THE CROYDON PROMISE

GROWTH FOR ALL

CROYDON
www.croydon.gov.uk

The *Growth Plan* builds from our existing strategic policies, including: the *Croydon Local Plan: Strategic Policies 2013*; the emerging *Croydon Local Plan: Detailed Policies and Proposals* and *Croydon Local Plan: Strategic Policies Partial Review*; and the *Infrastructure Delivery Plan (IDP)*.

The *Promise* and the *Place Plans* do not form part of the Council's Development Plan for the purpose of planning decisions.

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Preface

Over £9billion will be invested in Croydon over the next five years. Our investment programme is larger than any city in England, one of the largest in London, and comparable in scale to the Olympic Park.

This means that Croydon is again driving growth in Greater London – the powerhouse of the UK economy and establishing itself as a modern European City.

This investment will transform Croydon's communities and the metropolitan centre. For our residents, it means more job opportunities, more affordable homes to buy or rent, more places to learn and a better choice of leisure facilities. It means the opportunity to live more independently, in more attractive, healthier and safer neighbourhoods where it is easier to get around on foot, by bicycle, tram or train.

Our transport connections to and from central London, the rest of South London, and Gatwick mean the borough is an exceptionally attractive location for business with access to a wide pool of skilled workers. Further growth of Gatwick is continuing to strengthen Croydon's competitive advantage. Our schools are performing above the national average, and some like the Brit school, London's leading creative academy, are outstanding. To enhance the cultural offer for Croydon, our emerging strategy is in development to address all elements of culture.

Over the past two decades, Croydon has not fulfilled its potential – "business as usual" is not an option. There are 11,000 fewer jobs now than in 2007. Several communities, mainly in the north of the borough, suffer from high and persistent levels of deprivation. Like the rest of London, owning or renting a home is increasingly out of reach for many residents.

Investing in all of Croydon's communities will be at the heart of everything we do. Internationally, there is growing evidence that when the gap between rich and poor becomes too large it undermines growth. This will not happen in Croydon, as we will make sure that growth benefits residents from all different backgrounds. Our Fairness Commission will ensure that Croydon is a place of opportunity that reaches out to all of its communities, providing support for people to lead independent, healthy, and productive lives.

We are under no illusion about the challenge of delivering and managing the scale of planned growth at a time when the council continues to face pressures to cut spending. It makes it all the more imperative we focus investment where it will have the greatest impact. It means we need to find innovative solutions to make public money go further – like our new Revolving Investment Fund.

The council will lead from the front in making growth happen. This document, *The Croydon Promise: Growth For All*, is our commitment to residents, investors, developers and businesses that the council will do all it can to deliver growth, which is inclusive and sustainable – for all. It follows the pledges set out in ***Ambitious for Croydon***. It is part of our *Growth Plan*, which includes Place Plans for each area, and a *Five Year Integrated Delivery Plan* to manage the scale of activity during this period of rapid growth.

Tony Newman
Leader of the council
September 2014

10 Things We Must Do

1

9,500 housing starts

Provide a **choice of homes** for people at all stages of life, addressing housing shortages in the borough by enabling at least **9,500 housing starts** over the next five years.

2

16,000 jobs

Enable the creation of **16,000 jobs** - accessible to all - in a range of growing sectors including creative, digital and information technology; financial and professional services; construction; retail; leisure; education; health and social care.

3

Westfield Hammerson

Oversee the development of one of **Europe's largest urban shopping and leisure centres** – the Whitgift redevelopment, support independent retailers, and invest in **Fairfield Halls** further strengthening our cultural offer.

4

Attracting investment

Attract investment to our **district and local centres**, creating vibrant communities across the borough and ensuring that all of Croydon is a great place to live, work and visit.

5

2,000 new business starts

Make Croydon the **best place in London to start a new business** enabling 2,000 new business starts per annum, and support the growth of small and medium sized businesses.

6

1 million sq.ft High-quality office space

Reinstate Croydon's position as a **premier office location** by accelerating the development of over one million sq ft of new high-quality office space, and reducing the excess supply of older office stock while delivering a high quality Tech hub.

7

international calibre University

Raise aspirations of residents through partnering with an **international calibre university** to offer more higher education in the borough, to raise the number of residents with degree level qualifications and to bring a new vibrancy to the metropolitan centre.

8

Transport Network Improvements

Improve **the transport network across the borough**, providing genuine alternatives to the private car, and strengthening links with Gatwick airport.

9

Support residents into employment

Support residents - young and old - into employment by implementing our new Pathways to Employment programme; raising the skills of the workforce; and ensuring the skills system is responsive to the needs of local employers.

10

Buy local

Buy local wherever possible and use the council's purchasing power to support local businesses, generate job opportunities, and promote investment in our local communities.

Section A:

Building on our strengths

1. Croydon in 2020

Our ambition: growth for all

Croydon is a vibrant and diverse borough of many places where brilliant people live and work.

Our vision for Croydon is to create a place where:

- Everyone is **proud to live**, where communities are more inclusive and equal, where every person can reach their full potential and enjoy the benefits of a vibrant expanding economy.
- Companies and **entrepreneurs are proud to invest** because Croydon is a great place to do business, with modern offices in a cosmopolitan centre and strong district centres, all served by world-class digital networks. Our industrial areas provide a range of employment in manufacturing, warehousing and distribution.
- Residents from across South London, Surrey, East and West Sussex and Kent **come to visit**, attracted by one of Europe's largest retail and leisure malls, and the 'new' Cultural Quarter.
- Families and single people, young and old can **afford to rent or buy** a home, in a decent, safe, and vibrant neighbourhood well served by their district centre.

By 2020…

- **Our economy will be growing rapidly**: 16,000 new jobs will have been created across the borough for residents of all backgrounds and skill levels in a range of growing sectors including financial and professional services; creative, digital and information technologies; construction; retail; leisure; education; health and social care.
- **New houses will be being built at a faster rate**: 9,500 homes will have started on site providing a choice of homes for people to buy or rent.
- **The metropolitan centre will offer the most exciting shopping and leisure experience in London and the South East**: One of Europe's largest urban shopping malls, the Whitgift redevelopment, will be open. A new 'cultural quarter' around College Green will have emerged with the modernised Fairfield Halls one of the star attractions.
- **Our district and local centres will be 'neighbourhoods of choice'**: With their own distinctive characters, they will provide a mix of new homes, jobs and community facilities.
- **Croydon will confirm its position as South London's primary commercial centre**: New offices will be focused around East Croydon and redevelopment of East Croydon station will be well underway, offering even better access to and from central London, Gatwick, and the South East.
- **Croydon will be one of London's most enterprising boroughs**: Our internationally recognised creative, digital and information technology cluster will be part of a thriving community of entrepreneurs.
- **Croydon will be a place that is easy to move around**: Genuine alternatives to the private car will be available, offering people the choice to travel by train, tram, bus, bicycle, or on foot.
- **Croydon will be a hub for learning**: We will have attracted an internationally recognised university, which together with our colleges and schools will make Croydon amongst the best places to learn in Europe.
- **Croydon will be a city in all but name**: With a total population over 400,000[1] it will be a key driver of growth in London and the South East.

[1] GLA trend population forecast (high) = 404,000 by 2021 and 418,000 by 2026

1. Croydon in 2020

North of Croydon

541 2
161,500
7

Key projects

District improvements, Schools programme, Sylvan Hill, Concord House

East of Croydon

71 3

Key projects

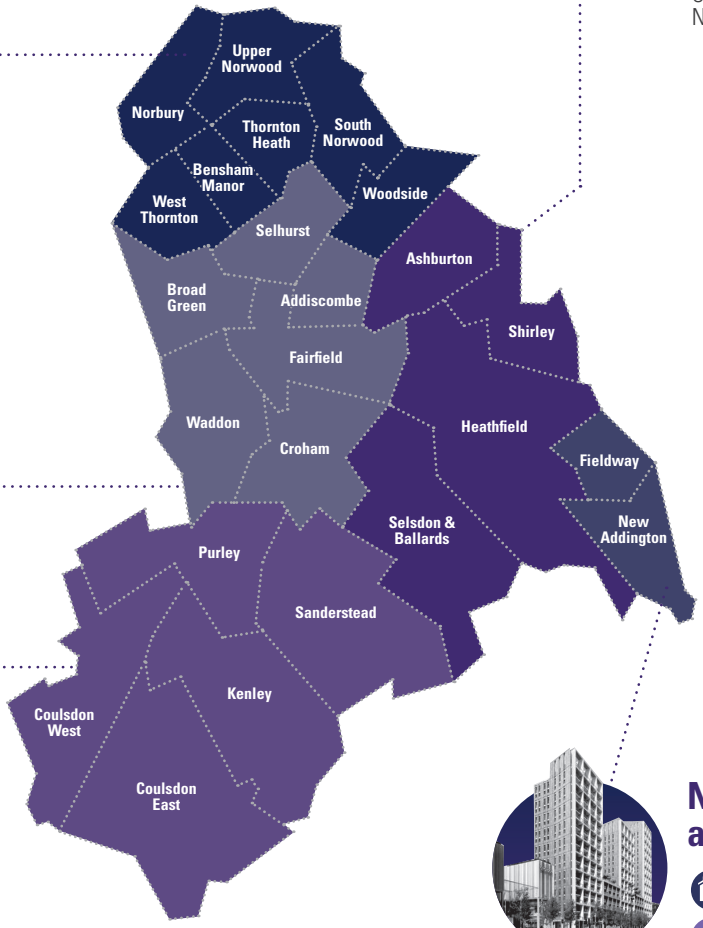
Oasis Academy, New Quest Academy

Central Croydon

5,457 6
3.75 million
4

Key projects

London Road, Ruskin Square, Fairfield Halls, Whitgift Centre, Schools programme



New Addington and Fieldway

117 1
25,000

Key projects

Central Parade East, Central Parade West, Council new build housing

South of Croydon

1,168 4
55,000
6

Key projects

Cane Hill, District improvement, Schools programme, Purley Town Centre

1. Croydon in 2020

Looking backwards to move forwards

Croydon's Development as a Town

9th Century

The earliest records of Croydon date back to AD 871 when the land now known as the Old Town was granted to Archbishop Aethelred and Christ Church Canterbury.

12th Century

Croydon emerged as a market settlement, strategically located on a key route into London. There followed a steady period of growth as the town became established and more prosperous.

16th Century

Archbishop John Whitgift establishes the Whitgift Foundation to provide care for the elderly and education for the young.

19th Century

The railways reached Croydon, creating new connections into central London and a rapid urban expansion which radically changed the complexion of the town, soon leading to issues of overcrowding and urban decline as Croydon struggled to keep pace with population growth.

1880s

Croydon was incorporated as a County Borough, providing the political support to help plan for and manage growth. The implementation of the Croydon Improvement Scheme shortly after resulted in the clearance of the urban slums in the historic centre and a programme of extensive rebuilding across the town centre.

An expanding road and public transport network paved the way for suburban expansion, leading to a period of housebuilding which now characterises large areas of the borough.

Croydon's Reconstruction: A Brave New World

Inter-war Period

Plans were put in place for some radical changes to Croydon's town centre.

1940s

Croydon suffered badly from bomb damage during WWII, exacerbating the need for investment and redevelopment. The Croydon Corporation used post-war legislation to embark on ambitious plans to sweep away the damaged and declining Victorian town centre and remodel Croydon as a modernist 'City of the Future'.

Decline and Regeneration

1950s-70s

Central Government was beginning to encourage businesses to move out of central London. Croydon's excellent rail links made it an ideal destination for relocation and a swathe of high rise office blocks were built. These, coupled with new road infrastructure, radically reshaped the character of the town centre. Almost 500,000 sq m of office space was either built or approved between 1957 and 1964. The Whitgift shopping centre officially opened in 1969.

1980s

Croydon's fortunes again changed, suffering from declining investment and neglect and the emergence of competing retail and commercial centres in the region.

1990s-2000s

Initial moves made to tackle decline included a new station building at East Croydon, which opened in 1992, and the construction of Tramlink in 2000, which provided much needed connections across the south of London from east to west.

