek to improve bus journey times and maintain good service reliability across the borough.	Specific schemes have been identified and prioritised in the Bus Priority Growth Study. Feasibility design and technical approvals now in the initial stages of being progressed.

DIFS ID	DPP ID	Name	Description	Comment
2	H1	Wellesley Road Crossings	New at-grade pedestrian crossing at the signal controlled junction with Lansdowne Road. The scheme potentially closes the existing pedestrian subway but will create a more direct and attractive route between East Croydon station and the redeveloped Whitgift Centre.	The scheme will be delivered as part of the redevelopment of the Whitgift Centre and/ or town centre tram improvements. This also includes provision for public realm improvements in the vicinity of the junction.
10	H2	COA Traffic Management	Variable Message Signs to direct general traffic to nearest available car parks and provide traffic updates that help reduce congestion and poor air quality on the approach to and within the COA.	Feasibility study setting out the justification for these signs including on-going operational costs is required.
5	H3	Car Park Rationalisation & Improvement	Scheme to manage & mitigate the major changes to COA car parking caused by extensive developments and ensure the provision is balanced and accessible with infrastructure that functions well and helps support and promote the COA's retail competitiveness	A COA car parking strategy has been produced but from this is required a delivery plan to identify schemes for development.
13	H7	A232- Chepstow Road j/w Addiscombe Road	Junction improvements to mitigate the impacts of increased tram frequencies on bus journey time. The scheme is likely to include increased levels of bus priority along Addiscombe Road and include a better provision for cyclists.	TfL to progress with scheme design in co-ordination with the LBC.
33	H10	Delivery & Service Management	Scheme to reduce the impact of delivery and servicing trips in the COA through the adoption of an area wide Delivery and Servicing Plan. In the longer term a freight consolidation centre could be delivered to serve retailers and homes within the town centre.	To be delivered by the private sector.
34	P1	Old Town Public Realm (Phase 2)	Public realm schemes identified as part of the Old Town masterplan. These schemes compliment the Councils emerging Liveable Neighbourhood proposals for the Old Town area including reducing the community severance created by Roman Way.	LBC to confirm Phase 2 scheme components for development up to and including RIBA Stage 4.
27	P2	Mid Croydon Public Realm (Phase 2)	Public realm improvements identified within the Mid Croydon area masterplan and delivered in line with new development proposals.	LBC to confirm Phase 2 scheme components for development up to and including RIBA Stage 4.

DIFS ID	DPP ID	Name	Description	Comment
3	P3	East Croydon Public Realm (Phase 1 remaining and Phase 2)	Public realm schemes that complete the phase 1 proposals along George Street and within East Croydon Square around the NLA tower. Phase 2 would extend the public realm improvements to the east and west of the station along Cherry Orchard Road and Dingwall Road. As part of this the connection through the Menta development between the new station footbridge and Cherry Orchard Road would be created.	LBC to confirm Phase 2 scheme components for development up to and including RIBA Stage 4.
20	P4	East Croydon Public Realm (Future Phases)	Public realm improvements associated with comprehensive redevelopment of East Croydon Station (R1) and BML upgrade. The improvements will uplift to the quality of the public highway in line with the importance of the new station along Dingwall Road, Lansdowne Road, George Street, Addiscombe Road, Cherry Orchard Road and Billinton Hill.	Longer term scheme outside GZ funding period.
21	P5	West Croydon Public Realm (Phase 2)	Public realm improvements identified in the West Croydon masterplan. Phase 2 extends improvements to the public realm into St. Michaels Square/ Church Square, Whitgift Passage and the western end of Poplar Walk.	LBC to confirm Phase 2 scheme components for development up to and including RIBA Stage 4.
32	P6	West Croydon Public Realm (Future Phases)	Public realm improvements associated with a rebuild of the Station and an upgrade of the public realm to reflect the status of the new station and the increased footfall it creates in surround street.	Longer term scheme outside Growth Zone funding period.
9	R2	West Croydon Station Rebuild	Station rebuild including possible air rights development. Station to include enlarged concourse with improve accessibility and platform capacity. Station will include a new cycle hub.	LBC/ TfL are tendering the RIBA Stage 2 and 3 design stages.
12	S1	Primary Health Care	New health centre/ doctors surgery provision to cater for growth in the COA area; estimated requirement of 1,375sqm for 11 GP's, plus pharmacy and dentists if possible.	Locations for this provision are under review.
28	S3	Community Space	New community space to cater for growth with an estimated gross demand of 1,176sqm to 2031.	Detailed requirements being developed with LBC Community Team.
37	S6	Play space	New play spaces and play equipment to support growth in the central area. Parts now developed into the Park Hill Masterplanning project.	Infrastructure and delivery strategy required.

DIFS ID	DPP ID	Name	Description	Comment
1	T3	Dingwall Road Loop/ Turnback	A new tram turn-back facility between East Croydon and Wellesley Road via Dingwall Road and Lansdowne Road. Allowing trams to avoid the town centre loop provides an opportunity through timetabling changes to increase the frequency of tram services on the eastern branch lines.	Transport & Works Act Order (TWAO) anticipated to be submitted 2018/19.
16	T4	New Addington 12tph	The purchase of new trams would allow 12tph to operate between New Addington and the town centre helping to relieve peak hour crowding. The current frequency is 8 tph. Two additional trams are required to replace the tram lost in the Sandilands derailment.	TfL funded. Awaiting the TfL Tram Procurement Strategy.
4	T5	George Street Tram Stop	Relocation and capacity enhancement of the George Street tram stop to accommodate forecast increase in demand for tram services at this location.	Design up to and including RIBA Stage 4 to be progressed by TfL.
31	T6	Croydon to Morden Road (18tph) – Wandle Flyover Double Tracking	Works required to achieve the Trams for Growth Key Output 3 (18tph to the west of Croydon town centre). This scheme relates to the double tracking of the single-track flyover required between Wandle Park and Reeves Corner.	Funding to be agreed before design can start.
31	T7	Croydon to Morden Road (18tph) – Phipps Bridge Double Tracking	Works required to achieve the Trams for Growth Key Output 3 (18tph between Morden Road and Croydon town centre). This scheme relates to the double tracking of the single track required between Phipps Bridge and Morden Road.	Funding to be agreed before design can start.
22	T9	Stabling & Power Upgrades (Part 1 – Eastern Satellite Depot)	Works required to achieve the Trams for Growth Key Output 3 (18tph between Morden Road and Croydon town centre). This scheme relates to the additional tram stabling and power upgrades required to the east of Croydon town centre and general power upgrades across the network.	Funding to be agreed before design can start.
29	T12	Stabling & Power Upgrades (Part 2 – Therapia Lane)	Additional stabling for approx. 17 trams required to accommodate an expansion of tram services beyond Key Output 3.	Funding to be agreed before design can start.
30	T13	Beckenham Branch Capacity Enhancement	Removal of single track operation and signalling works to increase the capacity of the tramlink network to the east. These track capacity enhancements could be used to uplifting services across the network or adding 6tph to Beckenham Junction. Scheme includes the purchase of up to 9 additional trams.	Funding to be agreed before design can start.

New projects to be considered

- 2.5.10 The following describes the projects added to the prioritised list of DIF schemes with a justification for their inclusion given. Many projects had already been identified as part of the original DIF study* but brought back into the programme for the reasons given below.
- 2.5.11 As with Table 6, a RAG assessment is used to highlight the current level of development for each project.
- RED – Setting the Brief (RIBA Stage 0 & 1)
 - AMBER – Concept Design (RIBA Stage 2)
 - GREEN – Feasibility Design (RIBA Stage 3)

Table 7: New projects to be considered

DIFS ID	DPP ID	Name	Description & Justification	Comment
NEW	C1*	Cycling	Schemes across the borough seeking to encourage greater levels of walking and cycling to town centre destinations. Schemes seek to make journeys feel safer and more attractive leading to higher levels of active travel with resulting public health benefits but to increase the travel options for those living, working and accessing retail/ education and leisure facilities within the COA.	Implementation of the 2017/18 programme is progressing with a defined phased programme of implementation up to 2022. Status: Developed and awaiting implementation for those schemes programmed for next year. Subsequent phases need design and feasibility work undertaken.
NEW	H8*	A23 - Fiveways	Major junction modification (requiring new bridge structures) to relieve existing and forecast congestion levels, improve road safety, reduce severance for pedestrians and cyclists and address local environmental and air quality problems.	TfL progressing with scheme development following the public consultation process. Status: Projects to be developed further.
NEW	H11	Construction Logistics	Construction logistic interventions to mitigate the negative impacts of construction vehicle movements within the COA. Measures could include; the use of consolidation centres for materials; combined holding areas; timed delivery schedules; permitted routes; and a minimum standard set for vehicles under the Freight Operator Recognition Scheme (FORS).	The scheme has an element of revenue funding to plan and develop measures that reduce the impact of construction vehicles on the safe operation of the highway. Given the forecast level of development in the next 2-3 years funding is required immediately Status: Developed and awaiting implementation.

DIFS ID	DPP ID	Name	Description & Justification	Comment
NEW	P7	Meanwhile Public Realm Projects	Meanwhile and cultural projects to provide an immediate uplift to the attractiveness of Croydon's public spaces through cultural programmes/ events, public art, pop up events, lighting installations and public realm interventions.	Schemes programmed for implementation this year and and next. Status: Developed and awaiting implementation.
NEW	R1	East Croydon Station Rebuild	Station rebuild including possible air rights development. Initial proposals extend the station platforms further north, increasing the number from 6 to 8 platforms. The station building will include a greatly expanded concourse and new entrances onto Cherry Orchard Road.	Longer term scheme outside GZ funding period. Status: Projects to be developed further
NEW	R3	Brighton Mainline Upgrade	Long-term Network Rail investment plan to increase capacity and reliability on the Brighton Mainline. These improvements, planned between 2019-2024 (CP6) include East Croydon station remodelling, Windmill Bridge junction area grade separation, Gatwick Airport fast line capability, Haywards Heath London-end turn back enhancement.	Longer term scheme outside GZ funding period. Status: Projects to be developed further
NEW	S9	School Places Provision	Accommodation and support for new pupils, including SEND post 16 learning and training centre.	SEND provision to be located at Croydon College while locations for other school place provisions are still to be agreed. Status: Projects to be developed further
NEW	S10	Clocktower Complex	Repurpose Central Library to meet new demands, including education, training, business start-up, community uses.	Status: Projects to be developed further
NEW	SC1*	Superfast Broadband	Telecommunication provision required to respond flexibly to a wide range of demands from residential users and businesses. This telecommunications infrastructure as including improvements to the availability of fast broadband, Wi-Fi Hotspots, data centres, street cabinets, and copper fibre and Ethernet connections.	Funding for enabling works to support the delivery of telecommunications infrastructure from service suppliers. Status: Developed and awaiting implementation.
NEW	SC2	Croydon i-Street	Along a key walking through the town centre between West Croydon and Fairfield Halls this scheme aims to upgrade pedestrian movement and wayfinding while simultaneously providing information about upcoming local events.	Infrastructure and delivery strategy required for this technology enabled wayfinding scheme. Competition winners announced July 2017. Status: Projects to be developed further

DIFS ID	DPP ID	Name	Description & Justification	Comment
NEW	SC3	CCTV Upgrade	Scheme to upgrade to a Digital CCTV system to ensure it has capability & capacity to support and manage the growth in urban places & traffic (foot & vehicular), from intensive development and its impacts on community safety, housing/ urban/ commercial/ retail security, and parking management/ enforcement. Infrastructure would include on-street cameras, transmission infrastructure and control room technology.	Scoping underway. Status: Projects to be developed further
NEW	SC4	Smart City Programme	Development of initiatives on Internet of Things, open data, smart mobility, air pollution. This is in the context of the development of the Smart city strategy, and wider opportunities for collaboration with GLA, Future Cities Catapult, Digital Catapult and other stakeholders.	Status: Projects to be developed further
NEW	T1	Elmers End Second Platform	Second platform and double tracking at Elmer's End station to allow more flexible and resilient timetabling by increasing the terminating capacity for trams on Lines 1 and 4.	Funded project (TfL) Status: Developed and awaiting implementation.
NEW	T2	East Croydon Additional Platform	Track works to remove the manual control at points that would allow trams in the westbound direction better access to the existing platform at the East Croydon stop.	Funded project (TfL) Status: Developed and awaiting implementation.
NEW	T8	Croydon to Morden (18tph). Additional Trams	New rolling stock required to achieve the Trams for Growth Key Output 3 i.e. 18tph between Morden Road and Croydon town centre. This scheme relates to the 10 additional trams required to enable the service uplift.	Awaiting TfL Tram procurement strategy Status: Projects to be developed further
NEW	COR1	Brighton Road Corridor (Town Centre to Purley)	Revised street design to make walking, cycling and bus use the dominant modes of travel in the short to medium terms with public transport journeys transferring to trams with a potential extension of Tramlink to Purley along the Brighton Road. The scheme will include H9. The scheme will align with the new MTS Healthy Streets policy which seeks to encourage active travel by achieving a sustainable mode share of 80% across London by 2041.	Status: Projects to be developed further

DIFS ID	DPP ID	Name	Description & Justification	Comment
NEW	COR2	London Road Corridor (Town Centre to Borough Boundary)	Revised street design to encourage greater levels of walking, cycling and bus travel along London Road. The scheme (to include H4) is likely to involve traffic management measures that reduce the number vehicle routes to and from London Road. The scheme will align with the new MTS Healthy Streets policy which seeks to encourage active travel by achieving a sustainable mode share of 80% across London by 2041.	Status: Projects to be developed further
NEW	COR3	Crystal Palace Corridor	Development of a sustainable transport corridor between the town centre and Crystal Palace with a focus on the extension of Tramlink using several possible route alignments. This scheme has a potential impact on T13.	Status: Projects to be developed further
NEW	COR4	Mitcham Road/ Roman Way Corridor – Old Town to Borough Boundary	Revised street design to encourage greater levels of walking, cycling and bus travel along the Mitcham Road. The scheme is likely to have a cycle focuses with improved crossing facilities for pedestrians and cyclist at the Lombard Roundabout. The scheme will align with the new MTS Healthy Streets policy which seeks to encourage active travel by achieving a sustainable mode share of 80% by 2041.	Potentially to support a Liveable Neighbourhood bid in 2018/19) Status: Projects to be developed further

3 Benefits and Justification

3.1 Business Case Reviews

- 3.1.1 Scheme business case development is ongoing at this stage; the degree of definition, design and costing of individual schemes reflects the work undertaken to date with some schemes close to having a completed outline business case while others are less well advanced. Sufficient information is available, however, for initial scheme analysis and prioritisation.
- 3.1.2 The approach to scheme appraisal and prioritisation has been to adapt the Department for Transport Early Assessment and Sifting Tool (EAST). This is a decision support tool that has been developed to quickly summarise and present evidence on options in a clear and consistent format. It provides decision makers with relevant, high level information to help them form an early view of how options perform and compare.
- 3.1.3 The EAST process involves assessing schemes using the 'five cases' model set out in HM Treasury's Green Book to demonstrate the extent to which schemes:
- Are supported by a robust case for change that fits with wider public policy objectives (*the strategic case*)
 - Optimise value for money (*the economic case*)
 - Can be viably procured (*the commercial case*)
 - Are fundable and affordable (*the financial case*)
 - Are deliverable and achievable (*the management case*).
- 3.1.4 The EAST model is primarily designed to assess transport schemes and it has therefore been modified to reflect the economic development agenda of the Croydon Growth Zone and, specifically, the need to generate business rates growth. The revised model is termed CAST, the Croydon Assessment and Sifting Tool.
- 3.1.5 The principles of assessment within CAST have been agreed by Croydon Council, GLA and TfL and the following sequential prioritisation has been used to assess schemes:
1. Impact on business rates in the Croydon Growth Zone
 2. Impact on economic growth in the Croydon Growth Zone
 3. Impact on wider economic growth
 4. Expected benefit cost ratio category.

3.2 Results of Prioritisation

- 3.2.1 The results of the assessment using the CAST model are shown in full in appendix B. In summary, it shows that the high investment rail based schemes, including the East Croydon and West Croydon station rebuilds and the Brighton Mainline Upgrade score highest; these are large scale projects where the anticipated economic benefits are significant.
- 3.2.2 Other projects that score well include the two Smart City projects: superfast broadband and the general Smart City programme. These are relatively low cost projects, at around £2.0 million each, that afford opportunities for businesses to operate more efficiently and effectively.

- 3.2.3 Several tram schemes have high scores, reflecting the contribution of investment in public transport capacity to economic growth. The two tram schemes with the highest scores are the Dingwall Road Loop and George Street tram stop improvements, both of which have direct impacts on the Croydon Growth Zone.
- 3.2.4 The focus on rates growth and economic growth means that many social infrastructure schemes do not have scores as high as the schemes described above. This is not to deny the merit of these projects, particularly in supporting community growth and cohesion over the long term, and they would score better with a different prioritisation hierarchy, but this reflects the primary objective of securing additional business rates to facilitate repayment of the loan.

3.3 Commentary

- 3.3.1 The Delivery Plan and Programme prioritisation has produced different results to the previous DIF study. In part this is due to the emergence of new schemes, for example East Croydon Station rebuild and the Smart Cities programme; the completion of others that were originally on the DIF list, for example the Urgent Care Strategy and the Children's Development Centre; and schemes that are now being taken forward by third parties and do not require Growth Zone funding, for example the Electricity Capacity Increase which is being progressed by UKPN.
- 3.3.2 In other cases, schemes would have a low impact on business rates and economic growth in the Growth Zone, for example the A23 Thornton Heath Ponds Gyratory project which largely benefits local pedestrian and cycle movements; the scheme is not currently deliverable, for example the A23 Mill Lane which requires third party land; or the rationale for the scheme has changed, for example a requirement for additional Secondary School Capacity was previously identified but current analysis suggests that Croydon has sufficient capacity for the next five years.

4 Draft Programme

4.1 Introduction

- 4.1.1 The programme of Growth Zone projects extends over a 16-year period from 2018 with a possible extension of 3 years. Much of the programme is aimed at delivery by 2022 to align with major developments planned for completion by this time. The funding sources and projects are subject to variation through the life of the programme to ensure alignment with other projects and development activity.
- 4.1.2 A draft programme has been developed based on promoters' understanding of project status, the tasks required to reach a point where construction or implementation could start, and the availability of resources. A high-level estimate of the likely construction period has then been made to understand how long it would take to deliver each project. This broad assessment of the design and construction periods is provided in the project proforma which have then been combined to form the draft Growth Zone project delivery programme.

4.2 Draft Programme

- 4.2.1 The draft programme is shown in Appendix C. This is necessarily indicative at this stage, pending detailed scheme development and, from that, identification of key project milestones. The programme is intended to be a living document that will be updated and refined; the indicative Excel based schedule will be replaced with an MS Project based Gantt chart in due course.
- 4.2.2 Key points to note:
- The programme focuses project delivery over the next 5 years assuming funding is available to complete the design and approvals i.e. up to the construction/ implementation stage.
 - Projects that have overlapping design and construction periods are either operational schemes (e.g. H11 – Construction Logistics) or projects made up of a number of separately phased schemes (e.g. the Public Realm, Cycling Route Infrastructure or Bus Priority Projects). For these types of project, it is reasonable to assume design and construction activities will overlap.
 - The extent of the design periods for each task reflects the amount of design and technical approvals still required before construction can start.
 - There are significant overlaps between projects of both the design and construction periods which increases the risk that resource availability could become a limiting factor on delivery of the programme.

4.3 GIS Model

- 4.3.1 To understand the geographical relationship between schemes, a web-based GIS model has been developed. This model allows a more detailed programme to be prepared that at a basic level identifies schemes where construction works overlap but also provides a planning tool to reduce the risk of redundant works. For example, the implementation of a public realm scheme which is subsequently effected by construction of tram or bus schemes or utility works associated with new development. This model can be accessed using the following link and login details.

<https://goo.gl/WsUXVz>

The user name is: Croydon_Map

Password: PBAMap1234

5 Next Steps

5.1 Roles & Responsibilities

- 5.1.1 Each project should be allocated to an organisation responsible for developing and implementing the project - this may change as the project moves from a development and approval stage to implementation. There are also Highway projects where both Croydon Council and TfL share a Network Management Duty (and therefore design responsibility) which will require both organisations working together to implement the project. This is likely to also be the case for some of the Smart City scheme where the Council will need to work with commercial organisations to deliver the infrastructure and systems required.
- 5.1.2 The table below sets out the organisation and department (where known) most likely to lead on scheme development up to technical approvals and tendering to implementation.

Table 8: Project leads

Ref	Project	Project Lead
B1	Bus Route Upgrades (Infrastructure)	LBC/ TfL
B2	Bus Priority Measures	LBC/ TfL
C1	Cycling	LBC
COR1	Brighton Road Corridor	LBC
COR2	London Road Corridor	LBC/ TfL
COR3	Crystal Palace Corridor	LBC
COR4	Mitcham Road/ Roman Way Corridor	LBC/ TfL
E2	Other Energy	LBC
H1	Wellesley Road Crossings	LBC
H2	COA Traffic Management	LBC
H3	Car Park Rationalisation & Improvement	LBC
H7	A232 Chepstow Road j/w Addiscombe Road	TfL
H8	A23 Fiveways	TfL
H10	Delivery & Service Management	LBC
H11	Construction Logistics	LBC
P1	Old Town Public Realm (Phase 1 & 2)	LBC
P2	Mid Croydon Public Realm (Phase 1 & 2)	LBC
P3	East Croydon Public Realm (Phase 1 & 2)	LBC
P4	East Croydon Public Realm (Future Phases)	LBC
P5	West Croydon Public Realm (Phase 1 & 2)	LBC
P6	West Croydon Public Realm (Future Phases)	LBC
P7	'Meanwhile' Public Realm Projects	LBC
R1	East Croydon Station Rebuild	Network Rail/ DfT Rail
R2	West Croydon Station Rebuild	Network Rail/ TfL
R3	Brighton Mainline Upgrade	Network Rail/ DfT Rail
S1	Primary Health Care	NHS
S3	Community Space	LBC
S6	Play space	LBC
S8	Croydon Works - Job Brokerage	LBC
S9	School Places Provision	DfE
S10	Clocktower Complex	LBC
SC1	Superfast Broadband	LBC

Ref	Project	Project Lead
SC2	Croydon i-street	LBC
SC3	CCTV Upgrade	LBC
SC4	Smart City Programme	LBC
T1	Elmers End Second Platform	TfL (London Rail)
T2	East Croydon Additional Platform	TfL (London Rail)
T3	Dingwall Road Loop (Key Output 1)	TfL (London Rail)
T4	New Addington 12tph (Key Output 2)	TfL (London Rail)
T5	George Street Tram Stop	TfL (London Rail)
T6	Wandle Flyover Double Tracking	TfL (London Rail)
T7	Phipps Bridge Double Tracking	TfL (London Rail)
T8	Croydon to Morden Road - Additional Trams	TfL (London Rail)
T9	Stabling & Power Upgrades Part 1 - Eastern Depot	TfL (London Rail)
T12	Stabling & Power Upgrades Part 2 - Therapia Lane	TfL (London Rail)
T13	Beckenham Branch Capacity Enhancement	TfL (London Rail)

- 5.1.3 A named individual from each organisation should also be identified, responsible for reporting updates to project status, risks and progress against the tasks required to take the scheme through design, technical approvals, tender and construction.

5.2 Project Definition

- 5.2.1 For many projects the scheme definition and objectives require further clarification to ensure they are fully aligned with Growth Zone objectives. In particular, the Corridor projects, (COR1 to COR4) which comprise a number of previously separately identified schemes, need to be developed into a more coherent and coordinated set of schemes that deliver the walking, cycling, public transport and healthy street elements effectively. Others projects include the Bus Route Upgrade, Delivery & Service Management, Clocktower Complex, Car Park Rationalisation & Improvement and the Smart City Programme.

5.3 Project Reporting

- 5.3.1 The RIBA Plan of Work Stages should be used across the programme to ensure a common assessment framework is used to measure progress of scheme development (see below). With each RIBA Stage defined by separate tasks, this will also help establish the more detailed programmes required as designs and approvals progress.

Table 9: RIBA Plan of Work Stage

RIBA Stage	Description	Business Case
0	Strategic Direction	
1	Preparation of Brief	
2	Concept Design and Option Testing	Outline Business Case Check Sheet
3	Development Design & Consultation	Outline Business Case
4	Technical Design & Approvals	Full Business Case
5	Construction	
6	Handover	
7	In Use	

- 5.3.2 Once this baselining of each project is complete and the RIBA tasks required to implement the scheme identified then a MS-Project Gantt chart should then be developed using the GIS model to ensure construction of schemes which geographically overlap is managed within the programme to avoid significant levels of redundant work.

5.4 Project Governance & Progress Reporting

- 5.4.1 The delivery of each project should be the responsibility of the named organisation listed above with scheme development, tendering and implementation managed by the organisations internal project management procedures but with oversight from Croydon Council. This oversight should be in the form of a regularly updated project programme that clearly set out key milestones defined by deliverables. The programme should include updates to the cost plan at key stages of the design, tendering and implementation phases to maintain robust cost controls throughout the project.

5.5 Cost & Funding Control

- 5.5.1 As projects develop and cost plans become more refined, a process of value engineering and scheme prioritisation will be a key requirement to overall costs are managed within the Growth Zone budgets. In parallel, funding sources will need regular review to ensure committed sources are retained and new opportunities for funding identified, tracked and secured. Levels of revenue funding to cover the cost of design and development should be agreed at the on-set of the project.

Appendix A Full Growth Zone Project Tracker

DIF Ref		Project	Summary Description & Status Update	Business Case (RIBA Stage)	DIF (£,000)		Update (£,000)		
					Scheme Cost	Suggested GZ Funding	Scheme Cost	Funding Sources Identified	Suggested GZ Funding
B1	11	Bus Route Upgrades	Bus infrastructure improvements within the COA to improve the performance of routes serving the town centre. Improvements could include; new bus stands; enhanced/ new bus stations; bus stop accessibility/ capacity works; better driver welfare facilities and bus services. Improvements to coach parking provision within the COA will also be included. Status: Awaiting a COA-wide bus strategy to define the full programme of bus service infrastructure improvements needed to increase bus frequencies and service reliability in support of the GZ.	Stage 1	26,000	14,120	10,000	0	10,000
B2	17	Bus Priority Measures	Area-wide traffic management measures to reduce the impacts of congestion and delay on bus routes serving the town centre. These measures (with B1) seek to improve bus journey times, maintain good service reliability and increase the capacity of the bus network across the borough to accommodate the forecast increase in demand for bus services. Status: Feasibility design and technical approvals now in the initial stages of being progressed by Croydon Council.	Stage 2 (CBA - Motts report)	1,900	1,900	12,835	3,200	9,635
C1	NEW	Cycle Route Infrastructure	Schemes across the borough seeking to encourage greater levels of walking and cycling to town centre destinations. These schemes would seek to make journeys feel safer and more attractive leading to higher levels of active travel with resulting public health benefits. Status: Phase 1 schemes being implemented by Croydon Council.	Stage 2	-	-	20,639	4,985	15,654
E1	6	Electricity	Delivery of an additional substation and local network links to support growth. Status: Scheme removed it was confirmed that the sub-station and supporting infrastructure would be delivered by UKPN.	Stage 1	6,854	6,854			
E2	7	Energy (Other)	District energy system providing heat and power to Council buildings with the option of an extended system connecting the new Taberner House, Nestle Building, Fairfield Halls and possibly beyond to new developments around East Croydon station. Other zero carbon schemes also to be considered. Status: Three year implementation period estimated for the phase 1 core scheme.	Stage 3 OBC Pending	4,000	3,500	26,513	500	26,013
H1	2	Wellesley Road Crossings	New at-grade pedestrian crossing at the signal controlled junction with Lansdowne Road including public realm improvements in the vicinity of the junction. The scheme potentially closes the existing pedestrian subway but will create a more direct and attractive route between East Croydon station and the redeveloped Whitgift Centre. Status: The scheme is anticipated to be delivered during the redevelopment of the Whitgift Centre and/ or as part of town centre tram improvements.	Stage 1	7,000	2,000	1,500	0	1,500
H4	23	A23 – Thornton Heath Ponds Gyratory	Junction improvements to mitigate the impacts of congestion on bus services, make cycling safer and reduce pedestrian crossing severance. Moved to COR2. Status: The scheme will form part of the London Road corridor scheme (COR2) being developed to create a streetscape that encourages walking, cycling and public transport trips to and from the town centre.	Stage 2	5,000	5,000	Not Applicable £6M included in Corridor 4 scheme		
H5	26	A23 – Lombard Roundabout	Junction improvements to mitigate the impacts of high speed traffic and make cycling and walking safer options. Moved to COR4. Status: The scheme will form part of the Mitcham Road corridor scheme (COR4) being developed to create a route that encourages walking, cycling and public transport trips to and from the town centre. The scheme will be linked to the Councils emerging Liveable Neighbourhood scheme for the Old Town area of Croydon.	Stage 2	10,000	10,000	Not Applicable £5M included in Corridor 4 scheme		
H6	19	A23 – Mill Lane	Preferred scheme identified but requires third party land. Unless required as part of the Fiveways improvement this is a low priority for the GZ due to its benefits to improving radial movements to and from the town centre. Status: Scheme removed from Growth Zone programme due to insufficient benefits.	Stage 2	6,776	6,776	-	-	-

DIF Ref	Project	Summary Description & Status Update	Business Case (RIBA Stage)	DIF (£,000)		Update (£,000)	
				Scheme Cost	Suggested GZ Funding	Scheme Cost	Funding Sources Identified
H7	13	A232 - Chepstow Road j/w Addiscombe Road Junction improvements aimed at mitigating the potential impacts of increased tram frequencies on bus journey times and service reliability. The scheme is likely to include increased levels of bus priority along Addiscombe Road and include a better provision for cyclists. Status: TfL to progress design work in collaboration with the Council to ensure a balance of strategic and local priorities is achieved.	Stage 2	7,510	7,510	4,200	0
H8	NEW	A23 - Fiveways Major junction modification (requiring new bridge structures) to relieve existing and forecast congestion levels, improve road safety, reduce severance for pedestrians and cyclists and address local environmental and air quality problems. Status: Following a public consultation TfL have selected Proposal 2 as the preferred option.	Stage 3	-	-	82,800	68,800
H9	18	A23 - Purley Gyratory Scheme should seek to improve 'place' over highway capacity so existing proposals need to be revised to ensure they provide a good local provision for walking and cycling. Moved to COR1. Status: The scheme will form part of the Brighton Road corridor scheme (COR1) being developed to create a route that encourages walking, cycling and public transport to and from the town centre.	Stage 2	3,000	3,000	Not Applicable £5.8m included in Corridor 1 scheme	
H10	33	Delivery & Service Management Scheme to reduce the impact of delivery and servicing trips in the COA through the adoption of an area wide Delivery and Servicing Plan. This plan would provide guidance to assist with the preparation of specific detailed site DSP's and in the longer term could involve the development of a freight consolidation centre to serve retailers and homes within the town centre. Status: No defined scheme - requires feasibility study.	Stage 2	18,756	18,756	No scheme cost	
P1	34	Old Town Public Realm (Phase 1 & Phase 2) Public realm schemes identified as part of the Old Town masterplan. These schemes will compliment the Councils emerging Liveable Neighbourhood proposals for the Old Town area aiming to reduce community severance created by the highway design of Roman Way and the levels of traffic using it. Status: LBC to confirm Phase 1 and 2 scheme components for development up to and including RIBA Stage 4. Emerging Liveable Neighbourhood bid could be used to support the public realm proposals.	Stage 2	17,897	17,670	19,761	2,486
P2	24,27	Mid Croydon Public Realm (Phase 1 & Phase 2) Public realm improvements identified within the Mid Croydon area masterplan and delivered in line with new development proposals. Status: LBC to confirm Phase 1 and 2 scheme components for development up to and including RIBA Stage 4.	Stage 3	35,633	34,704	25,861	1,300
P3	3	East Croydon Public Realm (Phase 1 remaining & Phase 2) Public realm schemes that complete the phase 1 proposals along George Street and within East Croydon Square around the NLA tower. Phase 2 would extend the public realm improvements to the east and west of the station along Cherry Orchard Road and Dingwall Road. As part of this the connection through the Menta development between the new station footbridge and Cherry Orchard Road would be created. Status: LBC to confirm Phase 1 and 2 scheme components for development up to and including RIBA Stage 4.	Stage 2	5,028	2,951	9,366	300
P4	20	East Croydon Public Realm (Future Phases) Public realm improvements associated with comprehensive redevelopment of East Croydon Station (R1) and BML upgrade. The improvements will uplift to the quality of the public highway in line with the importance of the new station along Dingwall Road, Lansdowne Road, George Street, Addiscombe Road, Cherry Orchard Road and Billinton Hill. Status: Longer term scheme outside GZ funding period.	Stage 2	10,000	9,773	Future Funded Scheme	0
P5	8,21	West Croydon Public Realm (Phase 1 remaining & Phase 2) Public realm schemes that complete the phase 1 proposals with West Croydon Circus, along Station Road and around the new West Croydon bus station. Phase 2 extends improvements to the public realm into St. Michaels Square/ Church Square, Whitgift Passage and the western end of Poplar Walk. Status: Scheme development up to RIBA Stage 4 required.	Stage 2	13,290	7,654	3,932	0

DIF Ref	Project	Summary Description & Status Update	Business Case (RIBA Stage)	DIF (£,000)		Scheme Cost	Update (£,000)		
				Scheme Cost	Suggested GZ Funding		Scheme Cost	Funding Sources Identified	Suggested GZ Funding
P6	32	West Croydon Public Realm (Future Phases)	Public realm improvements associated with a rebuild of the Station and an upgrade of the public realm to reflect the status of the new station and the increased footfall it creates in surround street. Status: Longer term scheme outside GZ funding period.	Stage 2	9,450	8,479	Future Funded Scheme	0	0
P7	NEW	'Meanwhile' Public Realm Projects	Meanwhile and cultural projects to provide an immediate uplift to the attractiveness of Croydon's public spaces through cultural programmes/ events, public art, pop up events, lighting installations and public realm interventions. Status: Schemes programmed for implementation this year and next to support the Borough of Culture programme.	Stage 2	-	-	1,600	800	800
R1	NEW	East Croydon Station Rebuild	Station rebuild including possible air rights development. Initial proposals extend the station platforms further north, increasing the number from 6 to 8 platforms. The station building will include a greatly expanded concourse and new entrances onto Cherry Orchard Road. Status: Included as part of BML upgrade (R3)	Stage	-	-	0	0	0
R2	9	West Croydon Station Rebuild	Station rebuild including possible air rights development . Station to include enlarged concourse with improved accessibility and platform capacity. Station will include a new cycle hub. Status: RIBA Stage 2 development brief agreed and commissioned by Croydon Council and TfL.	Stage 1	20,000	20,000	20,000	220	19,780
R3	NEW	Brighton Mainline Upgrade	Long-term Network Rail investment plan to increase capacity and reliability on the Brighton Mainline. These improvements, planned between 2019-2024 (CP6) include East Croydon station remodelling, Windmill Bridge junction area grade separation, Gatwick Airport fast line capability, Haywards Heath London-end turn back enhancement. Status: Longer term scheme outside GZ funding period.	Stage	-	-	375,000 - 1,975,000	0	0
S1	12	Primary Health Care	New health centre/doctors surgery provision to cater for growth in the COA area; estimated requirement of 1,375sqm for 11 GP's, plus pharmacy and dentists if possible. Status: Locations for this provision are under review.	Stage 2 OBC Pending	6,626	5,228	13,800	7,800	6,000
S2	25	Secondary Schools	Additional secondary school places to meet demand arising from development within the COA (202 places) Status: Croydon has sufficient primary and secondary capacity for next 5 years through existing commitments and Local Plan allocations, and if required would be provided through DfE funded new free school build or extension of capacity of existing schools.	Stage	4848	2626	-	-	-
S3	28	Community Space	New community space to cater for growth with an estimated gross demand of 1,176sqm to 2031. Status: Detailed requirements under review with LBC Community Team.	Stage 2	2,972	2,960	2,972	0	2,972
S4	35	Accident and Emergency Department	New Emergency Department to cater for the additional demand from new COA residents. Status: Scheme complete	-	1,320	1,320	-	-	-
S5	36	Children's Development Centre	New Children's Development Centre – floor space required 600sqm Status: Scheme complete	-	861	499	-	-	-
S6	37	Play Space	New play spaces and play equipment to provide activity areas for children and their families moving into the COA. Parts now developed into the Park Hill Masterplanning project. Status: Infrastructure and delivery strategy under review.	Stage 2	5,768	4,882	5,768	886	4,882

DIF Ref	Project	Summary Description & Status Update	Business Case (RIBA Stage)	DIF (£,000)		Update (£,000)	
				Scheme Cost	Suggested GZ Funding	Scheme Cost	Funding Sources Identified
S7	38	Urgent Care Strategy Redevelopment of Croydon University Hospital Site with the provision of an Urgent Care Strategy Status: Scheme complete	-	5,062	2,500	-	-
S8	39	Croydon Works - Job Brokerage Funding of staffing for job brokerage, set up and building costs. Status: Scope, staffing and roles agreed.	Stage 3	500	500	547	0
S9	NEW	School & Training Provision Additional school places and training provision within the Growth Zone. Potential option to provide additional accommodation and support for SEND 16 -19/25 learning and training centre. Status: Under review and development.	Stage 1	-	-	5,000	0
S10	NEW	Clocktower Complex Repurpose Central Library to meet new demands, including education, training, business start-up, community uses. Status: Under review and development.	Stage 1	-	-	3,000	0
SC1	NEW	Superfast Broadband Telecommunication provision required to respond flexibly to a wide range of demands from residential users and businesses. This telecommunications infrastructure as including improvements to the availability of fast broadband, Wi-Fi Hotspots, data centres, street cabinets, and copper, fibre and Ethernet connections. Status: Further details can be found in the Smarter Cities report.	Stage 1	-	-	1,900	0
T1	NEW	Elmers End Second Platform (Key Output 1) Second platform and double tracking at Elmer's End station to allow more flexible and resilient timetabling by increasing the terminating capacity of trams on Lines 1 and 4. Status: Implementation imminent.	Stage 3	-	-	9,000	9,000
T2	NEW	East Croydon Additional Platform (Key Output 1) Track works to remove the manual control at points that would allow trams in the westbound direction better access to the existing platform at the East Croydon stop. Status: Included for funding in TfL Business Plan.	Stage 3	-	-	1,000	1,000
T3	1	Dingwall Road Loop/ Turn-back (Key Output 1) A new tram turn-back facility between East Croydon and Wellesley Road using Dingwall Road and Lansdowne Road. Allowing trams to avoiding the town centre loop provides an opportunity through timetabling changes to increase the frequency of tram services on the eastern branch lines. Status: Transport & Works Act Order (TWAO) anticipated to be submitted in 2018/19.	Stage 3	30,000	5,000	36,800	10,000
T4	16	Additional Trams 12 tph to New Addington (Key Output 2) The purchase of new trams would allow 12 tph to operate between New Addington and the town centre helping to relieve peak hour crowding. The current frequency is 8 tph. Two additional trams are required to replace the tram lost in the Sandilands derailment. Status: TfL undertaking feasibility work. Awaiting the TfL Tram Procurement Strategy.	Stage 3	4,900	4,900	4,000	4,000
T5	4	George Street Tram Stop Relocation and capacity enhancement of the George Street tram stop to accommodate forecast increase in demand for tram services at this location. Status: Design up to and including RIBA Stage 4 to be progressed by TfL.	Stage 3	1,081	1,081	1,081	0
T6	31	Wandle Flyover Double Tracking Croydon to Morden Road 18tph (Key Output 3) Works required to achieve the Trams for Growth Key Output 3 (18 tph to the west of Croydon town centre). This scheme relates to the double tracking of the single-track flyover required between Wandle Park and Reeves Corner. Status: TfL undertaking further feasibility work. Funding to be agreed before concept design can start.	Stage 3	90,000	22,500	57,620	20,000

DIF Ref	Project	Summary Description & Status Update	Business Case (RIBA Stage)	DIF (£,000)		Scheme Cost	Update (£,000)	
				Scheme Cost	Suggested GZ Funding		Funding Sources Identified	Suggested GZ Funding
T7	31	Phipps Bridge Double Tracking Croydon to Morden Road 18tph (Key Output 3) Works required to achieve the Trams for Growth Key Output 3 (18 tph between Morden Road and Croydon town centre). This scheme relates to the double tracking of the single track required between Phipps Bridge and Morden Road. Status: TfL undertaking further feasibility work. Funding to be agreed before concept design can start.	Stage 3	90,000	22,500	16,050	5,000	11,050
T8	NEW	Additional Trams Croydon to Morden Road 18tph (Key Output 3) New rolling stock required to achieve the Trams for Growth Key Output 3 (18 tph between Morden Road and Croydon town centre). This scheme relates to the 10 additional trams required to enable the service uplift. Status: Awaiting TfL's Tram Procurement Strategy	Stage 3	-	-	33,960	33,960	0
T9	22	Eastern Satellite Depot Stabling & Power Upgrade Part 1 (Key Output 3) Works required to achieve the Trams for Growth Key Output 3 (18tph between Morden Road and Croydon town centre). This scheme relates to the additional tram stabling and power upgrades required to the east of Croydon town centre and general power upgrades across the network. Status: TfL undertaking further feasibility work. Funding to be agreed before concept design can start.	Stage 3	22,300	12,300	39,920	34,992	4,928
T10	14	Reeves Corner Westbound Tram Stop (Key Output 3) New tram stop that would allow trams towards Wimbledon to call at Reeves Corner and also permit tram passengers clockwise interchange around town centre loop. Status: Scheme not essential to meet the objectives of Key Output 3 so removed from list.	Stage 3	4,900	4,900	Not Applicable	Not Applicable	0
T11	15	Old Town Loop (Key Output 3) A new tram turn-back facility (siding or loop) at Reeves Corner that would allow trams to avoid using the town centre loop. This would allow higher frequency services on western branch lines without impacting on the operation of the town centre loop. Status: Not essential to achieving Key Output 3 objectives if the Dingwall Road Loop is implemented.	Stage 3	34,000	34,000	Not Applicable	Not Applicable	0
T12	29	Therapia Lane Stabling & Power Upgrades Part 2 (Key Output 4) Additional stabling for approximately 17 trams required to accommodate an expansion of tram services beyond Key Output 3. Status: Scheme is part of Key Output 4 and therefore a longer term aspiration for Transport for London. TfL undertaking further feasibility work. Funding to be agreed before concept design can start.	Stage 2	30,000	7,500	Not Applicable	Not Applicable	0
T13	30	Beckenham Branch Capacity Enhancement (Key Output 4) Removal of single track operation and signalling works to increase the capacity of the tramlink network to the east. These track capacity enhancements could be used to uplifting services across the network or adding 6tph to Beckenham Junction. Scheme includes the purchase of up to 9 additional trams. Status: Scheme is part of Key Output 4 and therefore a longer term aspiration for Transport for London. Scheme deferred in terms of GZ funding.	Stage 2	28,000	5,500	Not Applicable	Not Applicable	0
T14	NEW	South Wimbledon Spur (Key Output 4) This scheme provides a link to the Northern Line Underground services at South Wimbledon. Scheme could be delivered as part of the extension of Tramlink services to Sutton. Status: Scheme is part of Key Output 4 and therefore a longer term aspiration for Transport for London. Scheme deferred in terms of GZ funding.	Stage 2	-	-	Not Applicable	Not Applicable	0