2000s-present

Croydon's leadership recognises the challenges facing the borough and starts laying the foundations for redeveloping Croydon. The granting of planning permission for the Whitgift redevelopment project in 2014 represents a rapidly changing economy with different needs and marks the first step in a multi-billion pound regeneration programme.

2. Croydon today

Croydon's Strengths

13,000 businesses & **141,000** jobs

Well connected

East Croydon station

3RD busiest interchange on the Network Rail network

26,000 passengers a day

LONDON BRIDGE	LONDON VICTORIA	GATWICK AIRPORT
16 mins	16 mins	14 mins
13 per hour	11 per hour	11 per hour

West Croydon station

OVERGROUND

calling at:
- East London
- Canary Wharf
- Shoreditch tech cluster

Tram network

TRAMS

Only Tram network in London.

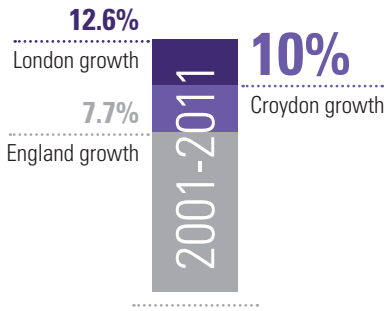
Highest satisfaction rating of any TfL service.

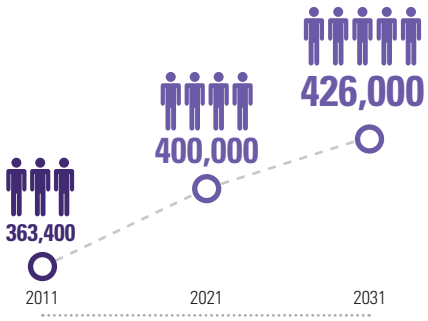
Thameslink

Connects Croydon to **European networks** through St Pancras and its extension will connect Croydon with a **further 100 stations** allowing greater commuter reach and business opportunities.

London's largest borough by population

363,400[2]





Young and diverse

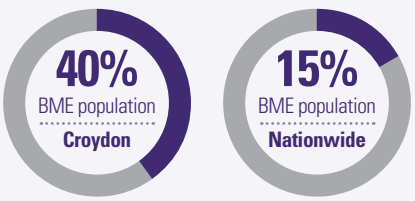
24.6% 0-17 years **Croydon**

22.0% 0-17 years **London**

21.4% 0-17 years **England**

willkommen
powitanie
خوش آمدید

over **100** different languages spoken



[2] ONS Census 2011
[3] ONS BRES, 2012

2. Croydon today

An active and talented workforce

77% London **78%** England **81%** Croydon

residents in or actively seeking employment

1.1million
economically active people

living within
30mins
of East Croydon

71.3%
Working age females in employment
Croydon

62.9%
Working age females in employment
London

In 2013 **25,300** Croydon residents were registered as self-employed.

Aged 16-64 **11.1%** of the working age population **The highest level for over 10 years**

A commercial centre

FIFTH
largest financial services cluster in London

with over **4,000** people employed

London's fastest growing Tech cluster

1,000 digital, creative and software businesses

185 tech businesses
1384 employees in the centre

a further **830** tech companies operating in the wider borough.

Tech City
a self sustaining tech ecosystem with over
600 members

Great schools

The share of pupils achieving five or more GCSEs grades A*-C (or equivalent) in Croydon is in the **top quartile** performance of all Local Authority areas.

OUTSTANDING

The proportion of schools judged by OfSTED to be **good and outstanding** has grown significantly in recent years.

Croydon has the **biggest school development** programme in the England in proportion to the size of its population.

The internationally renowned
BRIT school
which has developed talents such as **Katy B**, **Jessie J** and **Leona Lewis** amongst many others

London's greenest borough

1/3RD green or open land

The borough has its own Premier League Football club
Crystal Palace
and a thriving community of local sports and leisure clubs

15 golf courses within **five miles** of the borough

over **300** PARKS WOODS DOWNLANDS COPSES & MEADOWS NATURE RESERVES

737ha making up **8%** of woodland of the borough

A major retail centre

More shops
than anywhere else in London apart from the West End with a large out-of-town retail offer at Purley Way

Retail is Croydon's second largest sector by employment, providing almost
15,000 jobs[3]

2. Croydon today

Business as usual is not an option

Whilst Croydon's potential for growth is clear, there are acute social and economic challenges facing the borough today which make growth all the more imperative.

The number of jobs in the borough has fallen

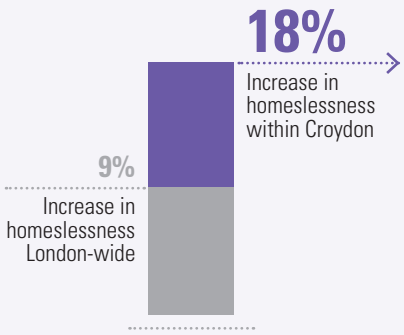
↓11,000
fewer jobs than 2007[4]

20,800
potential job losses 2011-2036[5]

Acute housing shortages and homelessness need to be addressed

5,400
people on the housing register

2,000
households are living in temporary accomodation



↑46%
increase in homelessness applications
between 2009/10 (1,680) and 2013/14 (2,459)

Pockets of deprivation and worklessness persist

31,360[6] individuals claiming out-of-work benefits in Croydon

16th
most deprived of the 33 London boroughs

213th
most deprived of 354 authorities in England

nine
of Croydon's neighbourhoods in the top **10%**
most deprived in England
Broadly, the north of the borough is more deprived than the south

[4] ONS Nomis, Jobs Density, total jobs – latest figures for 2012.
[5] GLA Economics, London Labour Market Projections, Table A.5.6.
[6] ONS annual population survey.

2. Croydon today

More residents aspire to degree-level qualifications

42.7% Croydon

49.1% London

Working age residents that have NVQ level 4 qualifications (degree equivalent)

Negative perceptions of Croydon deter investors

Public realm and perceptions of safety identified as being detrimental to retaining and attracting employers in Croydon[7]

Some of our prime sites have been vacant or under-used for too long

There is an excess supply of **redundant 1960s/70s office space** which blights the town centre. A pipeline of Grade-A office space is needed to retain our key employers and to attract new investors

Parts of our transport network are at nearing capacity

26,000 passengers use East Croydon on a daily basis

East Croydon Station is reaching the limit of its present capacity

Overcrowding

is a concern on parts of

Tramlink

which is now at capacity[8]

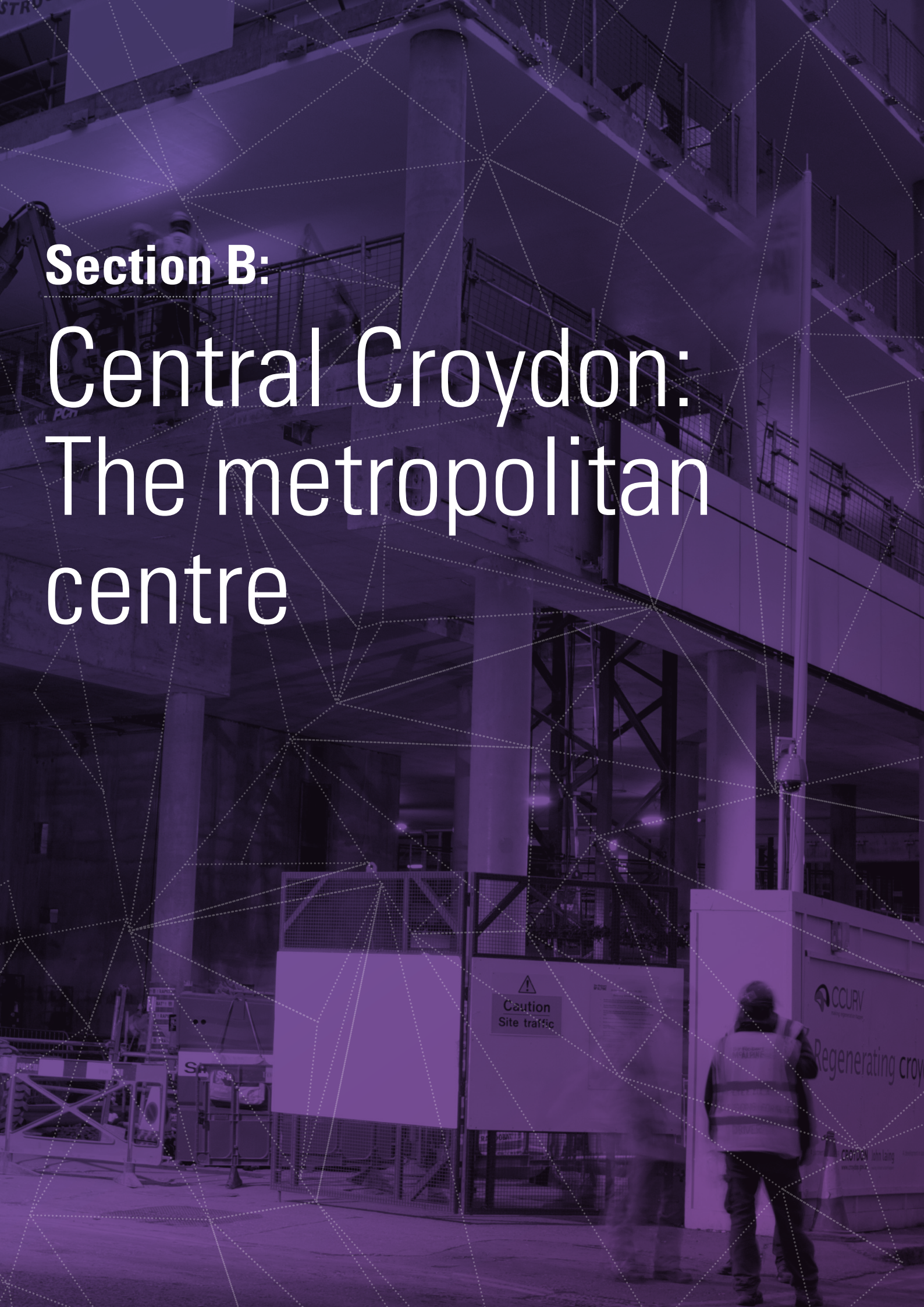
GATWICK AIRPORT

36.5 million passengers per annum

supporting **25,000** jobs

The council is therefore supportive of Gatwick's expansion plans, which would be strengthened enormously by a second runway.

[7] Centre for Cities, Linked In: *Realising Croydon's potential now.*
[8] Croydon, Local Implementation Plan 2



Section B:

Central Croydon: The metropolitan centre

3. Central Croydon

Central Croydon is the economic heart of the borough. With two shopping centres – Whitgift and Centrale – and many independent retailers, it is south London's most important retail centre. It is home to Fairfield Halls, with its famous concert hall, theatre, art and exhibition gallery. It has the largest stock of offices outside the West End and the City/Canary Wharf.

The Whitgift redevelopment is one of 10 key projects in central Croydon that are planned over the next five years. The others are Ruskin Square, Taberner House, College Green, St George's Walk, Saffron Square, Cherry Orchard Road, Exchange Square, Mid Croydon and One Landsdowne. Together these are comparable in scale to the Olympic Park.

Central Croydon is not just about the economic hub of the Borough. It extends in to key wards including Waddon, Addiscombe, Croham, Broad Green, Selhurst and Addiscombe. The wards, surrounding the metropolitan centre will benefit from the large scale investment due to take place with the provision of culture, leisure while ensuring that local shopping parades can complement the offer. We recognise the important role that local shopping parades can perform, and will seek to encourage businesses that support local residents and provide essential services.

Fairfield Halls

Centrale

3. Central Croydon

Central Croydon Wards

Fairfield
Waddon
Broad Green
Selhurst
Addiscombe
Croham

103,000 residents

expected to increase to 120,000 with

6,000 homes planned

7.9 million sqft

office space stock occupied by various high-profile businesses like Zurich and AIG

£50 million

investment to improve East and West Croydon stations by the end of 2015.

The opportunity

Today, many people still see Croydon as a place in decline. The metropolitan centre has become a far less attractive place to visit, shop and invest. The physical environment is outdated and retail and office space vacancy rates are high.