DIF Ref	Project	Summary Description & Status Update	Business Case (RIBA Stage)	DIF (£,000)		Scheme Cost	Update (£,000)		
				Scheme Cost	Suggested GZ Funding		Scheme Cost	Funding Sources Identified	Suggested GZ Funding
COR1	NEW	Brighton Road Corridor (Town Centre to Purley) Revised street design to make walking, cycling and bus use the dominant modes of travel in the short to medium terms with public transport journeys transferring to trams with a potential extension of Tramlink to Purley along the Brighton Road. The scheme will include H9. The scheme will align with the new MTS Healthy Streets policy which seeks to encourage active travel by achieving a sustainable mode share of 80% across London by 2041. Status: RIBA Stage 1 - Preparation of the Brief required by LBC.	Stage	-	-		20,850	0	20,850
COR2	NEW	London Road Corridor (Thornton Heath Pond to Town Centre) Revised street design to encourage greater levels of walking, cycling and bus travel along London Road. The scheme (to include H4) is likely to involve traffic management measures that reduce the number vehicle routes to and from London Road. The scheme will align with the new MTS Healthy Streets policy which seeks to encourage active travel by achieving a sustainable mode share of 80% across London by 2041. Status: RIBA Stage 1 - Preparation of the Brief required by LBC.	Stage	-	-		8,350	0	8,350
COR3	NEW	Crystal Palace Corridor Development of a sustainable transport corridor between the town centre and Crystal Palace with a focus on the extension of Tramlink using a number of possible route alignments. This scheme has a potential impact on T13. Status: RIBA Stage 1 - Preparation of the Brief required by LBC.	Stage	-	-		0	0	0
COR4	NEW	Mitcham Road/ Roman Way Corridor Borough boundary Revised street design to encourage greater levels of walking, cycling and bus travel along the Mitcham Road. The scheme is likely to have a cycle focuses with improved crossing facilities for pedestrians and cyclist at the Lombard Roundabout. The scheme will align with the new MTS Healthy Streets policy which seeks to encourage active travel by achieving a sustainable mode share of 80% by 2041. Status: RIBA Stage 1 - Preparation of the Brief required by LBC.	Stage	-	-		6,563	0	6,563
Operational Schemes									
H2	10	COA Traffic Management Variable Message Signs to direct general traffic to nearest available car parks and provide traffic updates that help reduce congestion and poor air quality on the approach to and within the COA. Status: The location and number of signs will be determined by the COA car parking strategy.	Stage 1	2,000	2,000		1,000	0	1,000
H3	5	Car Park Rationalisation & Improvement Scheme to manage & mitigate the major changes to COA car parking caused by extensive developments and ensure the provision is balanced and accessible with infrastructure that functions well and helps support and promote the COA's retail competitiveness. This package of measures will include CPZs, way-finding signage, technology infrastructure & coach parking. Status: A COA car parking strategy produced but from this a delivery plan to identify schemes for development is required.	Stage 1	10,000	10,000		2,940	0	2,940
H11	NEW	Construction Logistics Construction logistic interventions to mitigate the negative impacts of construction vehicle movements within the COA. Measures could include; the use of consolidation centres for materials; combined holding areas; timed delivery schedules; permitted routes; and a minimum standard set for vehicles under the Freight Operator Recognition Scheme (FORS). Status: The opportunities to be set out in a COA Construction Logistics Plan and actively managed during the GZ construction period to ensure the highways remain safe for all users with good levels of air quality maintained.	Stage 1	-	-		3,000	0	3,000
SC2	NEW	Croydon i-street Along a key walking through the town centre between West Croydon and Fairfield Halls this scheme aims to upgrade pedestrian movement and wayfinding while simultaneously providing information about upcoming local events. Status: Infrastructure and delivery strategy required for this technology enabled wayfinding scheme. Competition winners announced July 2017.	Stage 1	-	-		2,000	0	2,000

DIF Ref	Project	Summary Description & Status Update	Business Case (RIBA Stage)	DIF (£,000)		Update (£,000)	
				Scheme Cost	Suggested GZ Funding	Scheme Cost	Funding Sources Identified
SC3	NEW	CCTV Upgrade	Stage 1	-	-	1,000	0
							1,000
SC4	NEW	Smart City Programme	Stage 1	-	-	2,000	0
							2,000
Totals				583,232	333,343	519,128	209,229
							309,900

Key

Current cost/funding requirement **higher** than DIF study estimate

Current cost/funding requirement **the same as** DIF study estimate

Current cost/funding requirement **lower** than DIF study estimate

tbc

Current funding requirement **to be confirmed**

Scheme

Project removed from the Growth Zone Programme

Appendix B Prioritisation - CAST

CGZ ref	R1	R3	R2	T3	SC1	S8	SC4	P6
DIF ref	NEW	NEW	9	1	NEW	39	NEW	32
Scheme name	East Croydon Station Rebuild	Brighton Mainline Upgrade	West Croydon Station Rebuild	Dingwall Road Loop/ Turn-back (Key Output 1)	Superfast Broadband	Croydon Works - Job Brokerage	Smart City Programme	West Croydon Public Realm (Future Phases)
Strategic Case								
Scheme objectives	New enlarged station building and additional platforms	Major changes to the BML to increase the frequency, reliability and journey times of train services	Long term station capacity improvements	Adds capacity to the town centre loop allowing increased tram frequencies to the east and west	Improvements to connectivity to encourage digital start-ups	Support for Croydon Works to enable employment opportunities for local people	Development of initiatives on IoT, open data, smart mobility, air pollution	Longer term improvements to public realm around West Croydon station
Scale of impact	5 very high	5 very high	5 very high	5 very high	4 high	4 high	3 moderate	3 moderate
Fit with Growth Zone objectives	5 very high	5 very high	5 very high	4 high	4 high	5 very high	3 moderate	5 very high
Fit with wider Council, TfL, GLA, government objectives	4 high	4 high	4 high	4 high	3 moderate	4 high	3 moderate	4 high
Fit with local, regional and third party objectives	3 moderate	4 high	3 moderate	5 very high	2 low	3 moderate	2 low	3 moderate
Key constraints	high cost/ funding and timescale	high cost/ funding and timescale	Cost/ funding from an intensification of development near	Impact on other transport modes and utilities (during construction). Ongoing maintenance costs.	private sector involvement	revenue funding changes for service		Construction phase - impact on utilities
Economic Case								
Impact on business rates	5 green	5 green	5 green	4 green/amber	4 green/amber	4 green/amber	4 green/amber	4 green/amber
Impact on economic growth	5 green	5 green	5 green	5 green	5 green	4 green/amber	4 green/amber	3 amber
Wider economic impact	5 green	5 green	4 green/amber	5 green	5 green	4 green/amber	4 green/amber	4 green/amber
Expected BCR category	4 high 2-4	4 high 2-4	3 medium 1.5-2	4 high 2-4	3 medium 1.5-2	4 high 2-4	3 medium 1.5-2	3 medium 1.5-2
Wider social impacts	4 green/amber	4 green/amber	4 green/amber	4 green/amber	3 amber	4 green/amber	3 amber	2 amber/red
Wider wellbeing impacts	3 amber	4 green/amber	3 amber	3 amber	2.5 no impact	3 amber	2.5 no impact	3 amber
Wider environmental impacts	5 green	4 green/amber	4 green/amber	5 green	2.5 no impact	3 amber	3 amber	3 amber
Financial Case								
Affordability	2	1 unaffordable	2	3	4	5 affordable		3
Capital cost (£,000)	0	375,000 - 1,975,000	20,000	36,800	1,900	547	2,000	Future Funded Scheme
Third party funding (£,000)	0	0	220	10,000	0	0	0	0
CZ funding required (£,000)	0	375,000 - 1,975,000	19,780	26,800	1,900	547	2,000	Future Funded Scheme
Annual revenue cost (£,000)	2 high	2 high	2 high	1 very high	4 low	4 low	4 low	4 low
Annual income generation (£,000)	tbc	tbc	tbc	tbc	tbc	0	tbc	0
Cost profile	8	11	6	3	4	4	5	3
Overall cost risk	1 very high	1 very high	1 very high	2 high	3 moderate			3 moderate
Commercial Case								
Procurement strategy	defined and compliant	defined and compliant	not defined	defined and compliant	not defined	defined and compliant	not defined	defined and compliant
Delivery contract	not defined	not defined	not defined	defined and compliant	not defined	defined and compliant	not defined	not defined
Key risks	high cost and funding	high cost and funding	Planning & infrastructure	Maintenance liabilities	private sector partner cost escalation	Over or under provision/capacity	speed of technological change	Utilities, cost overruns
Managerial Case								
Land requirement	2 TP land, no negs	2 TP land, no negs	2 TP land, no negs	3 negotiating	2 TP land, no negs	5 land secured	5 land secured	5 land secured
Planning status	2 required but not prepared	2 required but not prepared	2 required but not prepared	3 preparing application	2 required but not prepared	2 required but not prepared	2 required but not prepared	5 consented/ not required
Stake-holder support	4 high	4 high	3 moderate	5 very high	3 moderate	5 very high	4 high	3 moderate
Implementation timescale	5	5	5	4	1	4	5	1
Delivery programme	0	0	0	1	4		0	1

CGZ ref	T5	P2	T7	T6	T8	B1	COR1	COR2
DIF ref	4	24,27	31	31	NEW	11	NEW	NEW
Scheme name	George Street Tram Stop	Mid Croydon Public Realm (Phase 1 & Phase 2)	Phipps Bridge Double Tracking Croydon to Morden Road 18tph (Key Output 3)	Wandle Flyover Double Tracking Croydon to Morden Road 18tph (Key Output 3)	Additional Trams Croydon to Morden Road 18tph (Key Output 3)	Bus Route Upgrades	Brighton Road Corridor (Town Centre to Purley)	London Road Corridor (Thornton Heath Pond to Town Centre)
Strategic Case								
Scheme objectives	Higher capacity stop to support Westfield development	Improvements to the public realm within Mid Croydon	Major track improvements to allow a significant improvement to tram frequencies to the west	Major track improvements to allow a significant improvement to tram frequencies to the west	Additional trams to support the frequency uplift between Morden Road and Elmers End	New infrastructure within town centre to support higher bus frequencies	Schemes to create a more attractive corridor for walking, cycling and public transport	Schemes to create a more attractive corridor for walking, cycling and public transport
Scale of impact	3 moderate	4 high	5 very high	5 very high	4 high	5 very high	4 high	4 high
Fit with Growth Zone objectives	3 moderate	4 high	5 very high	5 very high	5 very high	3 moderate	4 high	4 high
Fit with wider Council, TfL, GLA, government objectives	3 moderate	3 moderate	5 very high	5 very high	4 high	4 high	4 high	4 high
Fit with local, regional and third party objectives	5 very high	2 low	3 moderate	3 moderate	4 high	1 very low	3 moderate	3 moderate
Key constraints	Construction phase - impact on utilities/ tram operations/ delivery & servicing	Construction phase - impact on utilities	Involves rail based engineering works	Requires heavy engineering and potential impact on Network Rail operations	stabling requirements	Availability of land for increased stand provision	resolving competing demands between modes	resolving competing demands between modes
Economic Case								
Impact on business rates	4 green/amber	4 green/amber	3 amber	3 amber	3 amber	3 amber	3 amber	3 amber
Impact on economic growth	3 amber	2.5 no impact	5 green	5 green	5 green	4 green/amber	4 green/amber	4 green/amber
Wider economic impact	3 amber	3 amber	5 green	4 green/amber	4 green/amber	5 green	4 green/amber	4 green/amber
Expected BCR category	4 high 2-4	3 medium 1.5-2	4 high 2-4	4 high 2-4	4 high 2-4	4 high 2-4	4 high 2-4	4 high 2-4
Wider social impacts	2.5 no impact	4 green/amber	4 green/amber	4 green/amber	4 green/amber	4 green/amber	3 amber	3 amber
Wider wellbeing impacts	2.5 no impact	4 green/amber	3 amber	3 amber	3 amber	3 amber	5 green	5 green
Wider environmental impacts	2.5 no impact	2 amber/red	3 amber	3 amber	3 amber	4 green/amber	5 green	5 green
Financial Case								
Affordability	2	5 affordable	2	2	2	4	3	4
Capital cost (£,000)	1,081	25,861	16,050	57,620	33,960	10,000	20,850	8,350
Third party funding (£,000)	0	1,300	5,000	20,000	33,960	0	0	0
CZ funding required (£,000)	1,081	24,561	11,050	37,620	0	10,000	20,850	8,350
Annual revenue cost (£,000)	4 low	4 low	1 very high	1 very high	2 high	4 low	3 moderate	3 moderate
Annual income generation (£,000)	tbc	0	tbc	tbc	tbc	0	tbc	tbc
Cost profile	2	6	3	4	3	4	4	3
Overall cost risk	2 high	4 low	2 high	1 very high	2 high	3 moderate	3 moderate	3 moderate
Commercial Case								
Procurement strategy	defined and compliant	defined and compliant	defined and compliant	defined but not compliant	not defined	not defined	defined and compliant	defined and compliant
Delivery contract	not defined	not defined	defined but not compliant	not defined	not defined	not defined	not defined	not defined
Key risks	Commercial, impacts on tram operations	Utilities, cost overruns	Cost overruns	Track procession costs	procurement and cost	Availability of land/ highway	Resolving competing modal priorities	Resolving competing modal priorities
Managerial Case								
Land requirement	3 negotiating	5 land secured	5 land secured	2 TP land, no negs	5 land secured	2 TP land, no negs	5 land secured	5 land secured
Planning status	4 application pending	5 consented/ not required	2 required but not prepared	2 required but not prepared	5 consented/ not required	2 required but not prepared	2 required but not prepared	2 required but not prepared
Stake-holder support	3 moderate	3 moderate	4 high	4 high	3 moderate	3 moderate	4 high	4 high
Implementation timescale	1	5	1	1	1	4	1	4
Delivery programme	0	2	1	0			0	1

CGZ ref	P4	COR4	H1	S10	COR3	P3	P5	SC2
DIF ref	20	NEW	2	NEW	NEW	3	8,21	NEW
Scheme name	East Croydon Public Realm (Future Phases)	Mitcham Road/ Roman Way Corridor	Wellesley Road Crossings	Clocktower Complex	Crystal Palace Corridor	East Croydon Public Realm (Phase 1 remaining & Phase 2)	West Croydon Public Realm (Phase 1 remaining & Phase 2)	Croydon i-street
Strategic Case								
Scheme objectives	Long term improvements to public realm around a new station at East Croydon	Schemes to create a more attractive corridor for walking, cycling and public transport	At-grade crossing near the Lansdowne Road junction	Repurpose prime education and cultural space to benefit new and existing residents	Schemes to create a more attractive corridor for walking, cycling and public transport	Improvements to the public realm around East Croydon station	Improvements to the public realm around West Croydon station	Wayfinding scheme linking West Croydon and Fairfields via North End and Katherine Street
Scale of impact	4 high	4 high	3 moderate	4 high	4 high	3 moderate	3 moderate	3 moderate
Fit with Growth Zone objectives	5 very high	4 high	4 high	3 moderate	4 high	4 high	4 high	5 very high
Fit with wider Council, TfL, GLA, government objectives	4 high	3 moderate	2 low	3 moderate	2 low	2 low	3 moderate	2 low
Fit with local, regional and third party objectives	3 moderate	3 moderate	5 very high	2 low	3 moderate	2 low	3 moderate	1 very low
Key constraints	Construction phase - impact on utilities	resolving competing demands between modes	Impact on other transport modes	mix of uses, current and future, may not transfer, competing demands	resolving competing demands between modes	Construction phase - Impact on utilities/ tram operations	Construction phase - impact on utilities	new technologies potentially becomes redundant
Economic Case								
Impact on business rates	3 amber	3 amber	3 amber	3 amber	3 amber	3 amber	3 amber	3 amber
Impact on economic growth	4 green/amber	4 green/amber	3 amber	3 amber	3 amber	2.5 no impact	2.5 no impact	2.5 no impact
Wider economic impact	3 amber	3 amber	4 green/amber	3 amber	3 amber	4 green/amber	4 green/amber	4 green/amber
Expected BCR category	3 medium 1.5-2	3 medium 1.5-2	4 high 2-4	3 medium 1.5-2	2 low 1-1.5	3 medium 1.5-2	3 medium 1.5-2	2 low 1-1.5
Wider social impacts	2 amber/red	4 green/amber	2.5 no impact	4 green/amber	4 green/amber	4 green/amber	2 amber/red	4 green/amber
Wider wellbeing impacts	2 amber/red	4 green/amber	3 amber	2.5 no impact	3 amber	4 green/amber	3 amber	3 amber
Wider environmental impacts	3 amber	4 green/amber	2.5 no impact	2.5 no impact	3 amber	3 amber	3 amber	2.5 no impact
Financial Case								
Affordability	5 affordable	4	4	1 unaffordable	1 unaffordable	4	5 affordable	5 affordable
Capital cost (£,000)	Future Funded Scheme	6,563	1,500	3,000	0	9,366	3,932	2,000
Third party funding (£,000)	0	0	0	0	0	300	0	0
CZ funding required (£,000)	Future Funded Scheme	6,563	1,500	3,000	0	9,066	3,932	2,000
Annual revenue cost (£,000)	4 low	3 moderate	3 moderate	4 low	2 high	4 low	4 low	2 high
Annual income generation (£,000)	0	tbc	0	tbc	tbc	0	0	tbc
Cost profile	4	3	4	3	4	3	3	2
Overall cost risk	3 moderate	3 moderate	4 low	2 high	1 very high	3 moderate	3 moderate	2 high
Commercial Case								
Procurement strategy	defined and compliant	defined and compliant	defined and compliant	defined and compliant	not defined	defined and compliant	defined and compliant	not defined
Delivery contract	not defined	not defined	defined and compliant	not defined	not defined	defined and compliant	not defined	not defined
Key risks	Utilities, impact on trams, taxis	Resolving competing modal priorities	Impact on tram operations	Partner funding not secured	Cost and conflict with other tram schemes	Utilities and cost overruns	Utilities, impact on trams	new technology
Managerial Case								
Land requirement	2 TP land, no negs	5 land secured	5 land secured	5 land secured	2 TP land, no negs	5 land secured	5 land secured	5 land secured
Planning status	5 consented/ not required	2 required but not prepared	5 consented/ not required	2 required but not prepared	2 required but not prepared	5 consented/ not required	5 consented/ not required	2 required but not prepared
Stake-holder support	3 moderate	3 moderate	4 high	4 high	2 low	5 very high	3 moderate	4 high
Implementation timescale	1	1	4	1	1	4	1	3
Delivery programme			2	1	0		1	

CGZ ref	SC3	T9	B2	S9	H7	T12	C1	H8
DIF ref	NEW	22	17	NEW	13	29	NEW	NEW
Scheme name	CCTV Upgrade	Eastern Satellite Depot Stabling & Power Upgrade Part 1 (Key Output 3)	Bus Priority Measures	School & Training Provision	A232 - Chepstow Road j/w Addiscombe Road	Therapia Lane Stabling & Power Upgrades Part 2 (Key Output 4)	Cycle Route Infrastructure	A23 - Fiveways
Strategic Case								
Scheme objectives	Remote surveillance of public areas and highways to make security measures in an expanded town centre more effective	New stabling for trams to support increased tram frequencies in the west	Bus priority measures to improve the performance of bus routes serving the town centre	Education and job training for vulnerable groups	Redesigned junction to reduce impact of increased tram frequencies on bus operations and cyclists.	New stabling and improved workshop facilities to support an increase in tram frequencies	Improvement to cycle route infrastructure serving the town centre	Redesigned junction to reduce congestion and improve the environment for pedestrians and cyclists.
Scale of impact	2 low	5 very high	4 high	3 moderate	3 moderate	3 moderate	3 moderate	4 high
Fit with Growth Zone objectives	2 low	2 low	4 high	5 very high	3 moderate	2 low	4 high	4 high
Fit with wider Council, TfL, GLA, government objectives	2 low	5 very high	4 high	3 moderate	4 high	5 very high	2 low	4 high
Fit with local, regional and third party objectives	1 very low	1 very low	2 low	3 moderate	2 low	1 very low	2 low	3 moderate
Key constraints	Procurement method, comms and funding of staff resource	Third party land	Impact on highway capacity and on-street parking	changing user demands	Conflicting priorities particularly wrt cycle provision	Third party land	Crossing of tram tracks	cost overruns
Economic Case								
Impact on business rates	3 amber	2.5 no impact	2.5 no impact	2.5 no impact	2.5 no impact	2.5 no impact	2.5 no impact	2.5 no impact
Impact on economic growth	2.5 no impact	5 green	4 green/amber	4 green/amber	4 green/amber	3 amber	3 amber	3 amber
Wider economic impact	4 green/amber	5 green	5 green	4 green/amber	3 amber	4 green/amber	4 green/amber	4 green/amber
Expected BCR category	2 low 1-1.5	3 medium 1.5-2	4 high 2-4	4 high 2-4	4 high 2-4	4 high 2-4	3 medium 1.5-2	3 medium 1.5-2
Wider social impacts	4 green/amber	4 green/amber	4 green/amber	5 green	2.5 no impact	3 amber	3 amber	3 amber
Wider wellbeing impacts	2.5 no impact	4 green/amber	3 amber	3 amber	3 amber	3 amber	5 green	3 amber
Wider environmental impacts	2.5 no impact	4 green/amber	4 green/amber	3 amber	4 green/amber	3 amber	5 green	3 amber
Financial Case								
Affordability	3	3	4	4	3	2	5 affordable	2
Capital cost (£,000)	1,000	39,920	12,835	5,000	4,200	Not Applicable	20,639	82,800
Third party funding (£,000)	0	34,992	3,200	0	0	Not Applicable	4,985	68,800
CZ funding required (£,000)	1,000	4,928	9,635	5,000	4,200	Not Applicable	15,654	14,000
Annual revenue cost (£,000)	2 high	2 high	4 low	1	3 moderate	2 high	4 low	2 high
Annual income generation (£,000)	0	0	0	0.1	0	0	0	tbc
Cost profile	3	4	5	3	3	4	5	5
Overall cost risk	3 moderate	2 high	3 moderate	4 low	2 high	2 high	4 low	2 high
Commercial Case								
Procurement strategy	not defined	not defined	defined and compliant	not defined	defined and compliant	not defined	defined and compliant	defined and compliant
Delivery contract	not defined	not defined	not defined	not defined	defined and compliant	not defined	defined and compliant	defined and compliant
Key risks	operational costs	Third party land requirements	Impact on parking, highway capacity	College new build delayed	Highway boundary/ cycle provision	Impact on existing depot	Highway capacity, loss of parking	Cost overrun, conflicting priorities
Managerial Case								
Land requirement	2 TP land, no negs	2 TP land, no negs	2 TP land, no negs	3 negotiating	5 land secured	2 TP land, no negs	5 land secured	3 negotiating
Planning status	2 required but not prepared	2 required but not prepared	5 consented/ not required	2 required but not prepared	2 required but not prepared	2 required but not prepared	5 consented/ not required	5 consented/ not required
Stake-holder support	4 high	3 moderate	4 high	4 high	3 moderate	4 high	4 high	4 high
Implementation timescale	4	4	5	4	4	1	5	5
Delivery programme		0	3	0	1	0	4	1

CGZ ref	T4	T13	H10	T1	H2	S1	S6	P7
DIF ref	16	30	33	NEW	10	12	37	NEW
Scheme name	Additional Trams 12 tph to New Addington (Key Output 2)	Beckenham Branch Capacity Enhancement (Key Output 4)	Delivery & Service Management	Elmers End Second Platform (Key Output 1)	COA Traffic Management	Primary Health Care	Play Space	'Meanwhile' Public Realm Projects
Strategic Case								
Scheme objectives	Additional tram to improve level of service on the Addington branch	Track improvements to support an increase from 6 to 8 trams per hour	Area wide DSP and Consolidation Centre to reduce impact of deliveries on the town centre environment	New platform to increase terminating capacity for Lines 1 & 4	Measures to improve traffic management in and around the town centre	Health care for new residents, upgrade of existing offer	Park Hill masterplanning delivered with Growth Zone match funding	Quick win schemes to improve the public realm
Scale of impact	3 moderate	2 low	3 moderate	4 high	2 low	4 high	3 moderate	2 low
Fit with Growth Zone objectives	3 moderate	2 low	3 moderate	3 moderate	2 low	4 high	4 high	3 moderate
Fit with wider Council, TfL, GLA, government objectives	3 moderate	4 high	4 high	5 very high	3 moderate	5 very high	3 moderate	2 low
Fit with local, regional and third party objectives	3 moderate	2 low	1 very low	3 moderate	1 very low	4 high	2 low	4 high
Key constraints	Procurement strategy for trams - unit cost for a single tram would be high	Conflict with Crystal Palace extension scheme (COR3)	Delivery mechanism	tbc	Potential for VMS becoming redundant with better in-car technology	Site availability	stakeholder and community support for changes	short term benefit
Economic Case								
Impact on business rates	2.5 no impact	2.5 no impact	2.5 no impact	2.5 no impact	2.5 no impact	2.5 no impact	2.5 no impact	2.5 no impact
Impact on economic growth	3 amber	3 amber	3 amber	3 amber	3 amber	3 amber	3 amber	2.5 no impact
Wider economic impact	3 amber	3 amber	3 amber	3 amber	2.5 no impact	2.5 no impact	2.5 no impact	4 green/amber
Expected BCR category	2 low 1-1.5	3 medium 1.5-2	3 medium 1.5-2	4 high 2-4	2 low 1-1.5	3 medium 1.5-2	2 low 1-1.5	3 medium 1.5-2
Wider social impacts	3 amber	4 green/amber	2.5 no impact	3 amber	2 amber/red	3 amber	4 green/amber	4 green/amber
Wider wellbeing impacts	2.5 no impact	3 amber	3 amber	2.5 no impact	2 amber/red	4 green/amber	4 green/amber	4 green/amber
Wider environmental impacts	2.5 no impact	3 amber	4 green/amber	3 amber	3 amber	2.5 no impact	4 green/amber	4 green/amber
Financial Case								
Affordability	2	2	2	4	5 affordable	4	5 affordable	4
Capital cost (£,000)	4,000	Not Applicable	0	9,000	1,000	13,800	5,768	1,600
Third party funding (£,000)	4,000	Not Applicable	0	9,000	0	7,800	886	800
CZ funding required (£,000)	0	Not Applicable	0	0	1,000	6,000	4,882	800
Annual revenue cost (£,000)	3 moderate	3 moderate	2 high	3 moderate	3 moderate	1,000	4 low	5 very low
Annual income generation (£,000)	tbc	0	tbc	tbc	0	1,000	0	0
Cost profile	2	4	0	2	2	4	5	2
Overall cost risk	3 moderate	1 very high	2 high	3 moderate	4 low	5 very low	3 moderate	4 low
Commercial Case								
Procurement strategy	not defined	defined and compliant	not defined	defined and compliant	not defined	defined and compliant	defined and compliant	not defined
Delivery contract	not defined	not defined	not defined	defined and compliant	not defined	defined and compliant	not defined	not defined
Key risks	Value for money	Cost overruns	Undefined scope of works	funding	Maintenance, risk of redundant infrastructure	bringing in healthcare professionals	Cost estimates, delivery time	cost overruns
Managerial Case								
Land requirement	5 land secured	5 land secured	2 TP land, no negs	5 land secured	2 TP land, no negs	2 TP land, no negs	5 land secured	5 land secured
Planning status	5 consented/ not required	5 consented/ not required	2 required but not prepared	3 preparing application	2 required but not prepared	2 required but not prepared	2 required but not prepared	2 required but not prepared
Stake-holder support	2 low	3 moderate	4 high	4 high	3 moderate	4 high	4 high	4 high
Implementation timescale	1	1	1	3	1	1	5	3
Delivery programme	0			0		0	0	1

CGZ ref	E2	S3	H11	T2	P1	H3
DIF ref	7	28	NEW	NEW	34	5
Scheme name	Energy (Other)	Community Space	Construction Logistics	East Croydon Additional Platform (Key Output 1)	Old Town Public Realm (Phase 1 & Phase 2)	Car Park Rationalisation & Improvement
Strategic Case						
Scheme objectives	Reduce carbon footprint, contribute to LBC climate change strategy, Possible EfW	Multipurpose space required for community cohesion, resident involvement	Town centre wide construction logistics plan	New signalling allows a second eastbound platform to be brought back into use	Improvements to public realm within the Old Town area	Rationalisation of town centre parking supply
Scale of impact	3 moderate	2 low	2 low	3 moderate	3 moderate	3 moderate
Fit with Growth Zone objectives	5 very high	3 moderate	4 high	3 moderate	3 moderate	3 moderate
Fit with wider Council, TfL, GLA, government objectives	5 very high	3 moderate	4 high	4 high	2 low	3 moderate
Fit with local, regional and third party objectives	2 low	2 low	3 moderate	2 low	2 low	1 very low
Key constraints	Route feasibility issues, especially for EfW scheme	Site availability	delivery mechanism	location outside borough boundary	Construction phase - impact on utilities	Ownership of car parks preventing a comprehensive strategy
Economic Case						
Impact on business rates	2.5 no impact	2.5 no impact	2.5 no impact	2.5 no impact	2.5 no impact	2.5 no impact
Impact on economic growth	2.5 no impact	2.5 no impact	2.5 no impact	2.5 no impact	2.5 no impact	2 amber/red
Wider economic impact	3 amber	3 amber	3 amber	3 amber	2 amber/red	4 green/amber
Expected BCR category	4 high 2-4	2 low 1-1.5	2 low 1-1.5	4 high 2-4	2 low 1-1.5	3 medium 1.5-2
Wider social impacts	2.5 no impact	5 green	2.5 no impact	3 amber	4 green/amber	2.5 no impact
Wider wellbeing impacts	2.5 no impact	2.5 no impact	3 amber	2.5 no impact	5 green	2 amber/red
Wider environmental impacts	4 green/amber	2.5 no impact	3 amber	3 amber	3 amber	2 amber/red
Financial Case						
Affordability	5 affordable	5 affordable	4	4	5 affordable	3
Capital cost (£,000)	26,513	2,972	3,000	1,000	19,761	2,940
Third party funding (£,000)	500	0	0	1,000	2,486	0
CZ funding required (£,000)	26,013	2,972	3,000	0	17,275	2,940
Annual revenue cost (£,000)	3 moderate	tbc	2 high	4 low	4 low	4 low
Annual income generation (£,000)	tbc	tbc	tbc	tbc	0	tbc
Cost profile	3	5	5	1	5	4
Overall cost risk	3 moderate		2 high	4 low	5 very low	
Commercial Case						
Procurement strategy	not defined	defined and compliant	not defined	defined and compliant	defined and compliant	not defined
Delivery contract	not defined	not defined	not defined	defined and compliant	not defined	not defined
Key risks	Cost overruns	Site availability, cost sharing with other organisations	Highway capacity, impact on other modes	safety concerns	Utilities, cost overruns	Lack of defined strategy
Managerial Case						
Land requirement	5 land secured	2 TP land, no negs	2 TP land, no negs	5 land secured	5 land secured	2 TP land, no negs
Planning status	2 required but not prepared	2 required but not prepared	2 required but not prepared	5 consented/ not required	5 consented/ not required	2 required but not prepared
Stake-holder support	3 moderate	3 moderate	3 moderate	4 high	4 high	3 moderate
Implementation timescale	4	5	5	2	1	4
Delivery programme	1	0	5	1	0	4

Appendix C Outline Programme

Growth Zone Delivery Plan: Programme																
8.4 15.01.18																
Activity	Year Commencing															
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
B1 - Bus Route Upgrades																
B2 - Bus Priority Measures																
C1 - Cycle Route Infrastructure																
E2 - Energy (Other)																
H1 - Wellesley Road Crossings																
H2 - COA Traffic Management																
H3 - Car Park Rationalisation & Improvement																
H7 - A232 - Chepstow Road j/w Addiscombe Road																
H8 - A23 - Fiveways																
H10 - Delivery & Service Management																
H11 - Construction Logistics																
P1 - Old Town Public Realm (Phase 1 & Phase 2)																
P2 - Mid Croydon Public Realm (Phase 1 & Phase 2)																
P3 - East Croydon Public Realm (Phase 1 remaining & Phase 2)																
P4 - East Croydon Public Realm (Future Phases)																
P5 - West Croydon Public Realm (Phase 1 remaining & Phase 2)																
P6 - West Croydon Public Realm (Future Phases)																
P7 - 'Meanwhile' Public Realm Projects																
R1 - East Croydon Station Rebuild																
R2 - West Croydon Station Rebuild																
R3 - Brighton Mainline Upgrade																
S1 - Primary Health Care																

Growth Zone Delivery Plan: Programme																
8.4 15.01.18																
Activity	Year Commencing															
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
S3 - Community Space																
S6 - Play Space																
S8 - Croydon Works - Job Brokerage																
S9 - School & Training Provision																
S10 - Clocktower Complex																
SC1 - Superfast Broadband																
SC2 - Croydon i-street																
SC3 - CCTV Upgrade																
SC4 - Smart City Programme																
T1 - Elmers End Second Platform																
T2 - East Croydon Additional Platform																
T3 - Dingwall Road Loop/ Turn-back																
T4 - Additional Trams 12 tph to New Addington																
T5 - George Street Tram Stop																
T6 - Wandle Flyover Double Tracking Croydon to Morden Rd 18tph																
T7 - Phipps Bridge Double Tracking Croydon to Morden Road 18tph																
T8 - Additional Trams Croydon to Morden Road 18tph																
T9 - Eastern Satellite Depot Stabling & Power Upgrade Part 1																
T12 - Therapia Lane Stabling & Power Upgrades Part 2																
T13 - Beckenham Branch Capacity Enhancement																
COR1 - Brighton Road Corridor																
COR2 - London Rd Corridor																

Growth Zone Delivery Plan: Programme 8.4 15.01.18																
Activity	Year Commencing															
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
COR3 - Crystal Palace Corridor																
COR4 - Mitcham Road/ Roman Way Corridor																

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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

Key:

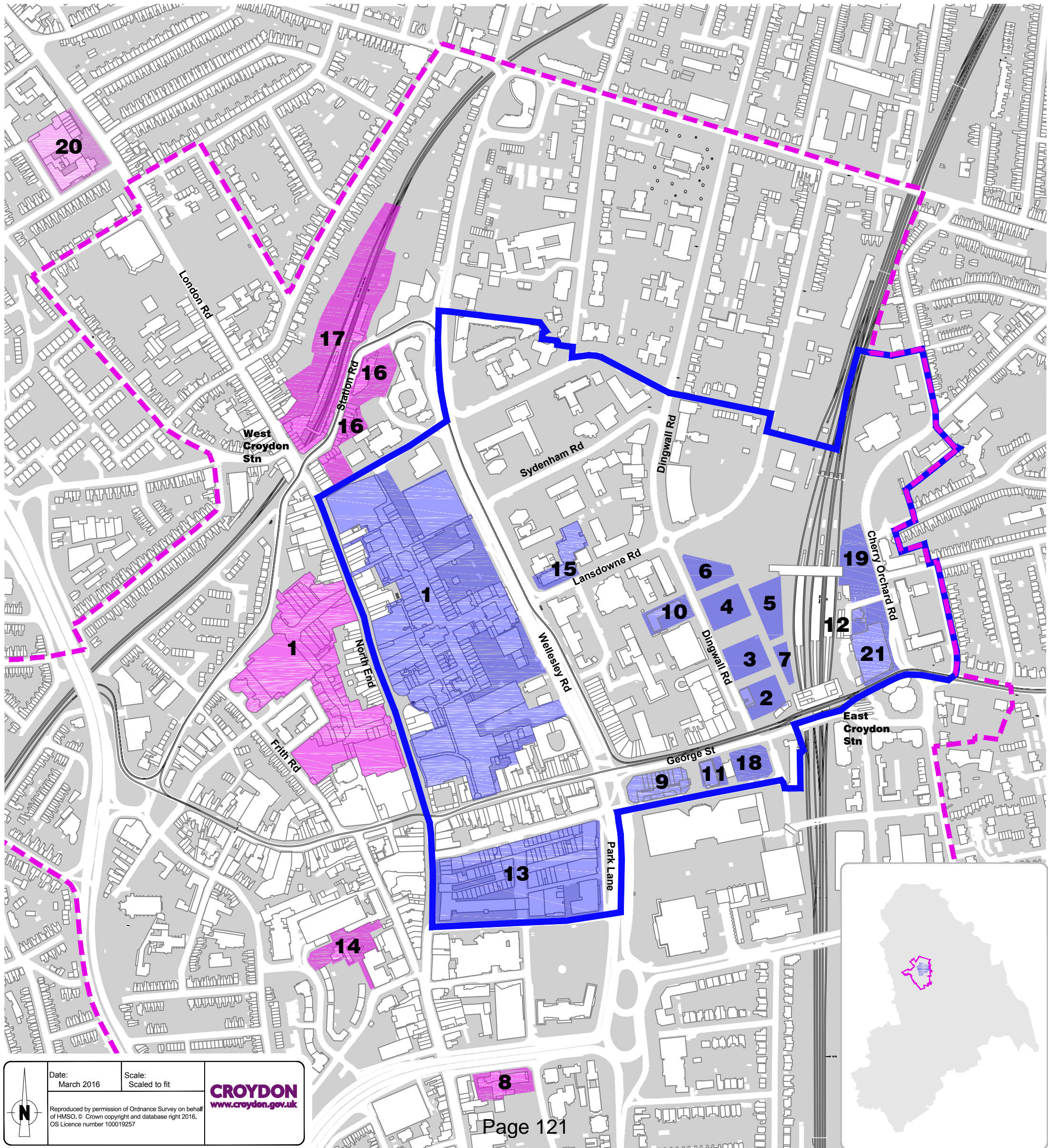
Growth Zone

Ranked developments within the Growth Zone

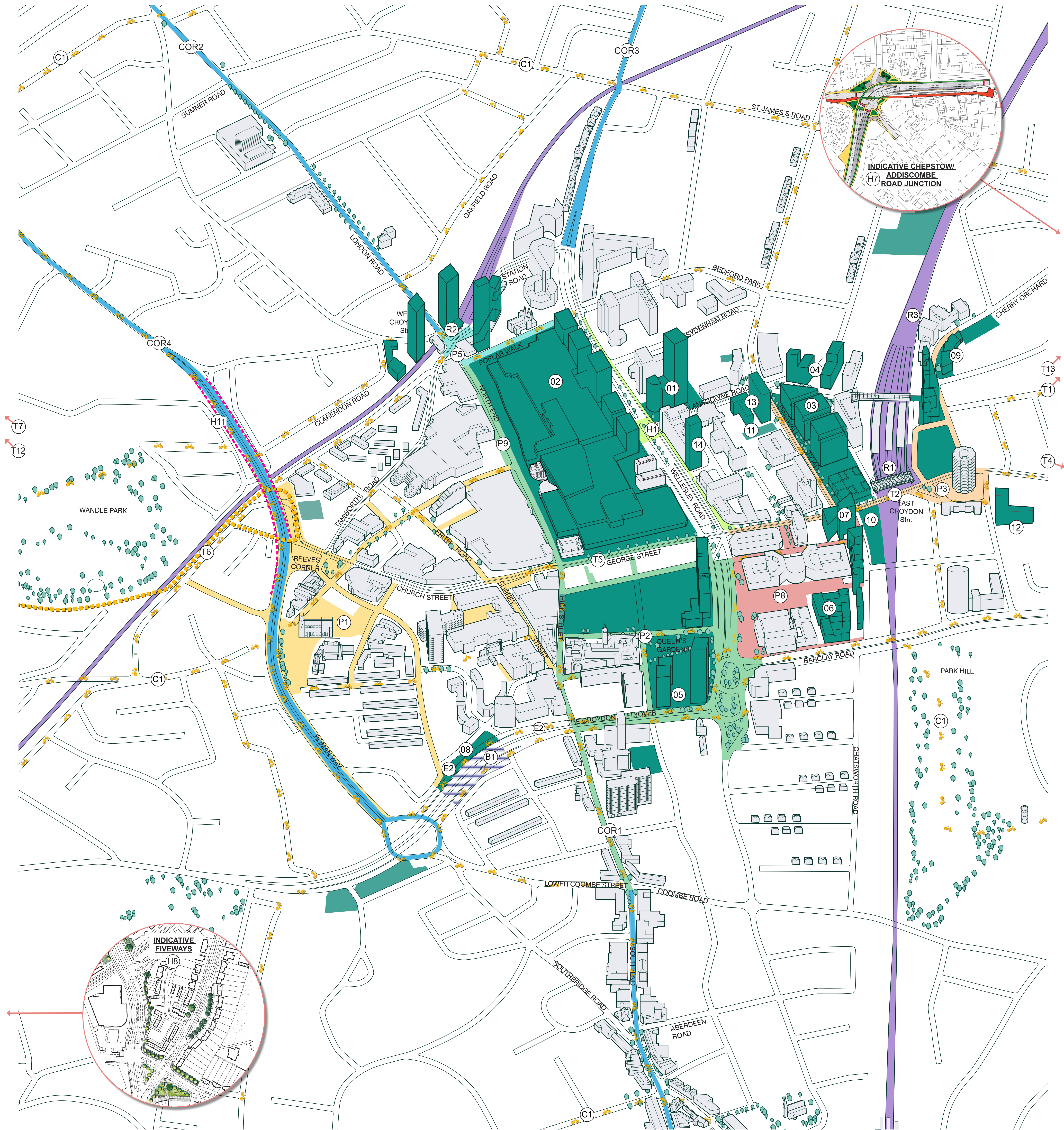
Opportunity Area Planning Framework (OAPF)

Ranked developments withinThe OAPF

Ranked developments



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CONSTRUCTION LOGISTICS sub-group (H11)
HGV Holding Areas

CULTURE sub-group (P7)
(not illustrated)

ENERGY sub-group (E2)
District Energy Centre

PARKING sub-group (H3)
(not illustrated)

PLACE AND PUBLIC REALM sub-group

- P1 Old Town Public Realm
- P2 Mid Croydon Public Realm
- P3 East Croydon Public Realm
- P5 West Croydon Public Realm
- P8 Fairfield Public Realm

SMART CITIES sub-group (SC1-SC4)
(not illustrated)

SOCIAL INFRASTRUCTURE sub-group (S1-10)
(not illustrated)

TRANSPORT sub-group

BUS

B1 Bus improvements within the COA, including:
- Wandle Road Bus Stand

B2 Bus improvements outside the COA (not illustrated)

CYCLING

C1 Various cycle routes infrastructure

CORRIDORS

- COR1 Brighton Road
- COR2 London Road
- COR3 Crystal Palace (indicative)
- COR4 Mitcham Road / Roman Way

HIGHWAYS

- H1 Wellesley Road Crossing
- H2 COA Traffic Management (not illustrated)
- H7 A232 - Chepstow Road j/w Addiscombe Road
- H8 A23 - Fiveways
- H10 Delivery & Service Management (not illustrated)