The council is leading the transformation of Croydon to create a vibrant, inclusive "modern European city". The centre will be a place where people live and work, where people from London and beyond want to visit and shop, where all enjoy our civic spaces, celebrate the world class architecture, and use the wide range of cultural and leisure facilities. We have established the Croydon Strategic Metropolitan Board (CSMB) to oversee this transformation.

Approximately 103,000 people live in the wider central Croydon area covering the wards of Fairfield, Waddon, Broad Green, Selhurst, Addiscombe and Croham and we expect that this will increase to some 120,000 people in the coming years as around 6,000 new homes are planned.

Central Croydon includes the 'metropolitan centre', one of 33 Opportunity Areas in the London Plan 2011. As the largest growth area in South London it is very high priority for the Mayor of London. The 2013 *Opportunity Area Planning Framework (OAPF)*, the area masterplans and the *Local Plan*, provide the planning policy framework to guide development up to 2031.

3. Central Croydon

Selhurst

183 1

25,000

Key projects

ILYO, London Road Public Realm, Milton House

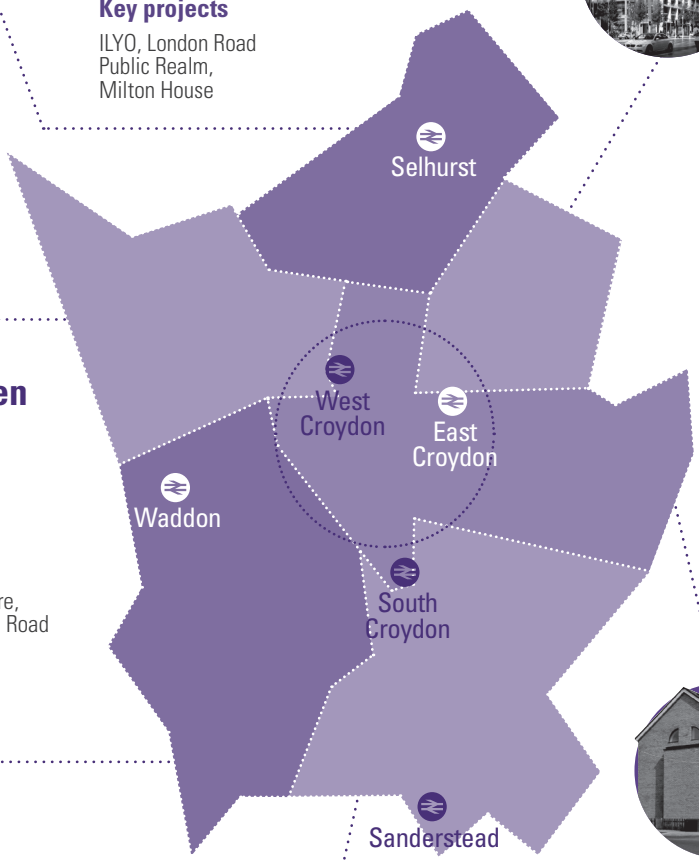
Addiscombe

989 1

1.5 million

Key projects

Ruskin Square, Ark Oval Primary School



Croydon Opportunity Area

Broad Green

665

64,000

Key projects

St. Michaels Square, Purespace, London Road Public Realm

Fairfield

3,620 4

2.25 million

1

Key projects

1 Lansdowne Road, Whitgift Centre, Mid Croydon, Saffron Square, St Michaels Square

Waddon

2

Key projects

Parish Church - School expansion, Howard Primary - School expansion

Croham

1

Key projects

South End Public Realm

5,457 New homes

4 New schools/ expansions

3.75 million sq ft commercial space

6 Infrastructure areas

Central Croydon development start dates

2014
1055 homes
3 schools
3 areas of infrastruture

2015
718 homes
1 area of infrastruture
3,123,456 sqft commercial space

2016
511 homes
12,400 sqft commercial space

2017
1,295 homes
1 school
96,500 sqft commercial space

2018
220 homes

2019
862 homes
1 school

2020
850 homes

3. Central Croydon

Croydon Partnership

Promoting job growth

1. Croydon: south London's premier retail and leisure destination

The Croydon Partnership Limited (Westfield and Hammerson) is redeveloping the Whitgift and Centrale shopping centres to create one of Europe's largest shopping and leisure malls. The new Whitgift alone will provide 1.5 million sq ft of retail and leisure, 5,000 new jobs and up to 600 new homes. Following on from the granting of outline planning consent in early 2014, we are working to assemble the site including the use of our Compulsory Purchase Order powers. Work is due to start on site in autumn 2015 and the new shopping centre is due to open in 2019.

During the redevelopment, we will support small independent retailers to enable them to relocate to continue trading. Business rate relief may be available. We will ensure that local businesses are part of the construction supply chain, and that Croydon residents can access the construction and permanent jobs in retail and a range of other sectors.

More generally, we will support the creation of new distinct retail and leisure clusters by supporting independent traders who wish to locate outside the new Whitgift.

2. Croydon: outer London's prime office centre

Today, Croydon is south London's largest office centre with a total office stock of approximately 7.9 million sq ft. High-profile occupiers include Zurich, AIG, Liverpool Victoria, and many more. Frequent fast rail services via East Croydon Station to Central London and Gatwick Airport are a key factor in Croydon's appeal. Some 704,000 sq ft of modern office space is currently available including Impact House and Interchange House.

Today some 1.1 million sq ft of older office space is vacant. Much – but not all – is poor quality, obsolete and unlikely to be occupied as offices. Some of this obsolete office space will be demolished as part of the redevelopment of the Whitgift Centre.

In addition, developers have submitted proposals to convert 19 office buildings comprising some 1.2 million sq ft of office space to create up to 1200 homes; more proposals are expected. While it is not clear what proportion of these will actually be delivered, there is a risk that some of Croydon's better quality office space may be lost.

The *Opportunity Area Planning Framework* envisages a consolidation of office accommodation across the Opportunity Area with the East Croydon / New Town character area being the focus for high-quality office development.

Demand for modern office premises in the metropolitan centre is now starting to increase. Companies already in Croydon are looking to move to modern premises and there is market evidence that companies from outside the borough are interested in opportunities in Croydon. However, with Renaissance House (Croydon's most recent high-spec office development) now fully let, there is no readily available new, high-quality office accommodation next to East Croydon station. Other locations, most notably Crawley and Stratford, are attracting occupiers who, in the past, may have located in Croydon. This will provide employment and business opportunities for residents in surrounding wards of Waddon, Addiscombe, Croham, Broad Green, Selhurst and Addiscombe.

The Local Plan identifies the need for 1.02m sq ft of new and refurbished office development. To re-establish Croydon as south London's prime commercial centre, we need to accelerate the delivery of this space. The area around East Croydon station is our "best foot forward", and thus we will be encouraging investment here in the first instance.

St Georges House

3. Central Croydon

The plans for **Ruskin Square** include some 1 million sq ft of offices. A new pedestrian rail passenger link to the town centre serving the site has opened with further improvements planned under the Connected Croydon programme. We intend to continue to work closely with the developers to explore how best to ensure that it can move forward including addressing infrastructure constraints, attracting occupiers and promoting temporary uses such as "pop-up" shops. In supporting the developers, a combined approach is needed to ensure barriers are removed, bringing the site forward due to its importance to Croydon's future.

Network Rail's aspirations for East Croydon station also presents an opportunity to provide more commercial space around the station, linked to the Royal Mail site, which currently has consent for 201 homes.

As well as progressing Ruskin Square, we will move forward with our investments to establish the **Fairfield Halls-College Green** area as the hub of a new Cultural Quarter. Incorporating the Croydon Clocktower, Surrey Street, Exchange Square and the Minster, this will be the focus for cultural events including a major arts festival. We will invest in refurbishing Fairfield Halls to re-establish its reputation as a globally recognised music and theatre venue by 2018. Also, we will assess whether the area should accommodate more offices as part of the pipeline of office supply near East Croydon station. Guided by the Fair Field masterplan this could include encouraging the Chroma and Suffolk House sites along George Street and the College and Phoenix Logistics tower sites to form part of a comprehensive approach to regeneration.

We will work closely with landowners and developers to bring forward other key commercial sites in Central Croydon.

Key office sites in Central Croydon

Site	Potential commercial space (sq ft)	Estimated start date
*Exchange Square	22,500	2017
*Grafton Quarter	29,240	2017
*Mid Croydon	45,000	2017
*St. Michaels Square	12,400	2016
One Lansdowne Road	26,716	2019

*These sites do not have planning permission and the sq ft is an estimate with actual figures to be determined through the planning process

3. Infrastructure to enable private investment

The scale of planned growth in Central Croydon presents major challenges in terms of the infrastructure needed to underpin sustainable growth. The *Development Infrastructure Fund Study (DIFS)* identifies the following:

- **Electricity supply** – a new substation is needed to service additional demand arising from new developments, particularly around East Croydon.
- **Digital infrastructure** – including fibre broadband to increase the attractiveness of the centre to tech, creative and professional services companies.
- **Schools** – particularly primary school provision to meet the needs of new residents.
- **Transport** – including capacity on Tramlink and the Brighton-London mainline, and highway improvements to the A23/A232 corridor and Purley Way's Fiveways junction needed to support the redevelopment of the Whitgift and new residential development.
- **Public realm** – improvements are needed to enhance the quality of the environment and to encourage pedestrian and cycle movements.
- **District heating system** – there is an opportunity for a new centralised energy centre to provide low carbon heat to new developments.

This infrastructure will be funded from a variety of sources and mechanisms including developer contributions, public sector grants and loans. The Final Draft DIFS estimates the total cost of infrastructure projects to be £1.1bn and funding is identified for approximately £300m leaving a total net funding gap of £805m. The funding gap attributed to the Central Opportunity Area is £117m reflecting an appropriate apportionment of the total funding gap needed to enable growth in the Opportunity Area. Transport priorities are set out in further detail in Chapter 13.

We are already investing in the public realm via the £50m Connected Croydon programme, to deliver improvements at East and West Croydon stations by the end of 2015. West Croydon bus station will be undergoing refurbishment by Transport for London starting in late 2014 and concourse improvements at East Croydon will be completed shortly. Other investments planned include better streets pavements and shop fronts at South End in Croham, London Road at Broad Green, Old Town, George Street, and Wellesley Road.

We see a particular need to invest in improvements to overcome barriers to walking and cycling, such as the crossings along Wellesley Road. The North End Improvement Group is driving changes to this key thoroughfare. This will be extended to support "golden routes" from the main access points into the heart of Croydon.

3. Central Croydon

Substantial housing development in central Croydon

There are five key schemes currently on site or planned to commence in 2014: Ruskin Square (626 homes), Saffron Square (792 homes), Vertex in Scarbrook Road (98 homes), Galaxy House in Morello Quarter (290 homes) and Quest House (73 new homes). Elsewhere, the Island scheme at Newgate roundabout will deliver 183 new homes. Also, we are working with Legal and General on the St George's House conversion which will provide 288 new homes.

We are working with a number of the landowners, including Minerva Delancey, to consider options for redevelopment of the **Mid Croydon** area including new residential development. We will work with these partners to deliver the regeneration of St George's Walk and associated buildings and the creation of a town square.

Priority sites for housing: Central Croydon

Site	Potential number of new homes	Estimated start date
*College Green	432	2017
*College Green East	159	2017
*Grafton Quarter	97	2017
*Mid Croydon	607	2017
*Purespace, Derby Road	220	2018
*St. Michaels Square	240	2016
Delta Point	348	On site
Former Royal Mail Sorting Office	201	2016
Island	183	On site
Morello Quarter (Cherry Orchard Road)	450	2020
Morello Quarter (Galaxy House)	290	On site
One Lansdowne Road	862	2019
Quest House	73	On site
Roman House, Grant Road	70	2016
Ruskin Square	626	Phase 1 on site
Saffron Square	792	On site
St Georges House	288	2015
Taberner House	430	2015
Whitgift Centre	400 – 600	2020

*These sites do not have planning permission and the number of homes is an estimate with actual figures to be determined through the planning process

Ruskin Square

We will also discuss with owners the future redevelopment of sites such as Suffolk House and Croydon University Hospital, where there may be some potential to include an element of new housing.

In addition, we will make improvements to the environments of our existing housing estates, investing in re-paving and landscaping. We will make them safer places by undertaking "Secured By Design" reviews – a UK Police initiative to reduce crime through the design of homes, premises and the surrounding areas.

In Waddon we will work with existing residents to revitalise parts of the ward, and encourage economic and job growth along the strategically important Purley Way industrial and retail parks.

In Selhurst, we aim to bring forward redevelopment of the former Milton House, Gloucester Road industrial site by 2017, a site that has been derelict for 12 years.

3. Central Croydon

Priorities for education, health and community facilities

We are implementing a major investment programme in schools over the next five years to cater for the largest proportional growth in the school population of any authority in England.

By the end of 2014 we will review all existing council buildings to identify opportunities to make better use of the space, either through regeneration or alternative uses. Those to be reviewed include: Cavendish House, Bernard Wetherill House, Davis House and Jeanette Wallis House.

We will focus community projects on those areas suffering from the greatest levels of unemployment, antisocial behaviour, and crime levels with a particular target in Broad Green and Selhurst. We will provide opportunities for communities to work together to improve health and well-being, focusing on those areas where need is greatest. We are already investing via the West Croydon Investment Programme, which is working in Broad Green and Selhurst as well as some of the neighbouring wards to deliver jobs, apprenticeships and enterprise support. These projects will continue in to 2015. Where they prove successful we will secure additional funding to extend these projects. The central area needs better play spaces and parks to reflect the projected growth in population in the area. We will review all parks and green spaces in the metropolitan centre – including Park Hill and Duppas Hill in Waddon to enhance their appeal and encourage more people to use them.

The Food Flagship programme will improve the food landscape of Central Croydon by maximising the opportunities the new retail area presents for making the "healthy choice the easy choice". New schools in Central Croydon will include growing areas so that young people can grow, cook, eat or sell – the gardens being a source of learning around not only how to maintain healthy weight but also on business enterprise.

College Tower

School investment programme: Central Croydon

Site	Estimated start date	Description
*Segas House	Dec 2017	Proposed 3 form entry new Primary School – new build
Ark Oval Primary School	Aug 2015	1 form entry expansion
Hazelglen Pupil Referral Unit	Aug 2014	24 place pupil referral unit
Howard Primary School	Aug 2014	1 form entry expansion
Parish Church of England Primary	Aug 2014	1 form entry expansion

* This site does not have planning permission and is a listed building. The final decision on the use will be determined through the appropriate planning process

Overseeing the Food Flagship programme will be a newly established Croydon Food Partnership Board. One of the primary aims of the Board will be to achieve Croydon's status as a Sustainable Food City by 2016.

A Community Supermarket will be established in the Central Croydon area offering memberships to eligible residents that can access discounted food, cooking and budgeting skills classes. This project has a proven evidence base in responding effectively to food poverty.

Mixed development

Section C:

Place plans

Croydon's district and local centres each have their own distinctive qualities – with their independent shops, specialist markets, green spaces and community facilities they make Croydon a diverse and interesting place. Each district centre needs to be nurtured and developed in its own way. There are opportunities for growth in these areas that can be progressed in parallel, or in advance, of those in the metropolitan centre.

Our Place Plans set out initial thoughts on the investment priorities in district and local centres. We will meet with residents and businesses in each area to discuss these preliminary views and identify further opportunities. Place Plan summaries are set out below for:

- North of Croydon
- New Addington & Fieldway
- East of Croydon
- South of Croydon

Vibrant districts

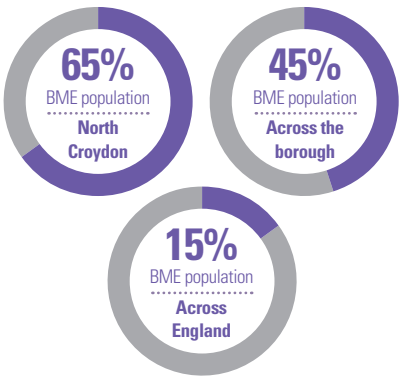
It should be noted that the proposals set out below represent our further aspirations for each of the areas and do not form part of the current development plan document. The emerging *Croydon Local Plan: Detailed Policies and Proposals* and *Croydon Local Plan: Strategic Policies Partial Review* will provide the statutory planning policy and site allocation context to facilitate the delivery of the objectives of the Place Plans.

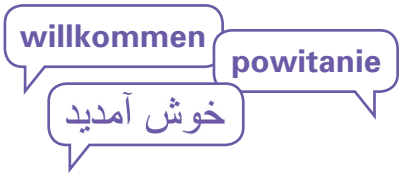
4. North of Croydon

North Croydon Wards

Norbury
Thornton Heath
West Thornton
Bensham Manor
Woodside
Selhurst
Upper Norwood
South Norwood

90,000 residents





over **10%** households with no speakers with english as main langauge

↑ ABOVE AVERAGE

unemloyment **ill health**

over **10%** claim either jobseeker's allowance or incapacity benefits

North Croydon encompasses the wards of Norbury, Thornton Heath, West Thornton, Bensham Manor, Woodside, Selhurst, Upper Norwood and South Norwood. There are more than 90,000 residents in these wards. The population is diverse with 65% from black and minority ethnic (BME) population groups, compared to an average of 45% across the borough and just 15% across England. In more than 10% of households, English is not the main language spoken.

North Croydon has above average unemployment with a higher proportion of people suffering from ill health. Over 10% of the population claim either jobseeker's allowance or incapacity benefits. There are pockets of severe deprivation.

4. North of Croydon

Norbury

70 2

Key projects

Windsor House, Astral House, Norbury District Centre improvements, Park improvements

Upper Norwood

159 2

Key projects

Sylvan Hill, Carberry Road, Victory Place

South Norwood

40 2

1,500

Key projects

South Norwood District Centre, Portland Road and High Street, Public Realm

Woodside

1

Key projects

Arena new school build

West Thornton

257 2

160,000

Key projects

Thornton Road Industrial Estate, Lanfranc school investment, West Thornton Primary

Thornton Heath

190

Key projects

Thornton Heath District Centre, Public Realm

Bensham Manor

15

Key projects

Lyntons, Bensham Road, Thonton Heath High Street, Cheriton House council new build

541 New homes

7 New schools/ expansions

161,500 sq ft commercial space

2 Infrastructure areas

North Croydon development start dates

- 2014: **180** homes
- 2015: **357** homes; **1** area of infrastruture
- 2016: **80** homes; **4** schools; **1** area of infrastruture
- 2017: **100+** homes; **3** schools; **1** area of infrastruture
- 2018: **160,000** sqft commercial space
- 2019
- 2020

4. North of Croydon

Opportunities

Our ambition is to create high streets that again serve as the heart of our local communities. Thus, we wish to work closely with residents and businesses in the centres in north Croydon, such as South Norwood, Thornton Heath and Norbury to assess opportunities to attract new investment.

The growth in online retail, the appeal of larger malls, and other changes in shopping habits, mean that local shopping parades across the UK are under threat; the same applies in Croydon. Yet high streets will continue to be the heart of our communities – places where people work, shop, and socialise.

We see opportunities to enhance certain high streets by bringing in additional public services, providing a safer cleaner environment, and improving the shopping areas. We will encourage the growth of community facilities, which might range from pubs and social clubs through to places of worship. This should help the busier high street areas to flourish. We recognise the important role that local shopping parades can perform, and will seek to encourage businesses that support local residents and provide essential services.

1000-plus new homes on key sites

We intend to bring forward new developments on council-owned land, and acquire additional sites where these provide opportunities to build housing, infrastructure or community facilities. These include Cheriton House, Thornton Heath, identified for new homes, and Station Road, South Norwood (the council's first mixed-use new-build scheme).

Priority sites for housing: North of Croydon

Site	Estimated start date	Potential number of new homes
*54 Brigstock Road	2016	40
*Ambassador House	2017	100 plus
*Beaumaris, Thornton Heath	2016	40
*Lombard House	2015	110
*Station Road	2015	11
2-12 Thornton Road/7 Willett Road	On site	50
Astral House, 1268 London Road	2015	47
Lombard Roundabout	On site	21
Sylvan Hill	On site	118
Virgo Fidelis school, Central Hill	On site	41
Temporary accommodation sites		
Concord House, London Road	2015	126
Sycamore House, London Road	2015	63

*These sites do not have planning permission and the number of homes is an estimate with actual figures to be determined through the planning process

We intend to work with the residents of each of the housing estates to agree how we can improve the quality of the housing, the neighbourhood environment, and the mix of housing. This will include measures to improve security and reduce crime by undertaking "Secured By Design" reviews on all estates. It could also include relatively small investments that can have a big impact, such as repaving and landscaping and more ambitious schemes to improve the quality of the homes and build new housing. We will develop all new investment plans jointly with the residents of the estates.

Digital inclusion will see the roll-out, over the next two years, of free, basic broadband to council tenants in order to access core online services and support, with the option to pay a premium for 'unlocked' internet access. Free Wi-fi will be made available in all our council housing blocks, with an aspiration to make computers or tablets accessible for all to use.

We will address the need to provide better quality temporary accommodation, and reduce our reliance on bed and breakfasts. The council has already demonstrated its intent by securing 189 flats via the acquisition of two separate 10-year leases at Concord House and Sycamore House, in London Road, West Thornton. This means that homeless families can live in self-contained accommodation.

New jobs at more than 60 locations

There are more than 60 significant development sites across the north area that provide opportunities for inward investment and job creation. We will focus on those sites that have the capacity to act as catalysts of growth for the area, such as the Thornton Road Industrial Estate and The Lyntons, Bensham Lane.

We will look at ways in which we can support traders in the Thornton Heath and Norbury district centres, London Road, and Thornton Heath Ponds where there is evidence that businesses are struggling. This will include offering business support to reflect local needs, and promotion of these locations to attract a more diverse range of businesses.

Better streets, spaces and shops in Thornton Heath, Norbury and South & Upper Norwood.

4. North of Croydon

We will prepare investment plans to improve the environment in key district and local centres. We will undertake feasibility studies on public realm improvements in Thornton Heath and Norbury early in 2015. This will look at a range of options to improve amenity and to create safer places. We have already launched the "Don't Mess with Croydon" campaign, and will continue to champion this to reduce fly-tipping and increase recycling, through a mix of enforcement and education.

Better play spaces and parks are needed in in this part of the borough. With residents, we will review all of our parks and green spaces to try to maximise their appeal. This might include play equipment, footpaths, trim trails, and allotments.

Better streets, spaces and shops in Thornton Heath, Norbury and South & Upper Norwood

We will prepare investment plans to improve the environment in key district and local centres. We will secure funding from New Homes Bonus allocations for public realm improvements in Thornton Heath ensuring a new environment is delivered. We will then focus on feasibility studies for Norbury early in 2015. This will look at a range of options to improve amenity and to create safer places. We have already launched the "Don't Mess with Croydon" campaign, and will continue to champion this to reduce fly-tipping and increase recycling, through a mix of enforcement and education.

Key district centre improvement projects: North of Croydon

Project	Estimated start date	Potential facilities and improvements
Norbury district centre	Summer 2017	New public realm, improvements to shop fronts, new homes
South Norwood district centre – Portland Road	Spring 2015	New public realm, new homes, including council new build homes, new shops and restaurants.
Thornton Heath district centre	Summer 2016	New public realm, improvements to the business environment, Council new build homes
Upper Norwood district centre	Summer 2016	New homes, supported accommodation, new transport links

School investment programme: North of Croydon

Project	Expected completion date
Archbishop Lanfranc secondary school, two-form of entry expansion	2016/17
Arena site, new build, secondary school, 900 places	2015/16
Gonville Road primary school, two-form of entry expansion	2016/17
Heavers Farm primary school, one-form of entry expansion	2016/17
St Joseph's primary school, Beulah Hill, one-form of entry expansion	2015/16
West Thornton primary school, two-form of entry expansion at Canterbury Road, primary school.	2015/16
Westway primary school, St James Road, three-form of entry new school	2015/16

Better play spaces and parks are needed in in this part of the borough. With residents, we will review all of our parks and green spaces to try to maximise their appeal. This might include play equipment, footpaths, trim trails, and allotments.

More than 1,000 new school places and improved community and leisure facilities

We will continue to meet the changing demographic demands of the area including the need for more school places.