RAIL

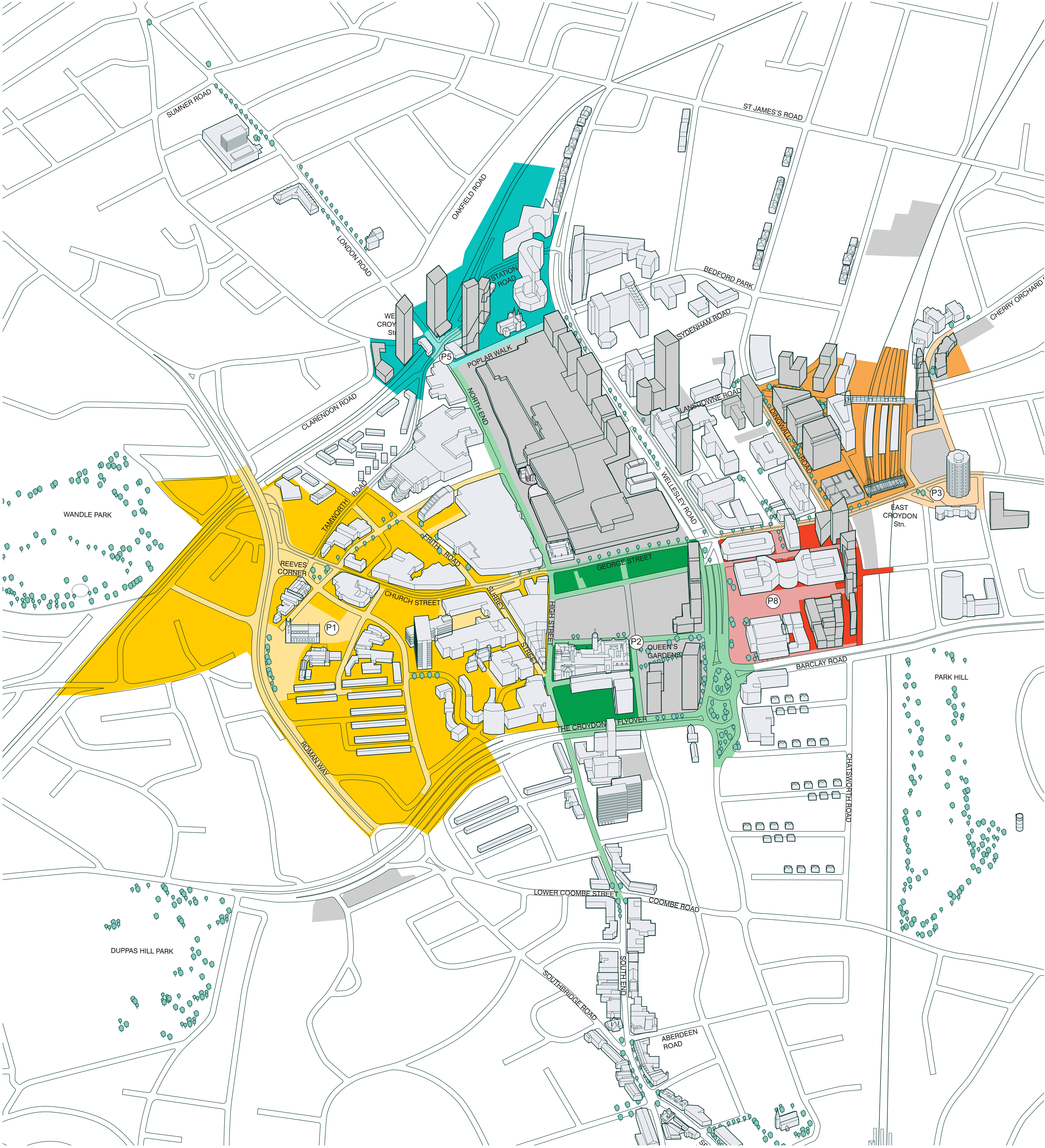
- R1 East Croydon Station Rebuild
- R2 West Croydon Station Rebuild
- R3 Brighton Mainline Upgrade

TRAM

- T1 Elmers End Second Platform
- T2 East Croydon Additional Platforms
- T3 Tram Network Enhancements
- T4 New Addington (12tph) Additional Trams
- T5 George Street Tram Stop
- T6 Croydon to Morden Rd- Wandle Flyover Double Tracking
- T7 Croydon to Morden Rd- Phipps Bridge Double Tracking
- T8 Croydon to Morden Rd- Additional Trams
- T9 Stabling & Power Upgrades Part 1- Eastern Satellite Depot
- T12 Stabling & Power Upgrades Part 2- Therapia Lane
- T13 Beckenham Branch Capacity Enhancement

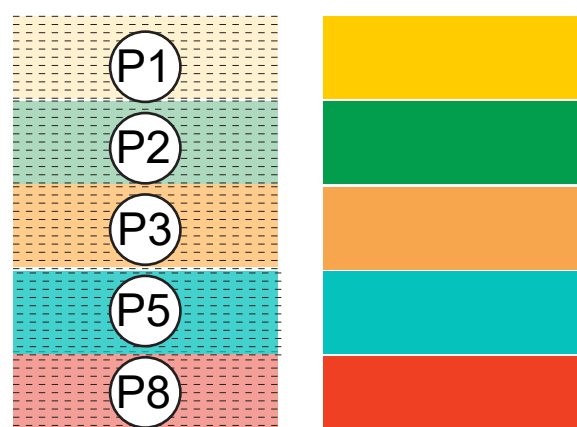
MAJOR PRIVATE DEVELOPMENTS

- 01 One Lansdowne Road
- 02 Whitgift Centre
- 03 Ruskin Square (Commercial)
- 04 Ruskin Square (Residential)
- 05 Taberner House
- 06 College Green
- 07 101 George Street
- 08 Wandle Car Park
- 09 Morello 2
- 10 Mondial
- 11 Job Centre
- 12 Pocket Living
- 13 Carolyn House
- 14 Cambridge House



PLACE AND PUBLIC REALM SUB-GROUP Programmes of work:

- Old Town Public Realm
- Mid Croydon Public Realm
- East Croydon Public Realm
- West Croydon Public Realm
- Fairfield Public Realm



CORRESPONDING MASTERPLANS AREAS:

- Old Town
- Mid Croydon
- East Croydon
- West Croydon
- Fairfield

GROWTH ZONE Timeline

- **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 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.
- **NOVEMBER 2017** - A budget of £4m was approved by Cabinet to start developing projects and begin implementation from April 2018.
- **OCTOBER 2018** - A funding of £166,051 was approved by Cabinet for years 2019/20-2022/23.
- **DECEMBER 2019** - An amendment to funding being requested for 2019/20-2022/23.

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46 GROWTH ZONE PROJECTS

BUSES £22.8m

1. Bus Route Upgrades
2. Bus Priority Measures

CORRIDORS £36m

3. Brighton Road
4. London Road
5. Crystal Palace
6. Mitcham Road/ Roman Way

CULTURE £6.6m

7. Culture

CYCLING AND PEDESTRIANS £20.6m

8. Various cycle and pedestrian schemes

ENERGY £26.5m

9. District Energy Centre

HIGHWAYS AND CAR PARKING £98m

10. Wellesley Road crossing
11. Chepstow Road /Addiscombe Road junction
12. Fiveways
13. COA Traffic Management
14. Car Park Rationalisation & Improvement

LOGISTICS AND OPERATION £3m

15. Delivery and Service Management
16. Construction Logistics

PUBLIC REALM £63.8m

17. Old Town Public Realm
18. Mid Croydon Public Realm
19. East Croydon Public Realm
20. East Croydon Public Realm phase 2
21. West Croydon Public Realm
22. West Croydon Public Realm phase 2

RAIL AND INTERCHANGE £25m

23. East Croydon Station rebuild
24. West Croydon Station rebuild
25. Brighton Mainline Upgrade

SMART CITY £6.9m

26. Superfast broadband
27. Croydon i-street
28. CCTV upgrade
29. Smart City Programme

SOCIAL INFRASTRUCTURE (HEALTH, EDUCATION, COMMUNITY AND JOBS) £36m

30. Primary Health Care
31. Community Space
32. Play Space
33. Clocktower Complex
34. Croydon Works
35. School training and provision

TRAMS £176m

36. Elmers End Second Platform
37. East Croydon Additional Platform
38. Dingwall Road Loop/ Turn-back
39. Additional Trams, 12 tph to New Addington
40. George Street Tram Stop
41. Wandle Flyover Double Tracking
42. Phipps Bridge Double Tracking
43. Additional Trams, Croydon to Morden Road
44. Eastern Satellite Depot Stabling & Power Upgrade
45. Therapia Lane Stabling & Power Upgrade
46. Beckenham Branch Capacity Enhancement

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For General Release

REPORT TO:	Cabinet 15 October 2018
AGENDA ITEM:	
SUBJECT:	Delivering the Croydon Growth Zone
LEAD OFFICER:	Shifa Mustafa, Executive Director of Place Lee Parker, Programme Director, Growth Zone
CABINET MEMBER:	Councillor Stuart King Cabinet Member for Environment, Transport & Regeneration Councillor Manju Shahul-Hameed Cabinet Member for Economy & Jobs
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON: <p>Delivering the Growth Zone is a key priority of the administration to support investment in jobs, housing, economic growth and the regeneration of the Town Centre.</p> <p>The benefits of the Growth Zone will be realised across the whole borough with improvements made to transport and the public realm on key corridors as well as greater employment and cultural opportunities.</p>	
FINANCIAL IMPACT <p>The Council received a £7m grant from the Treasury in 2016. The grant funds the cost of any borrowing in the first 4 years of the Growth Zone programme (from 2017/18) before the business rates uplift creates sufficient income to repay and service the Growth Zone loan.</p> <p>The Growth Zone business rate uplift retention funding mechanism was approved by Cabinet in July 2016 and the Mayor of London in September 2016, and ring-fences growth in business rates from April 2018 for 16 years, plus an option to extend by 3 years, in the designated area. A Statutory Instrument was laid in parliament which led to the formal approval of the Growth Zone by the Government from 1st April 2018.</p> <p>Significant progress has been made with Town Centre developments (including the Whitgift Centre redevelopment) to now move to the delivery stage of the Growth Zone programme. The package of measures aim to support the growing borough through providing enhanced transport capacity, reduced air pollution, an exciting cultural offer and the creation of new jobs as part of a larger, stronger local economy.</p>	

The full Growth Zone programme includes an estimated £520million of projects supported by a loan of £309.9million with the balance (circa £210million) met from other sources including TfL, the GLA or S106 planning obligations. This report focuses on the first phase of the programme up to 2023.

KEY DECISION REFERENCE YES.: 1418CAB

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below:

1. RECOMMENDATION

- 1.1 Agree to fund the projects as summarised in paragraph 3.2 of this report and itemised in Appendix 1; and,
- 1.2 Subject to the requirement to comply with the provisions of Part 4G of the Constitution in taking delegated decisions and the parameters within paragraph 3.88 delegate to the Executive Director of Place in consultation with the Executive Director of Resources (Section 151 Officer), the Cabinet Member for Finance and Resources and the Cabinet Member for Environment, Transport & Regeneration, authority to make necessary changes to the funding and phasing to the projects in Appendix 1. Any such changes will be reported to Cabinet.

2. EXECUTIVE SUMMARY

- 2.1 The Croydon Growth Zone is a Tax Incremental Financing (TIF) model which harnesses business rates uplift to enable borrowing to fund infrastructure. The Croydon Growth Zone programme consists of a range of transport, public realm social infrastructure and technology projects as reported to Cabinet in December 2017. They are deemed essential to mitigate the impact and maximise the opportunities of the growth planned (as detailed in the Croydon Local Plan 2018, Croydon Opportunity Area Planning Framework 2013 and the London Plan) in Croydon for the benefit of existing and future residents, businesses and visitors.
- 2.2 This report seeks approval for funding projects in the Growth Zone programme that will be delivered between now and March 2023 or where financial commitments will be made to secure future delivery e.g. future bus services.
- 2.3 The Growth Zone programme comprises 46 projects and a budget of £4m was approved by Cabinet in December 2017 to develop these projects further and begin implementation from April 2018. These funds were allocated from the £7m grant received from the Treasury to commence the programme and cover any interest payments from the loan in the early years. The business case and detailed background for these projects were included in the Growth Zone Delivery Plan and Programme produced by

Peter Brett Associates in March 2018.

- 2.4 It is acknowledged that the Growth Zone is dependent on the anticipated business rate uplift from the major developments notably the redevelopment of the Whitgift Centre by the Croydon Partnership which received outline planning consent in November 2017. Cabinet resolved to progress the 2014 Whitgift Compulsory Purchase Order in June 2018. These are two key milestones underpinning the continued progression of the Growth Zone and the recommendations of this report.

3. GROWTH ZONE PROGRAMME

- 3.1 This section covers progress made so far on delivering the Growth Zone programme and details projects to be delivered by March 2023. **Appendix 1** contains a detailed list of projects this report is seeking approval to deliver which are summarised in this section. Although there is one overarching programme, which is also depicted spatially in **Appendix 2**, this report provides more detail on specific projects and initiatives split by different workstreams.
- 3.2 The table below summarises the expenditure requested in this report broken down by themes as follows:

Workstream	(A) GZ funding approved 2018/19 (£000's)	(B) GZ funding requested 2019/20 - 2022/23 (£000's)	(C) Total funding (£000's)
Transport	1,000	115,748	116,748
Public Realm	400	44,363	44,763
Construction Logistics	400	1,840	2,240
Parking	400	1,200	1,600
Culture	800	1,500	2,300
Smart Cities	700	0	700
Social Infrastructure	70	500	570
Employment & Skills	180	800	980
Energy	50	100	150
TOTAL	4,000	166,051	170,051

- 3.3 Further reports will be submitted to Cabinet setting out more detail on other projects particularly those under the energy, smart city and social infrastructure themes as these projects reach an appropriate stage for decision. These will include the estimated costs and timescales and be funded from the overall Growth Zone programme budget of £309.9m.

Transport

- 3.4 The Growth Zone includes a significant investment to the local transport network to cater for the projected growth in residents and visitors. Through the assessment of future growth and travel patterns, a range of schemes have been developed which will ensure people can travel in, out and around Croydon

safely and efficiently.

- 3.5 A number of the projects remain in the early stages of scheme development. Subsequently, a proportion of the funding for 2018/19 has focused on the progression of concept / developed design options, with delivery scheduled over the next 4 years. In addition, a key component of this year's programme has focused on Croydon's project management input into schemes led by external partners - the Brighton Main Line Upgrade Project (led by Network Rail) and two TfL-led projects: Transforming Fiveways & Tram Capacity Improvements. Certain project areas are at a more advanced stage, in particular the Cycle Programme and this has been the main focus of scheme delivery in 2018/19.

- 3.6 A brief summary of the work undertaken to date on key transport projects included as follows:

Streets – Fiveways

- 3.7 Officers have been working with TfL to determine changes to the scheme design, in response to public consultation comments, engineering constraints and to better align the project with healthy streets objectives. Following this work, Croydon Council endorsed the Fiveways scheme design in September 2018. Transport for London also issued their 'Response to Issues Raised' Consultation Report in September 2018. A planning application for the scheme is anticipated in late 2018, subject to Environmental Screening.

Rail – West Croydon Station

- 3.8 The Council has commissioned a multi-disciplinary project team to assess potential options associated with the redevelopment of West Croydon Station. The current piece of work, focusing on the development of concept design options, is scheduled for completion in December 2018.

Buses

- 3.9 Officers have undertaken a combination of strategy, design and delivery work in 2018. The Council has been working with TfL to consider potential changes to the way buses stop and stand in the Town Centre in response to the masterplan aspirations and the changing highway environment.
- 3.10 A particular focus has been on the Mid-Croydon area in light of the experimental pedestrianisation of the High Street and associated major developments that affect highway operations during the construction and implementation phases. TfL is also reviewing the most effective way for buses to serve the Town Centre during the upcoming period of intensive construction works.
- 3.11 Officers have also been working with TfL on wider Bus Priority measures that support bus access improvements to and from the Town Centre. Schemes have been designed during 2018, with the intention to commence delivery in early 2019.

Trams

- 3.12 The Council and TfL have been investigating options to improve the tram network capacity, in response to significant increases in patronage once the

major developments have been realised in the Town Centre over the next few years. A number of options are currently being assessed, with a decision on next steps due by early 2019.

Walking & Cycling

- 3.13 The Walking and Cycling programme has been developed to create a significant increase in sustainable and 'active travel' in the Borough, with a particular focus on the safe routes in and around central Croydon, building on Croydon's recently adopted Cycle Strategy. TfL has identified Croydon as the London Borough with the greatest potential for Cycling due to the very large number of short car trips that could readily be made on foot or by bike if conditions are right. The proposed walking and cycling schemes will be delivered across 4 phases.
- 3.14 A number of schemes have been delivered or are scheduled for delivery in 2018/19 including:
- Ampere Way – Therapia Lane
 - Fairfield Frontage – Park Lane / College Road
 - Lloyd Park

A232 Chepstow Road / junction with Addiscombe Road

- 3.15 This is a critical junction, providing access to the Growth Zone from the east for walking, cycling, trams, buses and other forms of road transport, whilst providing a strategic east-west traffic 'movement' function. Achieving an appropriate balance between the various modes of transport using this junction is essential if efficient access to and from the Town Centre is to be achieved. In 2018/19 funding has been set aside to enable the development of potential design options for the junction.

Brighton Road / Mitcham Road / London Road Corridors

- 3.16 These three corridors have been identified as the key 'movement' corridors serving the Growth Zone and it is essential that their design, and the priority afforded to each transport mode, responds appropriately to the future needs of Croydon Town Centre, whilst also taking into account localised priorities.
- 3.17 In 2018/19 funding has been set aside to enable the development of potential design options for each of the 3 corridors with a view to improving the ability to move people and goods along them and to take them closer to the Mayor of London's 'Healthy Streets' objectives.

Brighton Main Line & East Croydon Station

- 3.18 Croydon has been working collaboratively with Network Rail to bring forward major changes to the railway network in central Croydon to address the governing operational constraints on the Brighton Main Line. An initial public consultation in relation to the project is planned for November 2018.

Proposed for the next 4 years

- 3.19 Given the timescales involved with the delivery of transport projects, the key focus over the next 4 years is progressing many of the schemes from the design to delivery stage.

Streets – Fiveways

- 3.20 The Council has an existing commitment to contribute £20m to the TfL led Fiveways project. Following recent design changes to better accommodate cyclists, TfL have requested an additional £5m from the Council which will entail a variation to the Transport Infrastructure Agreement. The Council's total contribution to the Fiveways project is now requested to be £25m made up of £5m from the Council's capital programme and £20m from the Growth Zone. The key project milestones include concept design completion by December 2019, detailed design completion by May 2021, with construction commencing from June 2021 and completion by June 2023.

West Croydon Station

- 3.21 Whilst the project is in early stages of feasibility, it is the intention to deliver at least the first phase of improvements at the station by 2023. As a minimum, the scheme will address some of the fundamental issues with the existing station to improve the ticket hall capacity and achieve step free access. This first phase will be intended to provide some of the enabling works prior to the comprehensive redevelopment of the station that may take longer to realise given the complexities associated with major station projects.

Buses

- 3.22 Over the next 4 years a comprehensive programme of bus priority measures will be delivered to support access to and from Croydon Town Centre. These will be based on the current feasibility designs that are being progressed. The Council anticipates that it will have identified off-street solutions for bus standing, to address issues associated with on-street bus standing in the mid-Croydon area. The routing and frequency of bus services through the Town Centre are also expected to change, in response to changes in service patterns and demand. Coach parking arrangements will also be addressed as part of this work.

Trams

- 3.23 Tram capacity enhancements, in response to expected growth are expected to be addressed by the 1st major phase of tram enhancement schemes. A scheme to reinstate the 3rd platform at East Croydon Station to automated working will also have been completed during this period as well as an additional tram serving New Addington. George Street Tram Stop is anticipated to be upgraded and improved prior to the opening of the redeveloped Whitgift Centre.
- 3.24 Scheme development is also anticipated to commence on some of the longer term tram schemes, including the double tracking works at Wandle flyover and further along the line to the west to help address capacity constraints.

Walking & Cycling

- 3.25 The walking and cycling programme will be delivered across 4 phases. Over the next 4 years the majority of projects within the programme are scheduled for delivery in order to create a comprehensive and coherent network across the borough. The Growth Zone will fund a large element of the Croydon Cycle Strategy approved by cabinet on 22 January 2018 (**0518CAB**).

Traffic Management

- 3.26 To facilitate efficient traffic control a Variable Message System (VMS) will be introduced in the Town Centre and main radial routes into/out of the town. There is potential to link this system with the temporary scheme that will be deployed throughout the main construction phase in the Town Centre from 2019. The system will also complement online and web tools aimed at improving journey information.

A232 Chepstow Road / junction with Addiscombe Road

- 3.27 Over the next 4 years design, consultation and delivery of an improvement scheme at this junction will take place. The aim is to improve the traffic flow at the junction and reduce congestion whilst making improvements to the public realm, pedestrians and cyclists.

Brighton Road / Mitcham Road / London Road Corridors

- 3.28 Corridor improvement projects are expected to be delivered on London Road and Mitcham Road. The nature of interventions will be determined by the design process and engagement with residents and businesses in the area.
- 3.29 For Brighton Road, whilst elements of the corridor improvement scheme are scheduled for delivery, some of the key junction improvements are anticipated to take place beyond 2023.

Brighton Main Line & East Croydon Station

- 3.30 The Growth Zone funding contributions will ensure that Croydon can adequately resource the project moving forward and also directly commission specialist work, if necessary, in order to positively influence the project and harness the wider regeneration opportunities.

Wellesley Road Crossing

- 3.31 The Wellesley Road surface level crossing, to link the redeveloped Whitgift Centre main entrance to Lansdowne Road will be delivered by 2023. Subways underneath Wellesley Road will be closed.

Delivery & Servicing Management

- 3.32 Funding has been set aside to assist with delivery & servicing management in Croydon Town Centre over the next 4 years, during the time when construction related activity is at its peak.