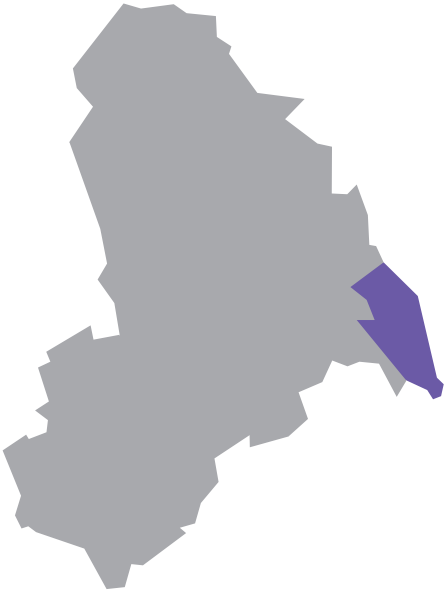
We will identify opportunities to bring forward projects that create benefits for the community. These will range from enabling Crystal Palace football club to redevelop and increase the capacity of their home at Selhurst Park, while extending the positive impact they have on the community through initiatives such as the FA Facilities Fund and sports outreach work. We will also be supporting the development of a new home for Croydon Athletic, and co-locating some of the many third-sector partners that operate in the area.

We will transform our libraries to create "community hubs" – providing access to multi-agency services following the model developed at New Addington. We will look to redevelop or relocate Broad Green library to a more accessible location, suitable for the delivery of a range of services.

We will work in partnership with housing associations, charities, schools, businesses and voluntary organisations, to support local communities and provide community services and facilities that meet needs and promote liveability, independence and resilience. We will support local people to improve their financial management and information technology skills by rolling out digital inclusion programmes in all of our major estates and promote healthy living.

The Flagship Food project will offer additional support for schools to provide healthy school meals for infants, embedding cooking classes within the curriculum and establishing a growing area in every school by 2016. We will seek a health and well-being plan for all new developments, to embed thinking around the use of buildings in the minds of developers.

5. New Addington and Fieldway



Wards

New Addington
Fieldway

22,000 residents

28% Residents 0-15 years **New Addington & Fieldway**

>20% Residents 0-15 years **London average**

8,000 homes

600 workers in Vulcan Way industrial Estate alone

Over 22,000 people live in the New Addington and Fieldway wards. Surrounded by open countryside, woodlands, and golf courses, the 8000 homes were built mainly in two phases during the 1930s and the 1960s–70s. In some neighbourhoods, unemployment and the proportion of people claiming income support is higher than in the rest of Croydon.

The population is relatively young with a large proportion of children and young people in the area - 28% of residents are aged under-15 compared to the London average of under 20%. The area is characterised by a lively district centre and a small but important local centre at Wayside in Fieldway. Vulcan Way is a busy employment area where more than 600 people work.

The area is relatively isolated and this has created a strong sense of community spirit. Many community organisations and services have emerged to meet local needs such as the Addington Community Association, Pathfinders, Timebridge Youth Club, Fieldway Community Centre, the Over 21 Club and Good Food Matters.

5. New Addington and Fieldway

Fieldway

57

Key projects

Council new build

New Addington

60 1

25,000

Key projects

Central Parade East Public Realm, Fishers Farm, Central Parade West

Vulcan Way

New Addington Tram Station

117
New homes

25,000
sq ft commercial space

1
Infrastructure areas

New Addington and Fieldway development start dates

50-150 homes
1 area of infrastruture

2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020

60 homes
25,000 sqft commercial space

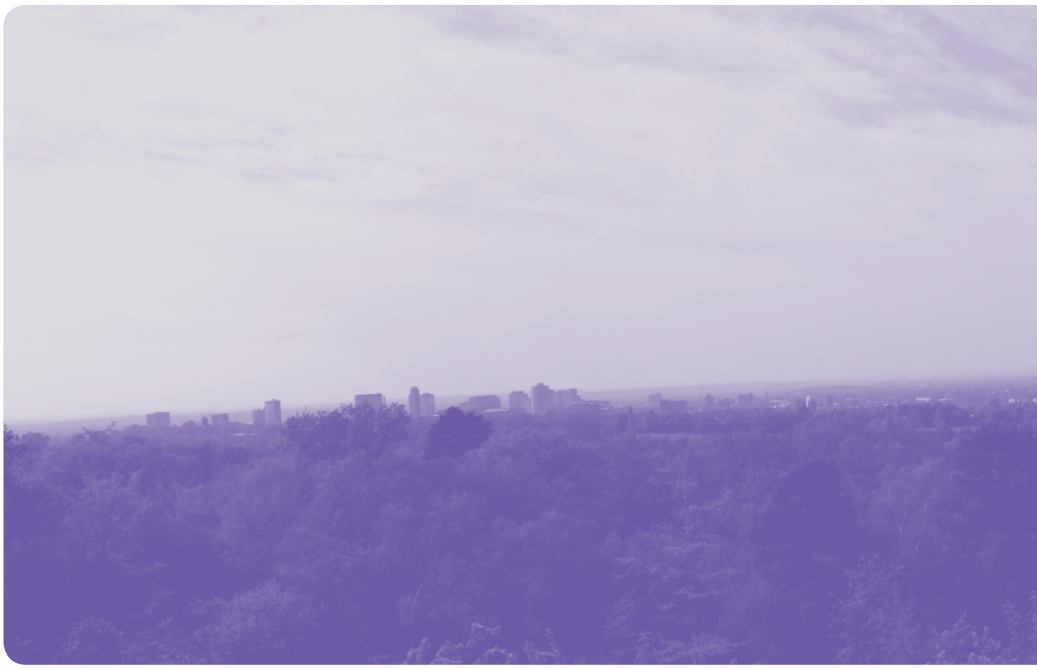
5. New Addington and Fieldway

Opportunities

New Addington and Fieldway offers the opportunity to build a real partnership combining the talents of local people with the council's resources to create more prosperous neighbourhoods.

Central Parade provides a major opportunity for new leisure and community facilities, a foodstore and new homes. Also, housing could be developed on nearby land, this offers the opportunity to develop new affordable homes.

New Addington has benefited from investment in a new community hub providing a new library, customer access facilities and adult learning services. There are opportunities to create more hubs and partnerships of this kind.



A town centre that New Addington deserves

We will deliver the comprehensive regeneration of New Addington town centre, including:

- Street improvements to pavements and footpaths for pedestrians, to be completed in 2015.
- A new state-of-the-art leisure centre with affordable prices and improved access with £17m set aside in the capital programme.
- New community facilities.
- A major new food store.
- New homes, with the majority genuinely affordable and local people prioritised.
- Re-planning the layout of the village green to make a more usable community space.

Priority sites for housing: New Addington and Fieldway

Site	Estimated start date	Potential number of new homes
*Central Parade West	2016	50-150
*Fishers Farm (commercial)	2016	60

*These sites do not have planning permission and the number of homes is an estimate with actual figures to be determined through the planning process

New homes and improved housing

We will develop an estate renewal strategy for New Addington and Fieldway in partnership with residents and assess the need to invest in the area's housing stock and neighbourhoods. This will consider how best to improve the existing stock and the development of new housing, where needed. Digital inclusion will see the roll-out, over the next two years, of free, basic broadband to council tenants in order to access core online services and support, with the option to pay a premium for 'unlocked' internet access.

Free Wi-fi will be made available in all our council housing blocks, with an aspiration to make computers or tablets accessible for all to use. We will also consider options to incorporate land adjacent to existing estates, including opportunities for redevelopment. The priority will be to provide genuinely affordable homes for local people. Several council new-build projects in the area are on site and a further 57 affordable family homes have been earmarked for delivery by 2018. We will bring forward a mix of development on current council-owned assets and acquire additional sites where these provide opportunities to build housing, infrastructure or community facilities.

5. New Addington and Fieldway

Green space

Community hub

Jobs and employability

We will consider whether it is feasible to expand the Vulcan Way Industrial Estate to provide more local jobs. New Addington and Fieldway will be priority wards for the delivery of workshops around financial inclusion, digital inclusion, and health and well-being. We will work with Croydon colleges, construction companies, and Jobcentre Plus, to ensure that local people are able to access construction jobs from local developments. We will implement a digital inclusion scheme for existing council tenants, to be installed by the end of 2015.

Better and more integrated health and social care

The Croydon Clinical Commissioning Group (CCG) has identified New Addington and Fieldway as being under-resourced for integrated health and social care. We will work with the CCG and NHS Estates to review current facilities and develop proposals to improve service provision and to maximise positive health impacts.

We will continue to support the Good Food Matters (GFM) project and its Community Learning Centre in Fieldway which provides leadership and is a champion in delivering a food revolution. GFM trains people within the community on how to grow, cook and market sustainably produced organic food and has a vocational training programme due to begin in autumn 2014.

The CFLC will be one of the key activity hubs under Croydon's Food Flagship programme and will offer a comprehensive programme to improve growing and cooking skills, link NEET young people with educational opportunities, improve teacher cooking skills and reduce social isolation through cross-generational initiatives.

Investing in schools, sports and community facilities

We will invest in the area's schools to ensure that they are meeting the needs of young people. We have recently provided a new special educational needs (SEN) facility at Applegarth School by adding an extension to create a speech and language centre, removing the need to transport children to neighbouring boroughs. We also recently delivered a SEN resource base at Fairchildes School.

We will partner with the John Ruskin sixth form vocational college, which has achieved "outstanding" status and serves New Addington and Fieldway, to expand the college's apprenticeship programme. We will work with the CALAT New Addington Centre, which offers a range of part-time courses for residents and a developing apprenticeship programme for adults. It also offers a variety of learner support services, including support for people with learning disabilities, literacy support, and a drop-in careers advice service.

We will identify and apply for funding to run a coaching programme for school children in years 10 and 11 over a two-year period, commencing in 2015/16. It will coach pupils through a tried and tested mentoring programme involving established business leaders to encourage them to make positive choices for their future.

6. East of Croydon

East of Croydon Wards

Shirley
Ashburton
Selsdon & Ballards
Heathfield

54,000 residents

↑ Higher Proportion
Older people

↓ Lower Proportion
BME households

↑ Higher Proportion
people in management and professional jobs

High rates of
economic activity
and **home ownership**

Nearly 54,000 people live in the wards of Shirley, Ashburton, Selsdon & Ballards and Heathfield. There are a higher proportion of older people compared to the London average and a lower proportion of black and minority ethnic (BME) households compared to the borough as a whole. The area has a high proportion of people in management and professional jobs and high rates of economic activity and home ownership. There are some pockets of deprivation, mainly associated with the council housing estates of Shrublands, Monks Hill, and Stroud Green.