Project / Initiative	GZ funding approved - 2018/19 (£000's)	GZ funding requested for 2019/20 - 2022/23 (£000's)
Trams – 1st Phase Network Enhancements and additional studies	25	26,775
Trams - George Street Tram Stop	0	1,081
Rail – West Croydon Station	90	11,410
Rail - Brighton Main Line (CARS), including East Croydon Station	0	1,000
Buses – Bus Priority	100	4,900
Buses – Bus Route Upgrades	0	10,000
Walking & Cycling Programme	460	14,194

Traffic Management/Variable Message Signs	0	1,000
Streets – A232 Chepstow Road / Addiscombe Road	80	4,120
Streets – Brighton Road Corridor	100	4,900
Streets – London Road Corridor	70	8,280
Streets – Mitcham Road Corridor	60	6,503
Streets – Fiveways	15	19,985
Streets - Wellesley Road Crossing	0	1,500
Delivery & Servicing Management	0	100
TOTAL	1,000	115,748

Place and Public Realm Sub-Group

- 3.33 Improvements to the streets are required to facilitate more people and provide a streetscene that is befitting of a modern, prosperous Town Centre.
Appendix 2 also contains a map of the planned Growth Zone public realm investment and the relationship with the Croydon Opportunity Area Masterplan Areas.

Progress to date:

- 3.34 Public Realm in Croydon Town Centre was discussed at the Streets, Environment and Homes Scrutiny Sub-Committee on 12th September 2017. Feedback from scrutiny has helped shape the programme and will ensure designs accommodate the needs of all the community in particular families and the elderly.
- 3.35 Delivered precursor projects include the **Croydon Arts Store; Ground Art installations; ‘College Square’ installation; the College Road ‘Street Park’; High Street** pedestrianisation (including a series of installations such as Ground Art pieces, a parklet, light art trail, further greening and a cultural programme). The projects provided an important platform for collaborations, began to change patterns of behaviour and use of these places which are vital components of long term sustainable growth, regeneration and improving perceptions.
- 3.36 Design briefs for **Minster Green and forecourt** and **Thomas Turner path** have been produced. For the Minster the brief will frame the regeneration of the area immediately around the minster, and is a step towards creating a space that will raise the profile of Croydon’s rich heritage within and outside the borough while catering for the existing and future local community. For Thomas Turner path, the brief set out how this key link between the retail core and the civic centre (and the future Town Hall Square) is to be improved to both encourage footfall but also create a pocket space.

Proposed for the next 4 years:

- 3.37 As a consequence of the recent investment in the public realm at East Croydon and West Croydon through the Connected Croydon programme, the wider Croydon Opportunity Area will now be the focus for the next stage and in

particular the Fair Field area and the Mid Croydon area (extended to include North End/Crown Hill), as illustrated by the proposed split in funding in the table below.

	GZ funding approved - 2018/19 (£000s)	GZ funding sought for 2019/20 – 2022/23 (£000's)
P1 – Old Town Public Realm	200	5,715
P2 – Mid Croydon Public Realm (incl. North End & Crown Hill)	200	22,662
P3 – East Croydon Public Realm	0	4,586
P5 – West Croydon Public Realm	0	1,400
P8 – Fair Field	0	10,000
TOTAL	400	44,363

Old Town Public Realm (see supporting Map ref P1)

- 3.38 Delivery of public realm in Old Town will follow and build upon the recent interventions through the Mayor's Regeneration Fund.
- 3.39 The **Minster Green and forecourt project** will be developed up to RIBA stage 2 by the end of the financial year. This will include a public consultation and the delivery of precursor interventions. RIBA stage 3 is to be completed by summer 2019 to be then delivered on site late 2019.
- 3.40 Drummond Road currently provides a (poor) connection between Old Town and North End. In the future, once the Whitgift centre is redeveloped and the Wellesley Road pedestrian crossing at Lansdowne Road delivered, it will become part of a key East–West pedestrian route linking Lower Addiscombe to Wandle Park. The **Drummond Road project** will improve this link and encourage footfall from the retail core into the Old Town area.
- 3.41 Frith Street, Keeley Road, and Priddy's Yard, while in parts located in conservation areas and benefiting from a few commercial units, have a disjointed public realm and some unattractive frontages. The **Frith Street, Keeley Road, and Priddy's Yard project** will improve the streetscape and frontages along these roads, including activating blank frontages, with the aim to increase footfall in this area both from the retail core (through Drummond Road and Keeley Road) and Church Street.
- 3.42 The Arcade is the Victorian link between Croydon High Street and Surrey Street. The **Arcade project** will build upon the improvements recently delivered to Surrey Street. It is likely to be delivered jointly with the High Street project (part of the Mid Croydon Public Realm programme of projects, P2). The proposals will be sensitive to the link's heritage and seek to preserve and enhance its historic features. It is likely to include lighting proposals.
- 3.43 The existing bridge across the railway is replaced with a new ramped bridge which improves cycle, pushchair, wheelchair and pedestrian access in to Wandle Park from Waddon New Road through the **Access to Wandle Park project**.

- 3.44 St Johns Rd / Waddon Rd and Rectory Green offer direct views towards the Minster and a visual connection between the western, residential, side, and the eastern, commercial side of Old Town, that is otherwise split in two by the Roman Way. The **St Johns Rd / Waddon Rd and Rectory Green project** will deliver public realm improvements, protecting and enhancing views towards the Minster, improving pedestrian and cycle movements and supporting businesses along these routes.
- 3.45 The **Church Road, Old Palace Road and Howley Road project** will deliver public realm improvements to these streets (mostly located in Conservation Areas) helping to enhance the historic setting of the area, and in particular of the Old Palace building. The project will also improve pedestrian connections through the delivery of new crossing(s), traffic calming, and better wayfinding in particular with regards to pedestrian and cycling routes to and from the Old Palace School and the sports pitches.
- Mid Croydon Public Realm (see supporting Map ref P2)
- 3.46 All streets within the Mid Croydon area will be upgraded in coordination with the proposed and anticipated private developments. Some key projects will be financed and delivered privately (although managed through the planning system). In particular Queen's Garden will be relandscaped and a new Town Hall Square will be created. Projects to be delivered with Growth Zone funding are listed below.
- 3.47 The **Thomas Turner path project** will be developed up to RIBA stage 2 by the end of the financial year. This will include a public consultation and the delivery of precursor interventions. RIBA stage 3 is to be completed by summer 2019 and then delivered on site late 2019.
- 3.48 New high quality streetscape will be delivered as part of the **Katharine Street, Park Street and Mint Walk projects**. Together with improvements to Fell Road and the new Town Hall Square, both to be delivered by the developer, these projects will entirely rejuvenate the public realm of Croydon's civic centre, delivering a new focus for public life and creating a new setting for the Town Hall.
- 3.49 Croydon High Street will be improved through the **High Street project**, taking on lessons learnt from the temporary work done through the Meanwhile programme including its experimental closure. This project is likely to be delivered jointly with the Arcade project (part of the Old Town Public Realm programme of projects, P1). It will deliver a high quality streetscape joining a redeveloped North End (see below) to the restaurant quarter (South End) that was improved as part of the Connected Croydon programme.
- 3.50 Streets on the edge of the Mid Croydon area will also be upgraded in coordination with adjacent developments, including **Park lane** between Katharine Street and Park Street, and the **Flyover / Fell Road. Park Lane gyratory** will also be improved.
- 3.51 The Whitgift shopping centre surrounds will be upgraded in time for its reopening. This will include an entirely rejuvenated streetscape along **North End / Crown Hill** and public realm improvements along **George Street**. This will be coordinated with improvements to be delivered to **Poplar Walk** (part of

the West Croydon Public Realm programme of projects, P5), and Wellesley Road, including the new crossing to be delivered at Lansdowne Road (reference H1).

East Croydon Public Realm (see supporting Map ref P3)

- 3.52 Delivery of public realm in East Croydon will follow and build upon the recent interventions delivered through the Connected Croydon programme. In particular-further work to **George Street** will be delivered, completing the work to this arrival space.
- 3.53 Most of the investment in the East Croydon area to date has been made in the West of the railway track. This will be rebalanced, with the expected delivery of the Cherry Orchard Steps opening the Eastern entrance to the railway bridge. The **Billinton Hill** and **Cherry Orchard Road projects** will contribute to rebalance both side of the railway tracks and link the residential areas immediately to the east of the railway tack to Croydon Centre.
- 3.54 The **Dingwall Road project** will allow to upgrade the streetscape along the Ruskin Square development site.

West Croydon Public Realm (see supporting Map ref P5)

- 3.55 The **Poplar Walk project** will see the delivery of public realm improvements to this street. This will be done in time for the opening of the redeveloped Whitgift shopping centre and coordinated with the other streets forming its surround notably North End / Crown Hill and George Street (delivered as part of the Mid Croydon Public Realm programme of projects, P2), and Wellesley Road, including the new crossing to be delivered at Lansdowne Road.

Fairfield Public Realm (see supporting Map ref P8)

- 3.56 Public Realm improvements to the area around Fairfield Halls will be delivered in part by the consented College Green redevelopment and in time for the Fairfield Halls re-opening in 2019.
- 3.57 The redevelopment of Fairfield Halls presents an opportunity to make major improvements to the area surrounding area. The intention is to commission a world class design for the space at the heart of the Croydon Opportunity Area and Cultural Quarter. The brief seeks inspiration and ideas from leading architects to produce a design that transforms this space and to reflect the history of the site when it was known as the Fair Field.

Construction Logistics

- 3.58 The Council as a local traffic authority has a Statutory Duty to facilitate expeditious movement of traffic on our roads and a dedicated officer has been appointed to oversee this area of work in the Growth Zone. A **Construction and Logistics sub-group** has been established which is responsible for planning and overseeing measures that minimise the impact of the construction activity in the Town Centre and on adjoining roads. The Council works with contractors to ensure sites are safe and take into consideration other road users including pedestrians, cyclists and those with mobility or sensory impairments.

Progress to date

- 3.59 Significant planning has been carried out to determine the timeline of projects, anticipated vehicle load and analysis of Croydon's highway network to understand the impact of construction on the Town Centre. Based on this work a Construction Logistics Plan has been developed which contains a range of measures that will be required from all developments taking place within and near to the Town Centre to mitigate their impacts.
- 3.60 In preparation of the rapid increase in construction and HGVs a number of initiatives have been implemented to keep Croydon moving and open for businesses at all times.

These include:

- A dedicated resource appointed to oversee the programme and liaise with developers and contractors to aid co-ordination of works.
- Ongoing engagement with developers and contractors to co-ordinate works and develop local solutions to manage traffic. This involves a series of workshops and regular liaison and guidance via a construction and logistics forum. The safety of cyclists is a key part of this workstream and there is joint working with officers from TfL learning from experiences elsewhere in London.
- Communications around planned disruption to the transport network to allow residents and businesses to identify alternative travel options and promote meanwhile activities and events including more information on the Council's website and social media channels.
- Work with all major utilities and developers to ensure utility works are coordinated and to minimise the impact of essential works.
- Travel Demand Management measures to support local businesses whilst there is disruption to the transport network associated with the development activity and helping their staff and visitors switch from the car to sustainable travel modes during the construction period and afterwards.
- Electronic applications to monitor construction traffic, using real time traffic updates and a Satnav system.
- Monitoring and enforcement on HGV's if they exceed specified emission levels and enforcement activity relating to parking and moving traffic offences.
- Permitted construction routes and prescribed delivery hours implemented to control and monitor their movement and access to sites. In particular, limits on HGVs in the peak periods.
- HGV holding areas established at various distances from the Town Centre when the requirement for capacity increases to minimise the impact of construction delivery traffic and ensure timely arrival of goods.

Proposed for the next 4 years

- 3.61 The following outlines the broad scope of planned activities for the next four years:
- Highways Impact Electronic Monitoring and Co-ordination Systems - including a Growth Zone navigation app and an Urban Data Platform where the public will be able to see the various developments and associated

- construction traffic and roadworks occurring.
- Vehicle Consolidation Centre – establishing a vehicle consolidation centre to reduce trips into the Town Centre by unifying multiple vehicle loads into single journeys.
- CCTV monitoring - installation of additional CCTV units to provide comprehensive coverage of traffic conditions throughout the Town Centre and its approaches as well as upgrades and alterations to enforcement markings and provisions to allow the highway to be kept clear and moving.
- Utility Co-ordination – continued co-ordination of utility activities in and around Growth Zone including development connections to ensure minimal disruption to the travelling public.
- Travel Demand Management.
- Variable Message Signs - a network of electronic signs to direct traffic on a 'live' basis.
- HGV Emission Control and Monitoring.
- Enforcement - use of traffic modelling software and additional site monitoring where needed to address local traffic issues.
- LBC/Utility/Developer Co-ordination Workshops and Forum - including a creation of a Croydon-specific constructor's award scheme to recognise best practice within the Growth Zone.
- Communications - Communications updates, workshops and other activities to keep Croydon residents informed on the progress of the developments and its effects on traffic and the public highway.
- HGV Holding Areas - upgrades to the HGV holding areas in terms of monitoring and facilities, and expansion to match increasing levels of construction traffic.

Project / Initiative	GZ funding approved - 2018/19 (£000's)	GZ funding requested for 19/20- 22/23 (£000's)
Highways Impact Electronic Monitoring and Co-ordination Systems	100	
Growth Zone navigation app + updates/Urban Data Platform		150
Vehicle Consolidation Centre		400
CCTV monitoring		270
Staff resourcing (Development Impact Engineers)	105	*
Utility Co-ordination	60	150
Travel Demand Management	70	200
VMS signs		200
HGV Emission Control and Monitoring	18	160
Enforcement	30	110
LBC/Utility/Developer Co-ordination Workshops and Forum	12	50
Communications	5	50
HGV Holding Areas		100
TOTAL	400	1,840

*Ongoing staffing costs to be funded from the overall Growth Zone programme

Parking

- 3.62 The **Parking** workstream looks at assessing current and future demand, supply & displacement for parking as will be impacted by new developments and ensuring the on-going provision of a balanced and accessible parking arrangement in the Town Centre and surrounding areas. It also aims to explore advancements in technology & how these may be used to make parking easier and more efficient to manage.

Progress to date

- 3.63 The 2018/19 Parking programme includes the commission of a review to understand the current supply and demand profile of parking provision and to understand the changes & impacts over the next 4 years, so that a balanced approach can be applied to deliver adequate provision. These will involve detailed parking stress surveys in the Town Centre and surrounding areas, inclusive of existing Controlled Parking Zones, free bay zones and a 500m radius surrounding these zones; together with surveys of the types of vehicles using the provision to understand how these factors could be affecting the air quality.
- 3.64 Also underway is the commission of a 'Software as a Solution' (SaaS) system that will see the making and management of the borough's statutory Traffic Management Orders TMOs) transition from a manual process to a digital map-based system resulting in improvements and efficiencies in managing parking compliance and enforcement.

Proposed for the next 4 years

- 3.65 The reviews of the Town Centre parking profile conducted in 2018/19 will inform our approach to managing Controlled Parking Zones, ranging from simple revisions to conditions (e.g. boundaries, hours of operation) to the implementation of new zones. Also, there will be the design of various measures from how to manage an anticipated increase in commercial vehicles (e.g. services & deliveries to the increased numbers & density of homes) through to other viable measures based on reducing air polluting emissions.
- 3.66 Technological solutions will also be investigated to identify those that offer a range of improvements from signage to car parks to solutions that help route drivers to available on & off street parking spaces using sensors, open data, APPs, in-car messaging etc., both of which can help reduce congestion into and around the Town Centre and improve the parking experience for drivers. Technology that helps the management of the growth of commercial vehicle activities will also be explored such as considering Virtual loading bays & virtual kerb-space management. Further report(s) will be submitted to the Traffic Management Advisory Committee setting out more detail on other projects/initiatives within the Parking theme as they are developed and reach an appropriate stage for decision.

Project / Initiative	GZ funding approved - 2018/19 (£000's)	GZ funding requested for 19/20 - 22/23 (£000's)

Comprehensive assessments of existing & potential Controlled Parking Zones / Design and Implementation	255	1,000
CPZ: Digital mapping of TMOs	80	
Project Management Resource	65*	
Parking – on and off street technology		200
TOTAL	400	1,200

*Ongoing staffing costs to be funded from the overall Growth Zone programme

Culture

- 3.67 The cultural programmes supported by Growth Zone funding outlined in previous cabinet reports have contributed to increasing the profile of Croydon in a positive way, have improved perceptions of key public spaces and engaged thousands of residents and visitors in cultural activity in the Borough. All of this improves the overall case for inward investment and business retention; establishing Croydon as a place with a vibrant cultural offer with places that are engaging and welcoming to spend time in.
- 3.68 For the next 3 year period there are a number of programmes in the pipeline: WSP has been commissioned to produce a lighting plan for Croydon incorporating a series of large and small scale lighting installations and pieces across the borough. Both permanent and temporary, these will focus on sites of architectural interest, areas where there is change happening and creating new routes. This programme, **Croydon-Lit**, will contribute to an improved public realm and benefit the night time economy. Whilst there is a focus in the Town Centre, there will also be interventions across district areas such as the very successful lighting festival earlier this year in Trumble Gardens.
- 3.69 The first stage of **Croydon Music City (CMC)** has been commissioned from Sound Diplomacy who have helped develop strategies for cities across the world including Barcelona, London, Brisbane and Berlin and have been involved in establishing initiatives like New York Music Month, London's Night Czar and the international Music Cities programme.
- Phase 1 – Music Audit and Stakeholder Survey and Engagement (September – November 2018) includes a music audit mapping Croydon's music ecology, producing a SWOT analysis with proposed solutions to identified issues, an online survey for industry and community consultation, 5 roundtable stakeholder sessions and 30+ interviews with key music leaders and organisations.
 - Phase 2 – Partner development and Music Strategy (January – March 2019) includes the development of an inward investment programme developing new partnerships for Croydon, the creation of a new music industry network and development of a music strategy, budget and action plan.
- 3.70 During the summer of 2018 the Council and Croydon BID delivered a programme of events and activities on the High Street. Initial figures show that footfall increased from the same period in the previous year and retail income was also higher. For October 2018, the focus will shift to **College Square** with

a series of small scale events and that will promote civic life in the space with a strong educational aspect developed in collaboration with Central Saint Martins, University of Arts London and with input from Croydon College. This programme of animating public spaces will continue over the next 3 years as spaces need to change and transform.

- 3.71 **Croydon Art Store (CAS)** opened its doors in November 2017. It is a temporary takeover of the old Grange furniture store in the Whitgift Centre by a consortium of local and neighbouring arts organisations, including Croydon Council, Turf Projects, Art Halo and Kingston School of Art. The four floor arts space has provided a collaborative and participatory visual arts and events programme with a focus on youth engagement and learning. Turf have run 7 exhibitions with visitor figures of just under 6,000 for the last year, 40% of those under the age of 24. These project have levered in just under £100k of Arts Council funding. The longer term objective of the project has been to test the role of arts and culture in a shopping centre, and aims to inform how the visual arts can be integrated in to future developments in Croydon.
- 3.72 The table below sets out the funding requested for the Croydon Lit programme and the development and implementation of the cultural programme including the projects noted in this section. A further report will be submitted to Cabinet providing more detail on the cultural programme.

Project / Initiative	GZ funding required - 2018/19 (£000's)	GZ funding requested for 19/20- 22/23 (£000s)
Croydon Lit	0	1,000
Cultural Programme	800	500
TOTAL	800	1,500

Smart City (technology)

- 3.73 The approval of the initial 'Smart City' programme by Cabinet in December 2017 (**1917CAB**) has enabled the workstream to move forward with the priority areas of digital connectivity, the Internet of Things and data. The 'Smart City' workstream's primary objective is to ensure that the Council makes the best use of technology and data opportunities to better respond to the challenges, build capability and attract further investment.

Improving digital connectivity within the borough

- 3.74 Exploratory work was undertaken in relation to improving digital connectivity in the Growth Zone and pan-Croydon, leveraging both public and private investment. The Council has engaged with optic fibre providers to explore a variety of schemes to deliver full fibre to residents and businesses. This includes:
- Progressing the development of a proposal to DCMS Local Full Fibre Networks challenge fund, in partnership with Coast to Capital LEP and its members as well as discussing partnership opportunities with Network Rail.
 - Bringing fibre to the premise to social housing estates across the borough: early dialogue with providers on the deployment of full fibre network to

premises to social housing estates, with affordable entry-level prices and digital inclusion activities.

- Regular conversations with providers to push for more and faster upgrade of their network, in particular fibre to the premises for businesses in the Town Centre, district centres and growth corridors.

Internet of Things (IoT)

- 3.75 The Internet of Things consists of devices or sensors that ‘talk’ to each other using connectivity. As part of Croydon’s approach to becoming a smart city it aims to become a recognised Internet of Things test bed to develop innovative solutions for a wide range of purposes. The Council has established a Low Power Wide Area Network (LPWAN) for IoT development. The network is free to use for experimentation and prototyping of IoT solutions. Croydon Council, in partnership with Digital Catapult, has run an IoT innovation challenge on measuring the impact of construction sites on air pollution to help collect relevant data and address this challenge in such a way as to minimise and mitigate the negative impact.

Urban Construction Asset Management (UCAMP)

- 3.76 LBC has been awarded a Department for Transport (DfT) grant of £80k to trial a new system and technology to preventatively identify roads defects and damages. For this project the Council and DfT are working with a local tech business, Connected Space, using connected vehicle technology and machine learning to assess road quality and trigger alerts for early maintenance intervention. The solution is directly embedded in the Urban Data Platform developed for the Growth Zone. The pilot project is in recognition of DfT seeing Croydon as a supporting testbed for new ideas and innovation.
- 3.77 Other initiatives in the pipeline include a Connected Autonomous Vehicle pilot, overall upgrade of Croydon’s CCTV network and open data. A separate and more comprehensive Smart City cabinet report will be produced by the new Chief Digital Officer including detailed forward planning and a request for expenditure in future years.

Social Infrastructure

- 3.78 The provision of social infrastructure in the form of health, education, community and play facilities is an important aspect of the programme. They will support the growing number of residents and visitors to the Town Centre and avoid undue pressure on existing facilities.
- 3.79 A working group has been formed and a review of the initial social infrastructure theme/projects list has been completed. Further work is required on feasibility and business case development, and reports will be presented to Cabinet in at the appropriate stage to progress the delivery of these capital projects. In the meantime this report seeks a budget of £500k to progress projects to a detailed feasibility stage. Local residents will be engaged and consulted as projects are progressed.