6. East of Croydon

Ashburton

1

Key projects

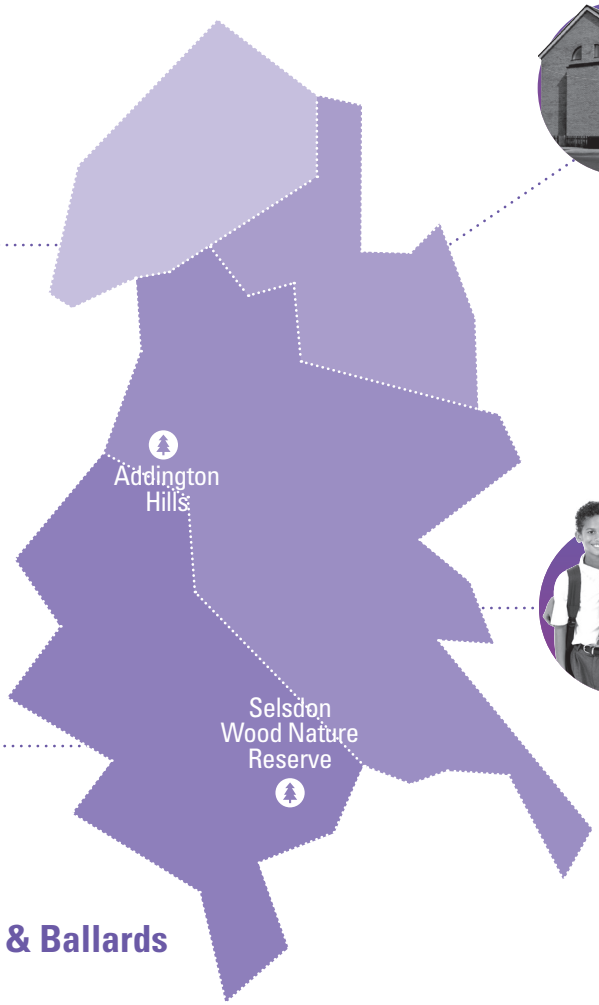
New school,
Estate regeneration

Shirley

46

Key projects

Shrublands Estate,
Broom Gardens



Heathfield

2

Key projects

New Quest Academy new school, Forestdale School expansion

Selsdon & Ballards

25

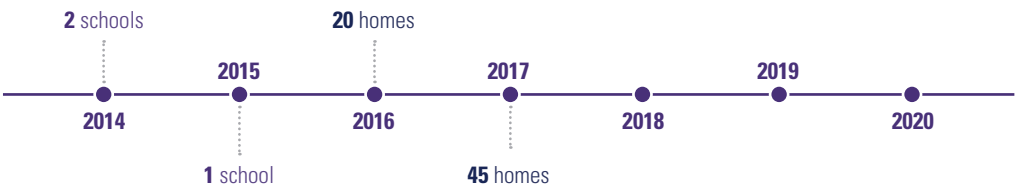
Key projects

232 Addington Road,
Former Bailey's Garage,
District centre growth

71
New homes

3
New schools/ expansions

East of Croydon development start dates



6. East of Croydon

Opportunities

In common with the rest of Croydon, local residents face a severe shortage of affordable homes. Therefore we see an opportunity to work with local residents to review options on how best to provide more housing to meet their needs. In so doing, we know that it is necessary to achieve the right balance of more housing and improved facilities on the one hand, and safeguarding open space on the other.

The scope for local employment growth is limited and most people will continue to travel out of the area for work, which contributes to high car use.

Households on council estates can feel cut off, and young people do less well at school. Some of our existing community assets require upgrading; we need to look at developing new community hubs that combine a range of learning, skills development, health promotion and cultural activities, and promote stronger local links to public, private and third-party providers.

New homes and estate regeneration

We need a new approach to housing growth in the area to tackle the current shortage of housing. As a first step, we will carry out a review of all options and available land in the area, including council-owned land and land adjoining tram stops.

We will bring forward plans for the renewal of our council estates. We will start by working with local residents to produce estate regeneration plans for Shrublands, Monks Hill, and Stroud Green over the next 12 months. These will include proposals for:

- Improving and increasing housing.
- Improving the environment and environmental services.
- Creating more sustainable communities.
- Improving access to jobs, health and community support.

Digital inclusion will see the roll-out, over the next two years, of free, basic broadband to council tenants in order to access core online services and support, with the option to pay a premium for 'unlocked' internet access. Free Wi-fi will be made available in all our council housing blocks, with an aspiration to make computers or tablets accessible for all to use.

These are likely to include proposals for the construction of 35 new council homes in Shrublands. We will begin feasibility work and consult with local residents on initial proposals in 2016, with a view to commencing construction in 2017.

More generally, we will continue to develop the council new-build programme on small under-used areas of council land. Six homes are already well under way, with a further 13 new council homes in the pipeline.

We will continue to encourage small-scale housing development in a way that respects the existing character of the area.

Priority sites for housing: East of Croydon

Key sites for housing delivery	Estimated start date	Potential number of new homes
*Former Bailey's Garage, 230 Addington Road	2016	10 plus
*232 Addington Road (above Aldi)	2016	10 plus
Council new-build homes	2017	10
*Shrublands Estate	2017	35

*These sites do not have planning permission and the number of homes is an estimate with actual figures to be determined through the planning process

Improving Selsdon and Shirley centres

The district centres in Selsdon and Shirley offer a good range of retail, business and community services for the local community. They have good transport links to central Croydon by road, but only limited access via the rail and tram networks.

We will maintain the success and vitality of both centres to ensure that local businesses continue to serve the community, and residents benefit from access to local shops without the need to travel further afield. We will engage with and support local business communities in the following ways:

- Exploring with local businesses their interest in setting up a local trading association and/or Business Improvement District (BID) in the local centres.
- Providing support where business premises are vacant for more than three months by endeavouring to broker deals with new businesses.
- Inviting businesses to participate in apprenticeship graduation ceremony events to promote new apprenticeships and government funding opportunities.

Despite low rates of crime and antisocial behaviour in the area, fear of crime remains an issue. Area enforcement officers and police safer neighbourhood teams will be put in place.

We will work with owners of derelict or under-used sites in the district centres to ensure their sites make a positive contribution to the area by providing additional homes and commercial space. Initially, we will focus on bringing forward the development of two key sites in Selsdon district centre within the next two years.

- Former Baileys Garage site, Addington Road, Selsdon – we will work with the landowner to bring forward this key site close to the district centre, which is currently derelict and an eyesore, in order to create additional retail space on the ground floor and new homes above.
- 232a Addington Road – we will work with the owner, Aldi, to convert the existing under-utilised office space above the Aldi store to deliver new homes for the area.

6. East of Croydon

Investing in schools, sports and community facilities

We will invest in improving and expanding educational facilities in the area to meet the growing need for school places. Building on the work to expand class numbers at Monks Orchard Primary School, we are committing resources to create nine new form entry school places within the next 12 months.

We will improve opportunities for apprenticeships, business start-ups and job creation by:

- Supporting community-based learning and skills development activity, such as local job clubs.
- Outreach work that focuses on access to work, through our resident involvement services.
- Strengthening links with public, private and third-party providers to increase work and training opportunities for young people.

We recognise that some of our existing library and community facilities are under-used and in need of modernisation; for example, in Shirley. We will consider options for new 'community hub' facilities providing library, learning, cultural and community services, building on models such as the Asburton Learning Village and the Monks Hill educational and sports facility, which successfully link the provision of a number of services on a single site.

We will also explore how community hub models can be developed or extended on some of our estates to support projects that seek to improve health and well-being, support families and children, and strengthen community activity. We will work with local communities to consider options for establishing healthy food, cooking and gardening projects; e.g. by extending existing Flagship Food and community food learning centres.

Addington Hills

School investment programme: East of Croydon

Project	Estimated completion date
Additional school places for Oasis Academy Shirley Park on Stroud Green Lodge, to provide a two-form entry new school	November 2014
New Quest Academy, to include a new-build replacement for the Monks Hill Sports Centre and relocation of Edgecoombe Community Centre, at a cost of £15m	March 2015

We are reviewing the use, costs and maintenance of all community facilities across the area and will consider options for transferring these to community groups, where appropriate, or support the increased use of the centres working with local management committees. At Shirley Community Centre we will consider options for providing learning, development and job advice activities in order to increase the local take-up of such services.

Making the most of our green spaces

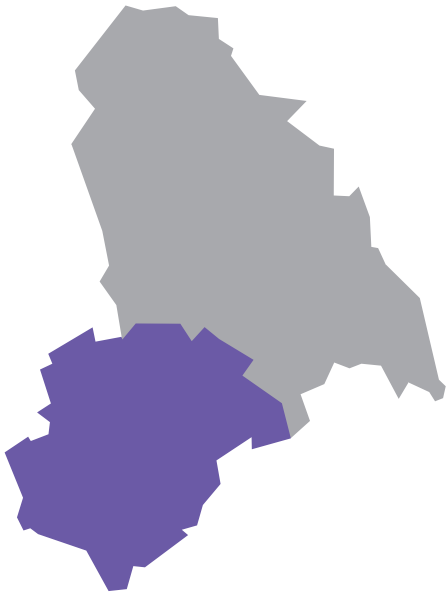
The area's many assets include its parks and woodlands, nature conservation areas and public, community, and sports facilities. We will develop a strategy to promote much wider use of these green spaces and facilities, to extend the range of services and activities on offer and to improve access to them.

We are committed to retaining and refurbishing the former Ashburton Library building and will develop a strategy for the library building and for Ashburton Park by March 2015.

We will develop new walking and cycling links to reduce car travel, to provide a link between parks and improve access to open space, both for local residents and for those in other parts of the borough where green space is limited. As a first step, we will seek funding for proposals to develop new cycle routes and quietways extending from central Croydon to Selsdon, and alongside the tramway to New Addington.

We want schools, families and older residents to make greater use of our parks and green spaces and to encourage physical activity. We will review the current state and use of all our parks and develop a programme to improve facilities. We will seek alternative uses for redundant sports pavilions and structures, such as cafes, sports clubs and nurseries.

7. South of Croydon



South of Croydon Wards

Purley
Sanderstead
Kenley
Coulsdon East
Coulsdon West

70,000 residents

↑ Higher Proportion
Older people 65 and older

↓ Lower Levels
Crime / Poverty

↑ Higher Levels
Employment compared to London

↓ Lower Proportion
BME households

Almost 70,000 people live in the wards of Purley, Sanderstead, Kenley, Coulsdon East and Coulsdon West. The two main district centres are at Purley and Coulsdon. This is a prosperous area, with an above-average number of people aged over 65, low crime levels and below-average numbers of people in poverty, although there remain pockets of deprivation. The area has higher levels of employment than other parts of London. A relatively low proportion of black and ethnic minority households live in the area.

7. South of Croydon

Purley

418 2
40,000

Key projects

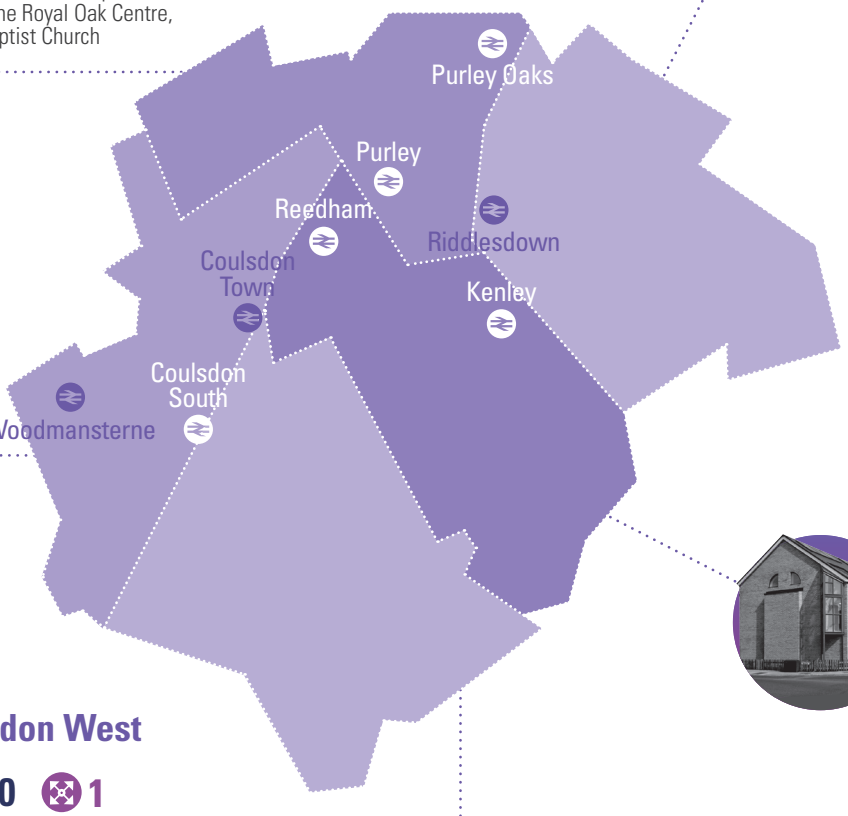
50-52 High Street, Capella Court & the Royal Oak Centre, Purley Baptist Church

Sanderstead

50 1

Key projects

Sanderstead Pavillion



Kenley

50

Coulsdon West

650 1
15,000 2

Key projects

Cane Hill, Lion Green Car Park, New supermarket, E-training centre

Coulsdon East

2

Key projects

Coulsdon Memorial Ground, Grange Park, Happy Valley

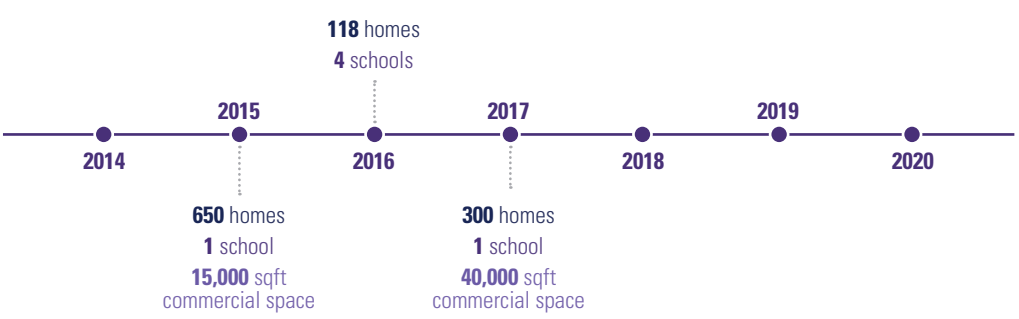
1,168 New homes

6 New schools/ expansions

55,000 sq ft commercial space

4 Infrastructure areas

South of Croydon development start dates



7. South of Croydon

Opportunities

There is potential for significant housing growth in the area focussed on Purley and Coulsdon. Proposals to bring sites forward depend on establishing the right balance between protecting open space and the need for new homes. In the parts of the south where there is little planned development, notably Kenley and Sanderstead, opportunities for intensification need to be identified. Of course, schools, health, leisure and cultural services, and better transport, will need to support any population growth.

Purley and Coulsdon district centres have high vacancy rates and are struggling to attract and retain customers and businesses. This is particularly acute in Purley where the town centre is dominated by Purley Cross, a barrier that needs to be addressed. Flooding is also an issue in the south area where local rivers are susceptible to seasonal flooding; a key challenge will be putting in place measures to protect our homes, businesses and transport infrastructure.

Over 1000 new homes

Currently, over 1,000 new homes are planned for the next five years; the majority will be on sites in the district centres of Purley and Coulsdon.

We will prioritise mixed-use developments that will build new confidence in the district centre.

We will also discuss with owners the potential for future housing development on sites including Capella Court and the Royal Oak Centre, and the Network Rail car park in Purley. Some small-scale development in Kenley and Sanderstead is expected to provide with over 50 new homes.

We will work with local residents on proposals for estate renewal at Tollers Estate, in Old Coulsdon. More generally, sites across the south provide development opportunities for economic growth and inward investment. We will focus on delivery at those sites that have the capacity to act as catalysts for growth of the area, such as Russell Hill Place and High Street, Purley.

Priority sites for housing: South of Croydon

Key sites for housing delivery	Estimated start date	Potential number of new homes
*50-52 High Street, Purley	2017	200 plus
*95-101 Brighton Road, Purley	2017	100 plus
Cane Hill, Coulsdon	2015	650
*Purley Baptist Church	2016	118

*These sites do not have planning permission and the number of homes is an estimate with actual figures to be determined through the planning process

Key district centre improvement projects: South of Croydon

Site	Estimated start date	Facilities
50-52 High Street, Purley	2016/17	Potential new leisure centre, library, new homes, public parking, commercial and shops
Lion Green Road car park, Coulsdon	On site	Potential for supermarket, parking and CALAT centre
Purley Baptist Church	2016/17	Church, community space, new homes, commercial and retail units
Red Lion site, Coulsdon	2015/16	Supermarket and training centre
Russell Hill Place car park	2016/17	New homes, live-work units and public parking
Sanderstead Pavilion	2015/16	New community facility in pavilion
Waitrose, Coulsdon	2016/17	Shops and new homes

Business Improvements Districts for Coulsdon and Purley

We will set up Business Improvement Districts (BIDS) in both Purley and Coulsdon, and work with the BIDS to appoint town centre managers. We will make them cleaner and safer, and attract new businesses to the area.

We will identify opportunities for employment through the provision of enterprise centres in Purley and Coulsdon, and identify sites for the creative industries for example a cluster of live-work units at Russell Hill Place, Purley.

District centre investment opportunities

Digital inclusion will see the roll-out, over the next two years, of free, basic broadband to council tenants in order to access core online services and support, with the option to pay a premium for 'unlocked' internet access. Free Wi-fi will be made available in all our council housing blocks, with an aspiration to make computers or tablets accessible for all to use.

7. South of Croydon

School investment programme: South of Croydon

Project	Completion date
Satellite annex for primary-aged children with severe learning difficulties (site to be confirmed)	2015/16
New CALAT Coulsdon at Lion Green Road	2016
Expansion of Christchurch Church of England Primary School	2016/17
Expansion of Chipstead Valley Primary School	2016/17
Smitham Primary School	2016/17
New primary school for children with special educational needs (site to be confirmed)	2016/17
New three-form of entry primary school (site to be confirmed)	2017/18

Improvement opportunities

New school places

We will provide new school places including expansions of two schools programmed for 2016/17, a new school for primary-aged children with severe learning difficulties in 2015/16, a new school for children with special educational needs in 2016/17, and a new three-form entry primary school in 2017/18.

For adults, we will provide a new adult learning centre at Lion Green Road, Coulsdon.

Public health

We will ensure that new developments are 'health-checked' at the initial stages of planning, with a healthy living plan worked up and in place. Land for growing of fruit and vegetables will be made available in local parks and incorporated in new developments for residents and new businesses.

Leisure and culture

We will consider options to redevelop the existing Purley Leisure Centre site in a manner that meets the needs of local residents and businesses.

We will examine options to build a new library in Purley in a more suitable location. We will look at the potential for the co-location of Coulsdon Library with other council services and the subsequent use of the site of the existing library. Purley and Coulsdon libraries will become community hubs.

Key district centre improvement projects: South of Croydon

Project	Completion date
Present options for a new Coulsdon Library	2015/16
Options for the site of the existing Purley Leisure Centre	2019/20
Options of a new Purley Library at 50-52 High Street	2019/20

Park projects: South of Croydon

Park	Investment
Coulsdon Memorial Ground, Coulsdon East	Develop as a destination park and enhance facilities.
Grange Park, Coulsdon East	Develop sports pavilion into a thriving community facility; refurbish and enhance the play and fitness facilities.
Happy Valley, Coulsdon East	Develop a visitor and education centre.
Rickman Hill, Coulsdon West	Seek alternative uses for redundant sports pavilion.
Sanderstead Recreation Ground	Develop sports pavilion into a thriving community facility.
Wettern Tree Garden/Purley Beeches, Sanderstead	Improve the sites.

A review of all the facilities that are provided in the parks will be undertaken to improve access to, and visitor perception of, our open spaces, ensuring that all infrastructure is enhanced and that play equipment, footpaths and trim trails can meet the demand of the growing population. We will invest in increasing sports and recreational activities such as tennis and ball courts, outdoor gyms and fitness equipment and host more community events in parks. Park buildings will be made available for rent to private businesses to use as restaurants and cafes in return for these businesses providing essential services like changing rooms for sport in parks.

Community growing spaces are to be incorporated in parks and open spaces to provide alternative healthy exercise as part of "healthy Croydon". Community growing spaces meet the aspirations of the five-year Flagship Food Borough programme which encourages healthy living and eating.

Flood mitigation

We will review and implement flood mitigation and adaptation measures in Purley and Kenley.

Section D:

The investment programmes

8. Homes: A great place to live

We will provide a choice of homes for people at all stages of life, tackling housing shortages in the borough by enabling 9,500 housing starts over the next five years. New homes being built should first and foremost benefit the people of Croydon.

Last year we identified capacity to start construction of 9,500 homes by years 2017/18 - an average of 1,900 per annum. This is higher than the 1,435 completions per annum now being proposed for Croydon in the *Further Alterations to the London Plan* and the current *Local Plan* target of 1,330 per annum. Given the shortages of homes across the borough, this acceleration of delivery must be achieved.

However, to do this we will have to play an active role in enabling sites to come forward faster. This will include assembling larger sites, investing in stalled schemes, forming partnerships with landowners, developers and housing associations, and directly building homes.

The *Croydon Local Plan* is the statutory mechanism for setting housing targets and allocating land for housing to achieve these targets.

Housing opportunities in Croydon

The draft *Further Alterations to the London Plan* identifies the need for at least 42,000 net additional homes per annum in London for the next ten years. Over the last ten years, completions have averaged around 20,000 homes per year, just 48% of the new target.

Relatively affordable

In the context of London as a whole, housing in Croydon is relatively affordable:

- The average house price in April 2014 was £283,994, approximately 40% lower than Outer South London and 60% lower than central London.[9]
- The ratio of median earnings to median house price is 7.5 in Croydon compared to an average of 9 in Outer London and over 10 in Inner London.
- Average monthly private rents in Croydon in April 2014 were £916, the third lowest in London and nearly half those of Inner London and a third of Outer South London.

However, buying or renting a house is still out of reach for many residents. Recent house price inflation and rental growth has made the situation more difficult; average sales values in Croydon increased by 11.5% in the last year.

£283,994

average Croydon house, April 2014

40% lower than Outer South London

60% lower than central London

£916 pcm

Average monthly private rents in Croydon, April 2014

3rd lowest in London

50% Inner London

33% Outer South London

Average sales values in Croydon increased by 11.5% in the last year.

[9] Land Registry House Price Index data.

8. Homes: A great place to live

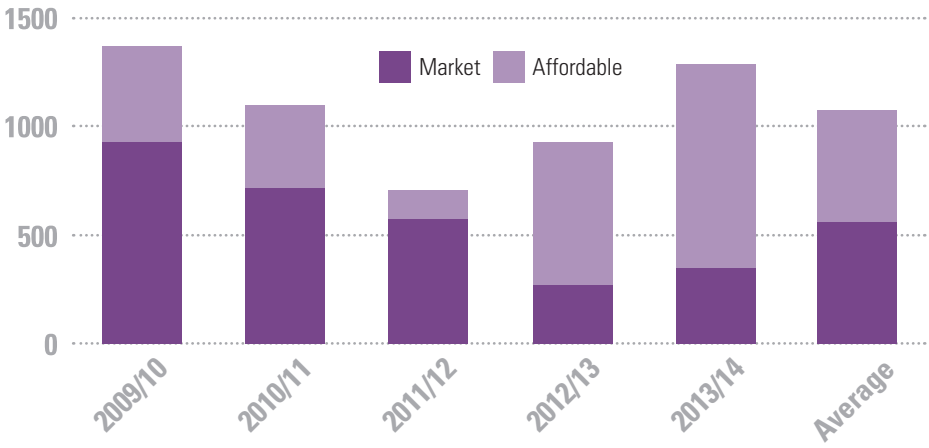
Rising homelessness and demand for affordable housing

Furthermore, homelessness in Croydon has increased by 18% over the past two years, twice as fast as in London as a whole.[10] Homelessness applications in Croydon increased by 46% between 2009/10 (1,680) and 2013/14 (2,459).

However, the supply of private rented accommodation available to reduce homelessness is diminishing; fewer landlords are willing to accept benefit claimants. Local Housing Allowance rates allow claimants access to only 30% of the private rented sector in Croydon,[11] and a recent survey of 86 Croydon estate agents found only 23% prepared to let homes to housing benefit claimants.[12]

The council had 5,440 households on its Housing Register in April 2014 with many more people in need of housing not on the register. The vast majority of council housing stock becoming available for letting is being allocated for use as temporary accommodation for homeless households. Last year, 512 homes were used as temporary accommodation, with a total of 1,091 council homes currently being used for this purpose.

Croydon Housing Completions 2009/10-2013/14



Source: LBC Data & DCLG Live Tables.

Croydon's housing requirement: 27,000 new homes 2012-2031

The adopted Local Plan states that Croydon's "objectively assessed housing need" is for some 27,000 homes over the twenty years between 2011 and 2031. This is based on the last *Strategic Housing Market Area Assessment*, which is currently being updated. Completions over the first three years of the period covered by the Local Plan fell below this target. In order to make up this shortfall, for the ten years between 2014/15 to 2024/25 Croydon needs to complete at least **14,300 homes – 1,430 per annum**.

Housing completions

Housing completions in Croydon over the previous five years have averaged 1,077 per annum, beneath the target but still the fifth highest of all London boroughs.

The decline in housing completions between 2009/10 and 2011/12 reflects the London-wide contraction of new housing developments following the recession. The last two years has seen a significant recovery in the level of housing completions with a total of 1,283 homes completed last year.