Proposed for the next 4 years:

- 3.80 The working group will be proceeding with the development and refinement of

the following workstream themes and projects:

Infrastructure for programming and activity – community space

- 3.81 A community space audit for the central Croydon area, to map and understand the existing availability of community space for use and hire, including assets owned or managed by the council will be carried out. A strategy will be then developed to enable better use of such spaces, including more use throughout the day and ensure there is adequate provision.

New primary care facility

- 3.82 Working with the NHS Croydon Clinical Commissioning Group, the Council will progress the development of a new primary care facility in central Croydon.

Croydon Clocktower

- 3.83 Architects have prepared a design options and feasibility study for the Clocktower, allowing for refurbishment and realignment of spaces, including re-design of the main library and museum gallery areas. Their proposals include innovative more open designs for the main entrance area and a combined central reception space. Further Cabinet approval will be sought to progress this project once there is more certainty regarding the project costs, planning and phasing.

Parks and Open Spaces

- 3.84 Following the positive community engagement and renewal projects recently completed in Wandle Park, and the recently completed high level masterplan for Park Hill, a strategy of access to these key green spaces to develop improved routes to and from the Town Centre will be developed. The cultural, commercial and educational activities that could be developed in both parks including links to the developing walking routes through the Wandle Valley, and opportunities for learning, training and activities for all ages will be explored.

Croydon Works

- 3.85 The Council's training and employment service – Croydon Works provides a valuable route to employment for local people and likewise supports the skills and resources required by developers to deliver their developments. The Growth Zone programme has currently allocated £180k to support this service and requests a further £800k over the next 4 years to continue this.

Energy

- 3.86 The Growth Zone programme includes the potential for an energy centre located in Wandle Road car park. Initial feasibility looks positive both commercially and technically and the GLA have offered £150k to help take this project forward. This report seeks £100k to contribute to this project to reach a decision next year as to whether this is a viable project worth implementing or not. Alongside this, other decentralised energy projects such as community energy schemes will be considered with the aim of reducing carbon emissions and lowering energy costs.

Governance

- 3.87 The governance to oversee the Growth Zone programme was approved by the cabinet member for Homes, Regeneration and Planning in July 2017 (2417HRP). The Steering Group is co-chaired between Croydon Council and the GLA. The Mayor of London has approved the full Growth Zone programme with the decisions regarding the delivery of the programme delegated to senior GLA officers.

Delegation

- 3.88 As part of the work on the projects detailed in Appendix 1, a delegation is sought to authorise the Executive Director of Place in consultation with the Cabinet Member for Environment, Transport and Regeneration, Cabinet Member for Jobs and Economy and the Executive Director of Resources to make necessary changes to the funding and phasing of projects in Appendix 1 within the parameters set out within the Council's Constitution, particularly the provisions of Parts 4B, 4C, 4G and 4I, and the provisions of this paragraph 3.88. The recommended parameters are that:
- the delegation shall not permit the making of any changes which would amount to a key decision as defined by the Council's Constitution. Any changes which would constitute key decisions should be presented to Cabinet for consideration and decision making.
 - the exercise of the delegated decision making should be within the Council's budget and policy framework.
 - in taking the delegated decisions, the decision maker shall adhere to the principles of:
 - Proportionality;
 - Due construction and taking of professional advice from other relevant Council Officers;
 - Human Rights and Equalities;
 - Presumption of openness in accordance with the Freedom of Information Act;
 - Consideration and evaluation of alternatives; and
 - The 'Wednesbury' reasonableness principles.

4. CONSULTATION

- 4.1 In developing the Growth Zone programme significant engagement has taken place with TfL and the GLA. Engagement also continues with major developers and utility companies to identify infrastructure requirements and likely build rates of their schemes which inform the Growth Zone financial modelling and Construction Logistics programme.
- 4.2 With regard to resident and business engagement a roadshow is planned to provide information on the various projects and for residents to have their say. The roadshow will support informal and statutory consultation associated with any of the projects. Engagement with the local community will increase as projects are progressed to ensure there is communication and feedback on the changes to the Town Centre and on the corridors leading into it. This will possibly including the formation of a dedicated Community Forum subject to

consultation with Ward Members. There is also ongoing business engagement supported by the BID and Develop Croydon to help businesses manage the impact of the construction. This includes supporting them to develop travel plans which assist their staff and customers through the next few years as developments commence construction.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

The effect of the decision

- 5.1 The Council agreed to the creation of the Growth Zone in July 2016, which included the funding mechanism for £520 million of projects; supported by a loan of £309.9 million to be taken out by the Council and the balance made up of contributions from TfL, the GLA and s106 planning obligations. A Statutory Instrument was placed in parliament and subsequent approval given to commence the Growth Zone from 1st April 2018. This report builds upon the preparatory work undertaken so far and identifies a range of projects that are intended to be delivered by March 2023.
- 5.2 The table below sets out the anticipated spend profile for the projects noted in this report. It is expected additional requests for funding for the social infrastructure, smart city and energy themes will follow this report and add to the overall amount sought in the table below up to a maximum of £309.9m. The £166m shown in this table will be funded from borrowing as set out in the financial implications section of this report.

2019/20	2020/21	2021/22	2022/23	Total
£8m	£20m	£60m	£78m	£166m

Risks

- 5.3 A review of the Growth Zone has been undertaken and the following risks have been identified:

Risk	Mitigation
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 repaying and servicing the debt.	Sensitivity testing has 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. Financial modelling will continue throughout the life of the Growth Zone. The borrowing noted in section 5.2 depends on the satisfactory progress of developments occurring in the Town Centre which will bring about the uplift in business rates used to repay the debt. If these developments slip, the amount to

	be borrowed in future years could be affected and if so this variation will be reported to Cabinet.
Project and infrastructure delivery is delayed and is not commensurate with development activity.	Governance arrangements are in place with partners and stakeholders to ensure clear understanding of roles and responsibilities. Regular meetings of the Growth Zone Steering Group and Working Group is a practical method of monitoring project management and the early identification of any delivery issues for attention.
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.	Expenditure and delivery of projects will be managed by the Growth Zone Steering Group and Working Group. Any unavoidable overspend will mean a reduction in funding available for projects planned for the future.

- 5.4 Risk identification and mitigation measures will be an intrinsic element of the governance of the Growth Zone Steering Group and Working Group.

Future savings/efficiencies

- 5.5 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 optimise 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.
- 5.6 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: Lisa Taylor, Director of Finance, Investment and Risk)

6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 6.1 The Solicitor to the Council comments that in taking any decisions pursuant to the proposed delegation, the officer decision maker will need to adhere to the Decision making protocol within Part 4G of the Constitution, the provisions of Part 4B of the Constitution in relation to Access to Information including the publication, where required, of key decision notices and will need to adhere to the provisions of the Budget and Policy Framework Procedure Rules at 4C, including ensuring that any such decision is not contrary to the Council's policy framework and is not contrary to and is wholly in accordance with the budget approved by Full Council.

(Approved by: Sandra Herbert, Head of Litigation and Corporate Law for and on behalf of Jacqueline Harris-Baker, Director of Law and Monitoring Officer)

7. HUMAN RESOURCES IMPACT

- 7.1 There are no immediate HR implications that arise from the recommendations in this report for Croydon Council staff. If any issues arise these will be managed under Croydon's Policies and Procedures in the usual manner. Resources required to support the delivery of the programme will be top sliced from the capital budgets for each project and overseen by the relevant sub groups and the Growth Zone Steering Group.

(Approved by: Jennifer Sankar, Head of Human Resources, Place on behalf of Sue Moorman the Director of Human Resources)

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 actions 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 interventions and projects 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 completed for the Growth Zone programme as a whole. This found that the programme will have a positive impact for all protected groups. Further analysis will be undertaken as individual projects are progressed through the design stages. The sub-groups will ensure this occurs and where necessary action will be taken to mitigate any negative impacts on groups that share a protected characteristic. In addition, in exercising any delegated decision making, the officer in question will ensure that Equalities impacts are appropriately explored and considered by the Decision maker prior to such decisions being taken.

9. ENVIRONMENTAL IMPACT

- 9.1 Projects included in the Growth Zone will be delivered in line with current environmental requirements and legislation, and the Local Plan policy which promotes, as part of sustainable development, the consideration of environmental impacts. The Growth Zone focusses on improving air quality and enhancing facilities for healthy lifestyles and sustainable transport.

10. CRIME AND DISORDER REDUCTION IMPACT

- 10.1 The Borough Commander is aware of the Growth Zone and has requested regular progress reports to enable future planning for policing. The design of public realm schemes will involve liaison and consultation with the Metropolitan Police Service to reduce the risk to personal safety.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 11.1 The decision to progress with the Growth Zone was taken by Cabinet in July 2016 and the Mayor of London in September 2016. Subsequently, Cabinet in December 2017 agreed the Growth Zone work programme for 2018/19.

Furthermore, the Government approved the Regulations for the Growth Zone funding mechanism and area in February 2018. Since the inception of the Growth Zone and the initial Development Infrastructure Funding Study (January 2014), it has been understood that the infrastructure required to mitigate the growth planned will not be delivered by existing delivery methods, current funding availability or through planning gain. Therefore, the Growth Zone is essential to enable the delivery of critical and essential infrastructure to mitigate the impact of the growth planned (Croydon Local Plan 2018, Croydon Opportunity Area Planning Framework 2013 and London Plan) for the benefit of existing and future residents, businesses and visitors. The Growth Zone is an innovative approach to fund and deliver this critical and essential infrastructure.

12. OPTIONS CONSIDERED AND REJECTED

- 12.1 As part of the justification for the Growth Zone outlined in the July 2016 Cabinet report the option of not forward funding infrastructure, but to depend upon the market and the provision of infrastructure only through public sector capital funding, CIL and s106 was considered, but deemed unable to deliver the critical and essential infrastructure to mitigate planned growth. This remains the case today, the absence of the Growth Zone is very likely to lead to the accommodation of growth, especially in the Croydon Opportunity Area, without the critical and essential infrastructure identified in Appendix 1 of this report.

CONTACT OFFICER: Lee Parker, Programme Director – Growth Zone (ext 47052) and Steve Dennington, Head of Spatial Planning (ext 64973)

BACKGROUND PAPERS

Croydon Growth Zone – Infrastructure Programme - 11 December 2017

<https://democracy.croydon.gov.uk/documents/s4489/Croydon%20Growth%20Zone%20Infrastructure%20Programme.pdf>

Growth Zone – Overview and Financial Arrangements for Repayment - 11 July 2016

https://democracy.croydon.gov.uk/Data/Cabinet/20160711/Agenda/cab20160711_07_01_report_and_appendix_1c40b.pdf?cmte=CAB&meet=49&href=/akscroydon/images/att7589.pdf

Croydon Growth Zone Delivery Plan and Programme, Peter Brett Associates, February 2018.

Equalities Analysis.

APPENDICES

1. Growth Zone programme (2019-2023).
2. Growth Zone Map – Spatial expression of the Growth Zone Programme and

Masterplan areas.

Growth Zone Programme – 2019-2023

Project/Initiative	Growth Zone funding requested for 2019/20 to 2022/23
<i>Transport</i>	
Trams – 1st Phase Network Enhancements and additional studies	26,775
Trams - George Street Tram Stop	1,081
Rail – West Croydon Station	11,410
Rail - Brighton Main Line (CARS), including East Croydon Station	1,000
Buses – Bus Priority	4,900
Buses – Bus Route Upgrades	10,000
Walking & Cycling Programme	14,194
Traffic Management/Variable Message Signs	1,000
Streets – A232 Chepstow Rd / Addiscombe Rd	4,120
Streets – Brighton Road Corridor	4,900
Streets – London Road Corridor	8,280
Streets – Mitcham Road Corridor	6,503
Streets - Fiveways	19,985
Streets - Wellesley Road Crossing	1,500
Delivery & Servicing Management	100
<i>Public Realm</i>	
P1 – Old Town Public Realm	
• Minster Green & Forecourt	1,967
• Drummond Road	233
• Frith Street, Keeley Road and Priddy's Road	320
• Arcade (High Street – Surrey Street)	52
• Access to Wandle Park	584
• St. Johns Road, Waddon Road and Rectory Green	80
• Church Road	294
• Old Palace Road	1,987
• Howley Road	198
P2 – Mid Croydon Public Realm	
• Thomas Turner path	210
• Katherine Street	376
• Park Street	2,403
• Mint Walk	383
• High Street	2,079
• Fell Road	3,686
• Park Lane gyratory	5,575
• North End	6,400
• George Street (west)	1,550
P3 – East Croydon Public Realm	
• George Street (East)	950
• Billinton Hill and Cherry Orchard Road	2,644
• Dingwall Road	992

P5 – West Croydon Public Realm	
• Poplar Walk	1,400
P8 – Fair Field	
• Fair Field	10,000
Construction Logistics	
• Growth Zone navigation app + updates/Urban Data Platform	150
• Vehicle Consolidation Centre	400
• CCTV monitoring	270
• Utility Co-ordination	150
• Travel Demand Management	200
• VMS signs	200
• HGV Emission Control and Monitoring	160
• Enforcement	110
• LBC/Utility/Developer Co-ordination Workshops and Forum	50
• Communications	50
• HGV Holding Areas	100
Parking	
• Controlled Parking Zone	1,000
• Technology	200
Culture	
• Croydon Lit	1,000
• Cultural Programme	500
Smart Cities	0
Social infrastructure – project development	500
Croydon Works	800
Energy - feasibility	100
TOTAL	£166,051

Croydon Council

Equality Analysis – Croydon Growth Zone

Stage 1 Initial Risk Assessment - Decide whether a full equality analysis is needed

At this stage, you will review existing information such as national or local research, surveys, feedback from customers, monitoring information and also use the local knowledge that you, your team and staff delivering a service have to identify if the proposed change could affect service users from equality groups that share a “protected characteristic” differently. You will also need to assess if the proposed change will have a broader impact in relation to promoting social inclusion, community cohesion and integration and opportunities to deliver “social value”.

Please note that the term ‘change’ is used here as shorthand for what requires an equality analysis. In practice, the term “change” needs to be understood broadly to embrace the following:

- Policies, strategies and plans
- Projects and programmes
- Commissioning (including re-commissioning and de-commissioning)
- Service Review
- Budgets
- Staff structures (including outsourcing)
- Business transformation programmes
- Organisational change programmes
- Processes (for example thresholds, eligibility, entitlements, and access criteria)

You will also have to consider whether the proposed change will promote equality of opportunity; eliminate discrimination or foster good relations between different groups or lead to inequality and disadvantage. These are the requirements that are set out in the Equality Act 2010.

1.1 Analysing the proposed change

1.1.1 What is the name of the change?

London Borough of Croydon is preparing for significant growth over the next 20 years. **The Croydon Growth Zone** was established in 2014 (and approved at Cabinet in 2016) as a framework for identifying, developing, funding and delivering infrastructure projects in the central area of Croydon, to enable increased economic growth through sustainable development. The Government identified Croydon as a Growth Zone in its 2014 Autumn Statement and subsequently confirmed the designation in the 2015 spring budget.

The Growth Zone programme comprises of 46 projects, totaling £520million of improvements supported by a loan of up to £309.9million with the balance (circa £210million) met from other sources including TfL, the GLA or planning obligations. The business case and detailed background for these projects were included in the Growth Zone Delivery Plan and Programme produced by Peter Brett Associates in March 2018.

Significant progress has been made with town centre developments (including the Whitgift Centre redevelopment) to move to the delivery stage of the Growth Zone programme. The package of measures aim to support the growing borough through providing enhanced transport capacity,

reduced air pollution, an exciting cultural offer and the creation of new jobs as part of a larger, stronger local economy. It is anticipated that the Growth Zone framework will be in place until 2034, when the necessary infrastructure projects will have been fully implemented using funding drawn down from the loan financed by the business rate uplift in addition to funding from various other sources.

1.1.2 Why are you carrying out this change?

Please describe the broad aims and objectives of the change. For example, why are you considering a change to a policy or cutting a service etc.

Context

The Croydon Opportunity Area (COA) is located in the north west of LB Croydon and is a prominent metropolitan centre in south London. It functions as one of the regional centres for London as a whole and for the south-east of England. It also forms part of the Capital to Coast Local Enterprise Partnership (LEP) area.

One of the COA's key strengths is its transportation connections and the COA acts as a key transport interchange for people travelling both north (into London) and south (to Gatwick and Brighton). Future rail upgrades and airport expansion decisions will be critical to the future success of the COA and Croydon. The current physical environment within the COA detracts from people's perceptions of Croydon and is a significant barrier towards attracting inward investment. The redevelopment and renewal of the urban core within the COA is therefore an important catalyst for stimulating change and instilling confidence in Croydon as a place to both live and work and will be critical to Croydon's future.

The proposed change will have a broader impact in relation to promoting social inclusion, community cohesion and integration and opportunities to deliver "social value". Delivering the Growth Zone is a key priority of the administration to support investment in jobs, housing, economic growth and the regeneration of the Town Centre. The benefits of the Growth Zone will be realised across the board with improvements made to transport and the public realm on key corridors as well as greater employment and cultural opportunities.

Why are we considering the change?

In the Croydon Local Plan: Strategic Policies (2016) the need for a total of circa 33,000 new homes was identified for the period 2016-2036, of which at least 10,500 net additional homes to be provided within the Croydon Opportunity Area (COA). Subsequent reviews have suggested that the Borough will see more than 23,000 new jobs created and 15,000 new homes started over the next 5 years. The Growth Zone framework was developed from the Local Plan aspirations and the Opportunity Area allocation in the London Plan (2011), with the Opportunity Area Planning Framework (OAPF) adopted by the Borough as a Supplementary Planning Document in 2013. The geographical scope for the Growth Zone programme was aligned with the Opportunity Area boundaries, with the area to include the urban core from West Croydon Station to the A232, from Old Town to East Croydon Station.

The OAPF identified a need for strategic infrastructure to support the Borough's growth ambitions: "Critical to building a new residential community of 17,000 people is the provision of social and community infrastructure."

And in the context of transport specifically:

"A strategy for sequencing the delivery of infrastructure improvements and securing new funding will need to be developed in order to manage the delivery of infrastructure in a timely manner."

The OAPF evidence base includes several reports and studies which have subsequently informed

the development of infrastructure projects, including the OAPF Strategic Transport Study (2013), five central area Masterplans, Connected Croydon (2011) and the Transport Vision (2016).

In 2014 a Development Infrastructure Funding Study (DIFS) was undertaken to provide an assessment of OAPF infrastructure needs and develop a strategy for infrastructure funding to inform the future planning and funding decisions. The DIFS was evaluated against an agreed level of growth in population, new homes and commercial development in the central area of Croydon. The initial DIFS identified 92 infrastructure projects, including utilities, social infrastructure, environment and transport schemes, at an overall cost of £1.014 billion and with a funding gap of £805 million. The study recommended further business case review and an assessment of potential funding sources, including planning obligations (S106), Community Infrastructure Levy (CIL), Revolving Infrastructure Funds and Business Rates Retention.

A DIFS prioritisation study in 2015 reviewed the project costs and established a priority programme of 39 projects, at a total cost of £492.3m with £59.8m committed and therefore a funding requirement of £432m. It envisaged 26 projects delivered by 2021 and all 39 by 2026. The Growth Zone package of infrastructure projects would be supported by new Council borrowing of £309m and additional funding would be sought from TfL, GLA and developers.

Policy as a driver for change

- A new London Plan is expected by 2019 and it is anticipated to confirm the Borough's growth strategy and ambitions for the COA.
- The Mayor's Transport Strategy (2017) identifies several potential transport projects in central Croydon, including significant rail and tram improvements, plus a new emphasis on 'healthy streets' that accords with the Borough's ambitions for an enhanced public realm and better strategic links.
- The previous Mayor's Vision for Cycling sort to 'normalise' cycling across London, making it something anyone feels comfortable doing. This objective continues in the MTS which sets an ambitious 80 percent mode share target for public transport, cycling and walking by 2041.
- The objective of building a 'smarter city' also comes through all current London wide policy development, from economic, planning and transport strategies, through environment, energy and digital initiatives. The Smart London Plan (2013) and its 2016 update, The Future of Smart, set out the Smart City framework and key areas of development, which are now being brought forward in Borough plans.
- To ensure the Growth Zone aligns closely with the MTS, slight changes were made to the list of prioritised projects. This included the addition of a Cycling Project (originally identified in the 2014 DIFS but not in the list of 39 prioritised projects) and four Corridor Projects. The Corridor Projects combined existing walking, cycling and bus scheme proposals along strategic routes that serve the Growth Zone with the intention that they would be combined in a holistic scheme in line with the outcomes of a 'healthy street'.

1.1.3 What stage is your change at now?

See **Appendix 1** for the main stages at which equality analyses needs to be started or updated.

We have an outline programme of improvements and a funding mechanism in place. A detailed Equalities Analysis will be developed as and when the Growth Zone projects evolve and in particular, as detailed feasibility and detailed business cases are prepared for individual schemes. Equalities Analysis will be an intrinsic part of this as we will need to ensure equality and social inclusion considerations are part of the process. Equality Analyses will be kept under review throughout planning and development, and where necessary action will be taken to mitigate any

negative impacts to groups with protected characteristics.

Please note that an equality analysis must be completed before any decisions are made. If you are not at the beginning stage of your decision making process, you must inform your Director that you have not yet completed an equality analysis.

1.2 Who could be affected by the change and how

1.2.1 Who are your internal and external stakeholders?

For example, groups of council staff, members, groups of service users, service providers, trade unions, community groups and the wider community.

The principal internal stakeholders are the Cabinet Member for Environment, Transport & Regeneration, Chair of Traffic Management Advisory Committee. Other important stakeholders include the Growth Zone Sub-groups and Steering Group, Highways and Parking Services, Planning, Strategic Transport, Economic Growth, Regeneration, Public Health and Environmental Health Teams and other internal departments relevant to the programme delivery.

The external stakeholder groups include residents, businesses, developers, NHS, Police, utilities, digital providers, partnerships such as BID, etc. Also including public transport users, those driving in and through the Town Centre, mobility and disability forums, schools, young people and the wider community including equality groups that share a protected characteristic.

1.2.2 What will be the main outcomes or benefits from making this change for customers / residents, staff, the wider community and other stakeholders?

The majority of the Growth Zone programme consists of public realm and transportation projects within the Town Centre that are aimed at improving and enhancing the public space, transport and highway interchanges and its connecting corridors.

The main benefits of the programme include:

- provision of physical highways and road safety improvements for cyclist and pedestrians
- promotion and facilities to encourage more sustainable and healthier travel modes
- improvements to air quality
- enhancements to public transport capacity
- improved public spaces and accessibility within the street environment
- improved pedestrian permeability and ease of access
- creation a sense of place and character
- more connected Town Centre with its surrounding districts
- improved perception of safety
- improved cultural offer

More specific outcomes per theme are as follows:

Buses

These highway-based schemes are designed to improve the punctuality, reliability and service levels on bus routes that serve the Growth Zone. The projects include measures to isolate buses from congestion and delay; supporting infrastructure to ensure bus stops have sufficient capacity and the necessary levels of passenger accessibility; new bus stands with improved driver welfare facilities; and potentially enhanced bus stations offering improved interchange.

Cycling

These cycling measures seek to create a network of safe and attractive cycle routes across the Borough that connect the Growth Zone with adjacent residential areas. The proposals upgrade the existing London Cycle Network routes and introduce new routes and local links to make the town centre more permeable and easily accessed by cycle.

Corridors

In line with the Mayor of London's Healthy Streets policies the Council has identified three corridors within the Borough where walking, cycling and public transport will be encouraged by creating safer and more attractive environments for these modes of transport. The Corridors identified include London Road, Brighton Road, Mitcham Road and the route identified by the proposed Crystal Palace Tram Extension.

Energy

Energy projects include a requirement for a District Energy Centre to provide heat and potentially electricity to buildings in the Mid Croydon area, with a possible extension to new developments around East Croydon station.

Highways

These projects seek to address significant constraints within the highway network that supports travel to and from the Growth Zone. These projects focus on major junctions on the strategic road network where additional capacity is required to support the tram, bus, cycle and walking networks while still ensuring the efficient movement of goods and services by vehicle. The Highway theme includes two operational projects, one addresses the supply and accessibility of town centre car parking while the other focuses on improving traffic management on the local and wider road networks.

Public Realm

The focus of the public realm projects is improving the environment for pedestrians within the COA by removing barriers to movements and creating attractive spaces that encourage walking and the use of public spaces. The importance of the public realm enhancements is in their role in the integration of facilities, amenities and transport nodes.

Rail

Longer term infrastructure improvements are planned for West Croydon and East Croydon stations. The projects include redeveloping the station buildings and track works to improve accessibility, permeability and increase the number of platforms so providing additional capacity to accommodate greater demand for rail travel to and from Croydon.

Social Infrastructure

This group of infrastructure projects are required to support the current and future social needs of residents within and close to the Growth Zone. Investment in social infrastructure is recognised as key to ensuring a viable, sustainable community in the long term. Requirements arising for social infrastructure in the COA include Education (Schools Provision), Health (Primary Health Care),

Employment (Croydon Works - Job Brokerage) and Community Facilities (Community Spaces, Play Spaces, Clocktower Complex upgrade).

Smart City Infrastructure

This group of projects are designed to support new technologies that:

- Deliver efficiency by reducing costs of infrastructure and service provision
- Improve quality of life and wellbeing
- Support growth through job creation and attracting investment
- Enable environmental sustainability (air quality, energy use)
- Create a safe city with reduced crime and quicker emergency responses.

Trams

New track, vehicle stabling and power projects to support an increase to the frequency of services across the tram network but also ensure that the network is more resilient with service performance less impacted by delays and cancellations.

Culture

A programme of events, celebration of art and music and lighting projects. Culture makes a significant contribution to the successful growth agenda through improving the case for inward investment and the Fairfield Halls specifically will be an engine for growth in Croydon's economy. Cultural projects create supportive and educational opportunities for our residents. Initiatives support young people in terms of life chances, routes to employment and their wellbeing. Croydon's cultural offer is an increasingly important part of improving the borough as a place to live, work, study in and visit and have contributed to increasing the profile of Croydon in a positive way. All of this improves the overall case for inward investment and business retention; establishing Croydon as a place with a vibrant cultural offer with places that are engaging and welcoming to spend time in.

A key priority for the Council is to work with all our stakeholders 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 programme outlined above will create more opportunities for Croydon residents and contribute towards greater equality, fairness and better outcomes for all.

1.2.3 Does your proposed change relate to a service area where there are known or potential equalities issues?

Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response. If you don't know, you may be able to find more information on the Croydon Observatory (<http://www.croydonobservatory.org/>)

Yes, there are issues in relation to traffic congestion, way-finding, access to public transport, levels of car ownership for some groups and casualty and accident rates which are known to be higher amongst more deprived communities.

1.2.4 Does your proposed change relate to a service area where there are already local or national equality indicators?

You can find out from the Equality Strategy (<http://intranet.croydon.net/corpdept/equalities-cohesion/equalities/docs/equalitiesstrategy12-16.pdf>). Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response

Yes, Croydon is one of the largest boroughs in London in terms of overall population and one of the largest populations of children and young people whilst also having an ageing population. The programme is of some relevance to the protected characteristics of age and disability, and will benefit people who share these characteristics by helping to ensure more inclusive design of streetscapes. This will help people who are less mobile to have relatively easier access to essential services and amenities. Social cohesion is promoted via vibrant cultural offer to engage young people from different backgrounds in cultural and community activities.

The programme supports a number of the Equality Objectives set out by the Opportunity and Fairness Plan for 2016 – 20, namely:

- Employment: Investment in Croydon Works seeks to increase the rate of employment for disabled people, young people, over 50s and lone parents who are furthest away from the job market.
- Attainment: Investment in Croydon Works seeks to improve attainment levels for white working class and BME heritages, including those living in six most deprived wards. The training programme and work placements bring a reduction in the number of adults who have no qualifications in the borough.
- Community Safety: Cultural activities and improvements to social infrastructure look to reduce the number of young people who enter the youth justice system.
- Social Isolation: Transport and accessibility improvements will reduce social isolation amongst disabled people and older people.
- Community Cohesion: Providing a more attractive and vibrant environment and better local amenities seek to improve the proportion of people from different backgrounds who get on well together.
- Health: By creating and developing healthier and sustainable places, the Growth Zone programme seeks to reduce differences in life expectancy between communities.

1.2.5 Analyse and identify the likely advantage or disadvantage associated with the change that will be delivered for stakeholders (customers, residents, staff etc.) from different groups that share a “protected characteristic”

Please see Appendix 2 (section 1) for a full description of groups.

	Likely Advantage 😊	Likely Disadvantage ☹️
Disability	<p>Schools, shops, public realm and public transport are not always fully accessible and restrict the access to employment, training and leisure for disabled people. People with impaired mobility through disability will benefit from the area wide approach to access improvement.</p> <p>The programme includes improvements to footways, including dropped kerbs, tactile paving and adjustment to bus stops to enhance accessibility, improved pedestrian crossings facilities and road safety improvements.</p> <p>The improvements will also deliver improved accessibility within the street environment and</p>	N/A

	<p>access to public transport at rail and tram stations. The work will attempt to design out as many barriers to movement as possible, including step free access, kerbs and steep ramp gradients.</p> <p>Implementation of inclusive design that meets the need of disabled. Major public realm improvements are planned within the Town Centre each of which is the subject of separate access audits and will look to enhance accessibility.</p>	
Race/ Ethnicity	<p>Cultural offer is designed to be diverse and inclusive of all race and ethnicities. Opportunities presented by the cultural programme support young people from BME backgrounds in terms of life chances, routes to employment and their wellbeing.</p>	N/A
Gender	<p>Car ownership amongst women is lower than that amongst men, suggesting women are more reliant on other forms of transport including walking. This element of the delivery programme seeks to improve the pedestrian environment at local centre and transport corridors. It also seeks to support centre vitality and viability and thus sustain local services more readily accessed on foot.</p>	N/A
Transgender	N/A	N/A
Age	<p>The improvements will look to address the following statement:</p> <p>Children and young people often have their independent mobility curtailed due to concerns over road safety.</p> <p>Convenient, safe and reliable public transport is important for older people to continue participating in society.</p> <p>Safe and attractive walking and cycling routes facilitate travel by means other than the car as a way reducing congestion.</p> <p>The environmental quality and accessibility of the public realm is important for older people. Provision of accessible places to rest and street furniture is essential to encourage older people to enjoy the public realm.</p> <p>Reduction in traffic speeds and congestion increases road safety and improves pedestrian</p>	N/A

	<p>environment and perceived accessibility.</p> <p>Croydon has one of the highest levels of childhood obesity in London where the level is also generally higher than the rest of the country. Making walking and cycling to schools safer and more pleasant reduces childhood obesity.</p>	
Religion /Belief	N/A	N/A
Sexual Orientation	N/A	N/A
Pregnancy and Maternity	<p>Women tend to have less access to cars and are more likely to depend on public transport for making local journeys for shopping, childcare and work. The improvements will deliver ramps and level access in the public realm and on public transport for pushchairs. The schemes will attempt to design out as many barriers to movement as possible, including limitations to step free access, kerbs and steep ramp gradients.</p> <p>The increased accessibility of bus stops and quicker journey times, should benefit people pushing buggies, as should improvements to tram and train services.</p> <p>Croydon Works delivers opportunities for women who have to balance work and domestic responsibilities helping them access suitable employment and training opportunities close to home.</p>	N/A
Social inclusion issues	Social infrastructure, projects yet to be scoped out, will address community cohesion issues. Culture programme will look to engage young people in cultural activities.	N/A
Community Cohesion Issues	Social infrastructure, projects yet to be scoped out, will address community cohesion issues.	N/A
Delivering Social Value	Successful delivery of the Growth Zone programme will create more opportunities for Croydon residents and contribute towards greater equality, fairness and better outcomes for all.	N/A

1.2.6	<p>In addition to the above are there any other factors that might shape the equality and inclusion outcomes that you need to consider?</p> <p>For example, geographical / area based issues, strengths or weaknesses in partnership working, programme planning or policy implementation</p>
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All improvements have positive outcomes for everyone, however weaknesses in partnership working may result in schemes that don't maximise positive outcomes for groups sharing protected characteristics, in particular schemes undertaken by developers under their planning obligations, schemes in geographical areas that don't have strong representation from relevant age/disability groups, etc.

In developing the Growth Zone programme significant engagement has already taken place and continues with major developers and utility companies to identify infrastructure requirements. With regard to resident groups, including people from protected characteristics, a roadshow is planned to provide information on the various projects and for residents to have their say. The roadshow will support informal and statutory consultation associated with any of the projects. The first phase of engagement will commence in October through to December 2018 and will be delivered in and around the Town Centre, actively engaging with mobility and disability forums, schools and residence associations. All engagement and consultation will be inclusive and cover all protected groups.

1.2.7	<p>Would your proposed change affect any protected groups more significantly than non-protected groups?</p> <p>Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response. For a list of protected groups, see Appendix.....</p>
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The programme has the potential to affect certain protected groups more significantly than non-protected groups. The analysis has revealed that, generally, the programme will have a positive or neutral impact upon all protected groups and characteristics and will improve the overall quality of life among people in these groups. The protected characteristics of Age, Disability, Pregnancy and Maternity and Race will be positively impacted upon most by the implementation of the Growth Zone programme. More generally, it will have a positive impact on those groups with lower levels of car ownership. Improved accessibility and connectivity to the Town Centre via better transport, cycling and walking links will benefit mobility across the board and social cohesion.

1.2.8	<p>As set out in the Equality Act, is your proposed change likely to help or hinder the Council in advancing equality of opportunity between people who belong to any protected groups and those who do?</p> <p>In practice, this means recognising that targeted work should be undertaken to address the needs of those groups that may have faced historic disadvantage. This could include a focus on addressing disproportionate experience of poor health, inadequate housing, vulnerability to crime or poor educational outcomes <i>etc.</i></p> <p>Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response.</p>
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The programme will help the Council in advancing equality of opportunity between people who belong to any protected groups and those who do not as identified. The components of the programme will enable the Council to continue to make adjustments and improve access for people with limited mobility (particularly people with disabilities). It also seeks to aid the active participation via cultural activities and social infrastructure.

1.2.9 As set out in the Equality Act, is the proposed change likely to help or hinder the Council in eliminating unlawful discrimination, harassment and victimisation in relation to any of the groups that share a protected characteristic?

In practice, this means that the Council should give advance consideration to issues of potential discrimination before making any policy or funding decisions. This will require actively examining current and proposed policies and practices and taking mitigating actions to ensure that they are not discriminatory or otherwise unlawful under the Act

Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response.

The programme is considered neutral in terms of effect on the elimination of unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act in relation to protected groups.

1.2.10 As set out in the Equality Act, is your proposed change likely to help or hinder the Council in fostering good relations between people who belong to any protected groups and those who do not?

In practice, this means taking action to increase integration, reduce levels of admitted discrimination such as bullying and harassment, hate crime, increase diversity in civic and political participation etc.

Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response

The programme will help by improving access to the street environment and increasing independent travel for disabled people and children. These two groups will have increased opportunity to engage with others not from protected groups.

This will continue to help the Council in fostering good relations between people who belong to any protected groups and those who do not.

1.3 Decision on the equality analysis

If you answer "yes" or "don't know" to ANY of the questions in section 1.2, you should undertake a full equality analysis. This is because either you already know that your change or review could have a different / significant impact on groups that share a protected characteristic (compared to non-protected groups) or because you don't know whether it will (and it might).

Decision	Guidance	Response
No, further equality analysis is not required	<p>Please state why not and outline the information that you used to make this decision. Statements such as 'no relevance to equality' (without any supporting information) or 'no information is available' could leave the council vulnerable to legal challenge.</p> <p>You must include this statement in any report used in decision making, such as a Cabinet report</p>	
Yes, further equality analysis is required	<p>Please state why and outline the information that you used to make this decision. Also indicate</p> <ul style="list-style-type: none"> • When you expect to start your full equality analysis • The deadline by which it needs to be completed (for example, the date of submission to Cabinet) • Where and when you expect to publish this analysis (for example, on the council website). <p>You must include this statement in any report used in decision making, such as a Cabinet report.</p>	<p>The programme benefits all but has particular relevance to certain groups of protected characteristics. Scheme specific audits and consultations will be carried out with these groups.</p> <p>The Equalities Analysis has been initiated for the Growth Zone programme as a whole and further analysis will be undertaken as individual projects are progressed through the design stages. The sub-groups will ensure this occurs and where necessary action will be taken to mitigate any negative impacts on groups that share a protected characteristic.</p> <p>In addition, in exercising any delegated decision making, the officer in question will ensure that Equalities Analysis are appropriately explored and considered by the Decision maker prior to such decisions being taken.</p>

Decision	Guidance	Response
		The Growth Zone Equality Analysis is published as a background document to October 2018 cabinet report. The analysis will be reviewed and updated annually when embarking on the preparation of the next year's delivery programme.
Officers that must approve this decision	Name and position	Date
Report author	Maris Puks, Growth Zone	21.09.18
Director	Lee Parker, Growth Zone	21.09.18

1.4 Feedback on Equality Analysis (Stage 1)

Please seek feedback from the corporate equality and inclusion team and your departmental lead for equality (the Strategy and Planning Manager / Officer)

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Name of Officer	Yvonne Okiyo	
Date received by Officer	21.09.18	Please send an acknowledgement
Should a full equality analysis be carried out?	The Initial Equality Analysis identified the proposed change will have a range of positive impacts for protected groups. Further analysis will need to be undertaken as individual projects are progressed through the design stages to ensure consideration for equality and inclusion issues and undertake actions to mitigate any negative impacts on groups that share a protected characteristic	Note the reasons for your decision

Scrutiny Work Programme 2019-20

Scrutiny & Overview Committee

Meeting Date	Item
11 June 2019	1. Question Time: Leader of the Council 2. New Scrutiny Guidance
16 July 2019	1. Annual Complaints Report 2018-19 2. Update on the Implementation of the Library Strategy 3. Neighbourhood Community Infrastructure Levy 4. FOI and SARs 5. Scrutiny Work Programme 2018-19 6. New Scrutiny Guidance – Follow-up
10 September 2019	1. Question Time: Cabinet Member for Finance & Resources 2. Pre-Decision: Budget Preparation for 2020/21 3. Annual Report of the Head of Paid Service/Chief Executive - Workforce Strategy
29 October 2019	1. Review of the Growth Zone
10 December 2019	1. Question Time: Cabinet Member for Culture, Sport & Leisure 2. Fairfield Halls 3. Update on Developing a Strategy Framework for Croydon
14 January 2020	1. Question Time: Leader of the Council 2. Budget 2020/21
25 February 2020	1. Question Time: Cabinet Member for Safer Croydon & Communities 2. Safer Croydon Partnership Review 3. Review of the implementation of the Public Health Approach to Violence Reduction
7 April 2020	1. Question Time: Cabinet Member for Economy & Jobs 2. Strategy for Job Creation & the promotion of the Economy in the Borough.

Others items to be considered for scheduling in the work programme:

- | | |
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| 1. Public Engagement Strategy | 4. Review of the Locality Work Programme |
| 2. Future of High Streets | 5. Sustainable Croydon |
| 3. Review of Insourcing | |

Children & Young People Sub-Committee

Meeting Date	Item
18 June 2019	<ol style="list-style-type: none"> Children's Improvement Plan Update <ul style="list-style-type: none"> - To include missing children & CIN Locality Model for Service Delivery Dedicated School Grant Recovery Plan
17 September 2019	<ol style="list-style-type: none"> Children's Improvement Plan Update <ul style="list-style-type: none"> - To include SPOC and assessment Children's Complaints – Annual Report Safeguarding Board Annual Report
5 November 2019	<ol style="list-style-type: none"> Children's Improvement Plan Update <ul style="list-style-type: none"> - To include post CIB monitoring requirements School Exclusions Task & Finish Group Final Report Safeguarding Themes: Neglect, Vulnerable Adults, children with disabilities Effective Data Sharing by Safeguarding Partners Transitions Policy Adoptions and Fostering Corporate Parenting – New Governance, Section 20, Housing Support 22 +
21 January 2020	<ol style="list-style-type: none"> Children's Improvement Plan Update <ul style="list-style-type: none"> - To include Post OFSTED Improvement Plan Question Time: Cabinet Member for Children, Young People & Learning Education Budget & Education Standards report School Place Planning report
3 March 2020	<ol style="list-style-type: none"> Children's Improvement Plan Update <ul style="list-style-type: none"> - To include Post OFSTED theme Recovery Plan for High Needs Block Workforce and Financial Sustainability – Long Term
14 April 2020	<ol style="list-style-type: none"> Children's Improvement Plan Update <ul style="list-style-type: none"> - To include Post OFSTED theme

Health and Social Care Sub-Committee

Meeting Date	Item
25 June 2019	<ol style="list-style-type: none"> 1. South London & Maudsley NHS Foundation Trust (SLaM): Quality Accounts & Update 2. Croydon Health Services NHS Trust (CHS): Quality Accounts & Update
24 September 2019	<ol style="list-style-type: none"> 1. Review of the Adult Social Care Budget 2. Croydon Safeguarding Adult Board – Annual Report 3. Croydon CCG & Croydon Health Service Integration, to include:- <ul style="list-style-type: none"> - Shadow Arrangement for Integration between the CCG & CHS - Health and Care Plan
12 November 2019	<ol style="list-style-type: none"> 1. Review of Workforce Planning across Health & Social Care 2. Annual Report of the Director of Public Health 3. Winter Preparedness 4. Immunisation Review <p>To include workforce immunisation and wider community immunisation.</p>
28 January 2020	<ol style="list-style-type: none"> 1. Croydon CCG & Croydon Health Service Integration, to include:- <ul style="list-style-type: none"> - Timetable and Approach to integration with Social Care - Integration of the CCG & CHS Work Force - ICN Neighbourhood Plans 2. Review of the Health & Wellbeing Board
10 March 2020	<ol style="list-style-type: none"> 1. Question Time: Cabinet Member for Families, Health & Social Care 2. Croydon CCG & Croydon Health Service Integration: Scrutiny of Plans for Further Integration 3. Review of Winter Preparedness
21 April 2020	<ol style="list-style-type: none"> 1.

Others items to be considered for scheduling in the work programme:

- | | |
|--|---|
| 1. End of Life Care | 4. Winter Preparedness |
| 2. Substance Misuse Services
(possible joint session with
CYP Sub-Committee) | 5. Review of Commissioning |
| 3. Update on the Community
Dental Service | 6. Social Isolation |
| | 7. Health & Well Being Board
Annual Report |

8. Sexual Health Services

Streets, Environment and Homes Sub-Committee

Meeting Date	Item
2 July 2019	1. Update from Rail Service Providers
1 October 2019	1. Question Time: Cabinet Member for Clean Green Croydon 2. South London Waste Partnership Annual Review 3. Update on the Grounds Maintenance Service To include the outcomes of Service Review
19 November 2019	1. Question Time: Cabinet Members for Environment, Transport & Regeneration 2. Sustainable Croydon, to include Climate Change and Air Quality 3. Responsive Repairs Contract
4 February 2020	1. Question Time: Cabinet Member for Homes & Gateway Services 2. Annual Review of Brick by Brick 3. Budget options for the Housing Revenue Account
17 March 2020	
28 April 2020	

Others items to be considered for scheduling in the work programme:

1. Review of Housing Maintenance Contract
2. Affordable Homes Programme
3. Accommodation & Assets Strategy
4. Fire Safety
5. Public Realm Strategy / Smart City
6. Community-led Neighbourhood plans
7. Work of the Sustainability Working Group (to be established upon adoption of council motion on Climate Change Emergency)
8. Play Strategy
9. Growth Zone (cross-cutting cabinet members portfolios)