[10] Cabinet Report on Homelessness, February 2013
[11] Cabinet Report on Homelessness, February 2013
[12] Croydon Citizens Advice Bureau Survey, July 2014.

8. Homes: A great place to live

What we will do: our *Five Year Housing Delivery Plan*

Our *Five Year Housing Delivery Plan* shows how we will accelerate housing starts, intervene in the market where necessary and provide more affordable homes. In doing so we need to ensure that we are creating vibrant mixed communities offering quality homes with good access to local jobs, services and amenities.

The *Local Plan* states that on a site-specific basis, the council will require a minimum 15% of homes to be affordable and will negotiate to up to 50% subject to viability testing. The council has set a target of at least 30% affordable housing outside the metropolitan centre. In terms of the mix of affordable housing, the Local Plan currently promotes a 60:40 ratio of affordable/social rent to intermediate low cost home ownership. The policy is subject to review based on changes to land values, house prices and build costs. Changes in these factors support an increase in the proportion of affordable housing on new housing sites. These changes will increase the proportion of affordable housing across the borough.

Current analysis of the Five Year Housing Delivery Plan's target of 9,500 homes starting on site shows that in Year 1 (2013/14) 1,620 homes started, leaving a target of 7,880 for the remaining four years. Of these:

- 1,720 homes could be delivered on known sites with minimal intervention;
- 2,980 homes could be delivered with more significant intervention; and
- 3,220 homes could be delivered with further additional measures.

A further 2,000 homes have been identified that could start post 2018.

Intervention options

Minimal intervention	Significant intervention	Additional measures
• Affordable housing schemes approved in the programme and limited risk. • Market housing schemes with a known start date and limited risk. • Other housing likely to be delivered through the market with limited intervention.	• Pipeline of potential new build schemes identified by the council with significant risks. • Work, e.g. to overcome planning or design issues. • intervention with landowners and developers to bring forward potential or stalled sites.	• Stalled schemes requiring creative funding solutions. • Development opportunities requiring significant land assembly, feasibility work, site acquisition or infrastructure work. • Potential sites requiring other solutions or with potential to be brought forward more quickly.

We are now considering what additional interventions and investments will be required to achieve our targets. These will include:

- **Croydon Council New Build Plus**: We are constructing 300 homes through the Housing Revenue Account and grant funding from the GLA. These will be at capped (50% of market) and discounted rents (up to 80% of market). The council is also considering building on infill sites and on under-utilised land on housing estates.
- **Croydon Housing Company**: We are considering establishing a company limited by shares, 100% controlled by the council. This would develop new homes for various tenures.
- **New mutual and cooperative housing models**: We welcome proposals from local groups to provide more affordable shared ownership/renting, and greater influence over management.
- **Estate regeneration**: We are starting to assess how best to improve housing on council estates. This includes considering sites appropriate for demolition and re-development; small infill sites; additional floors above and to the side; and potential development sites within or adjacent to estates. Where land is protected its release would be considered in the next local plan.
- **A New Deal for Registered Providers**: We are considering a new deal with Registered Providers (housing associations). Options include: the council topping-up funding alongside GLA grant; providing loans through the Revolving Investment Fund (see below); joint ventures on land that the Council owns or acquires; or land transfer deals.
- **Compulsory Purchase Orders (CPO) and acquisitions**: We are considering whether to acquire sites for housing on the open market. In some cases the use of CPO powers may need to be considered where it is necessary to unlock the delivery of development in the public interest.
- **Revolving Investment Fund**: As set out in Section 15 below, we are considering establishing such a fund to unlock stalled housing sites by funding: site acquisitions, site preparation and other infrastructure costs, or to provide development finance.
- **Croydon Pension Fund**: We are considering whether the council's pension fund should invest in new homes locally, following the example of other local authorities such as Manchester City Council.

The council is now considering in detail how to apply these mechanisms to accelerate housing delivery on the sites identified in the Places Plans in Sections 3-7.

9. The best location to start and grow a business

We are making Croydon the best place in London to start and grow new business.

13,000
businesses

In 2012 there was a net rate of

1.3
Croydon
businesses created per 100 active enterprises

3
London
businesses created per 100 active enterprises

In 2013 **25,300**
Croydon residents were registered as self-employed (aged 16-64)

1.1million
economically active people
living within
30mins
of East Croydon

Croydon's transport connections, affordable premises and accessibility to a large labour market make it an attractive location for start-ups and SMEs. Today, we have a community of over 13,000 businesses.

We need to ensure that our existing businesses, and those looking to move here, have access to the business support they need. Businesses tell us they need help at critical points in their growth. We need to do all we can to make it easier for them to:

- relocate to Croydon;
- find finance to support their start-up and growth;
- hire skilled people;
- develop and bring new ideas to market; and
- access first class business support.

Enterprise opportunities in Croydon

Capitalising on Croydon's entrepreneurial spirit

In 2013, there were 25,300 residents (aged 16-64) in Croydon classed as self-employed. This is the highest level over the last decade. We need to build on the entrepreneurial spirit in our Tech City cluster, among minority ethnic communities and across the borough. There is also potential for growth of new social enterprises, cooperatives and mutuals, as the council moves away from direct delivery of some of its services towards a commissioning model.

Increasing the rate of business creation

Despite the record levels of self-employment, the net rate of business creation (the rate of business births minus deaths) is low relative to the London average. In 2012 there was a net rate of 1.3 businesses created per 100 active enterprises compared to the London average of 3. We need to raise the net rate of businesses creation to nearer the London average.

9. The best location to start and grow a business

SME finance

Access to finance

In the aftermath of the credit crunch, many businesses are still finding it difficult to access the finance they need to grow. The Council has been tackling this market failure through its highly successful Enterprise Loan Fund, which provides loans of up to £5,000 for start-ups and up to £25,000 for established SMEs. To date, the Croydon Enterprise Loan Fund has supported 204 businesses with £1,932,050 of loans and created and/or safeguarded an estimated 287 jobs.

Other schemes now available to businesses in Croydon include:

- Crowd funding – a pilot with GLE One London is underway to provide a loan to cover a funding shortfall less than £5,000.
- Social Enterprise Assist – a partnership with Legal and General, the Charities Aid Foundation and Coast to Capital providing loans to social enterprises of up to £30,000.

While Croydon already offers one of the most supportive financial environments for businesses in the country, we want to aim even higher through an enhanced offer of financing support.

Overcoming negative perceptions of Croydon

Negative perceptions of Croydon as a place are a deterrent to attracting businesses to the area. These perceptions will only fundamentally change when people begin to see real activity emerging from the regeneration currently taking place on the ground. In the short term, highly visible projects like pop-up shops and other 'meanwhile uses' on vacant land or property can make a difference and will be delivered across the borough.

What we will do: our Enterprise Strategy

We will expand the range of support and incentives to business, to make Croydon the best borough in London to start and grow a business. The components of our *Enterprise Strategy* are as follows:

The 'Ladder of Finance'

5 **Venture Capital Fund**
Set-up venture capital fund – fees and lending pot

4 **Angel investment**
Establish an angels network and provide match funding (50%) to minimise the risk

3 **Social Enterprise Assist**
Investment to extend scheme and increase level of loans to £50,000

2 **Croydon Enterprise Loan Fund**
Further investment to increase level of loans to £50,000

1 **Crowd funding**
Set-up a fund to provide match funding (50%) for SMEs to raise finance for viable growth plans

Building on our successful schemes so far, we will further strengthen each step on the "ladder of finance" options available for Croydon businesses including filling the gaps around "angel investment" and venture capital.

Business Rate Relief Scheme

We operate a Business Rate Relief Scheme (BRRS) 'Free for a Year' funded by the London Mayor's Regeneration Fund, as part of a package of incentives to attract businesses into Croydon. The scheme runs until 31st March 2015 and offers 100% rate relief for one year to new or existing businesses moving in central Croydon, South End or London Road, linked to job creation.

To date, we estimate the scheme has attracted 24 businesses and created 165 jobs. We are now exploring how best to extend the Business Rate Relief Scheme until 2018 and make it available to at least three of our district centres and Tier 1 industrial areas.

9. The best location to start and grow a business

Enterprise Hubs and a South London Enterprise Network

Co-locating is a way for businesses to collaborate, innovate and grow and Enterprise hubs provide a supportive environment to nurture this process. Croydon has a number of successful privately run business centres, but there are gaps in provision. We want to ensure that any of our start-ups and existing businesses considering an Enterprise Hub have access to these facilities. We will use opportunities created from forthcoming regeneration developments to set-up Enterprise Hubs in central Croydon and in the district centres. Alongside this, we will collaborate with nearby boroughs to explore the potential for an enterprise network for South London.

Social enterprises, cooperatives and businesses in the social economy

We will hold a series of workshops and seminars with partners to support the development of social enterprises, including how they can exploit new opportunities in public service delivery. A social enterprise toolkit will also be published, providing an online resource for social entrepreneurs to find out more about business planning, best practice, and competitive tendering.

Key district business support

District business associations, district centre managers and sector specialists

We are committed to making it easier for companies to access first class business support when they need it. A key role for the council is raising awareness of the support on offer nationally, across London and locally. Reaching out to SMEs in the district centres is an important part of this and we are now considering how best to do this through Business Improvement Districts, Partnerships and Town Team models. We will coordinate an annual 'business month' series of events and activities to nurture entrepreneurship, business sustainability and resilience.

Proactive inward investment service and first class account management

We need a proactive inward investment service to promote Croydon internationally and in the UK, which generates enquiries and responds to investor interest. We need to support businesses to move to the area and provide the aftercare they need. The council's inward investment strategy sets out in more detail how these challenges are being addressed.

Develop Croydon is a private sector led (not-for-profit) community interest company supported by the council, which promotes investment in Croydon across the UK and internationally. Working with Develop Croydon, London & Partners (the inward investment agency for London) and UK Trade & Investment (UKTI), we will promote Croydon as one of the best places to do business in London and the UK and ensure it receives its share of new and relocating international companies.

Equally, if not more important, is retaining key firms we already have in the borough through good communications and account management so we can respond to their needs. We will ensure there is regular dialogue with our 100 largest and fastest growing businesses, through one-to-one meetings and regular business briefings.

Improving Croydon's image

We will support projects to bring underused spaces back into use at locations such as Ruskin Square and we will support marketing campaigns to promote our hidden strengths and address misconceptions about Croydon.

10. Technology Croydon

The digital and communications revolution is driving growth across the global economy, changing the way people work, shop and play. Croydon has its own rapidly expanding creative and digital cluster which generates productive, well paid jobs that we want to support. We will enable the expansion of technology companies in Croydon – in partnership with "Croydon Tech City," a passionate community of entrepreneurs.

Technology opportunities in Croydon

Supporting Tech City

Currently, Croydon is London's 7th biggest tech/media hub, and is the fastest growing tech cluster in London[13]. In total, there are 185 technology, media and telecoms (TMT) firms providing 1,384 employee jobs in the city centre[14]. In the wider borough there are over 1,400 information and communications businesses, of which 830 are tech and media[15].

The growth of Croydon's technology sector has been almost entirely built through organic growth of existing businesses; they are thriving in a cost-competitive environment where they can access talent. This vibrant community of software developers, technologists, start-up founders and "creatives" come together as *Croydon Tech City*, based around Matthews Yard in the metropolitan centre offering meeting places, 'touchdown' and flexible workspaces.

Businesses in this technology cluster tell us there is a shortage of this type of workspace.

Digital infrastructure

Broadband is rapidly becoming the "fourth utility" as important as electricity, gas, and water networks. As businesses and consumers demand ever-faster connections and bandwidth, so the need for 21st century digital infrastructure becomes all the more critical to compete in the global economy.

There is currently a lack of fibre infrastructure across large parts of the town centre. A third of BT's street cabinets serving the town centre have not yet been upgraded to Fibre To The Cabinet (FTTC) and Virgin Media's cable network only serves 18% of postcodes in the area. This means that 64% of postcodes in the town centre are "white spots" where superfast broadband (24 Mbit/s or more) is not available to businesses or consumers.

The major broadband infrastructure service providers (ISPs) will not invest in the FTTC infrastructure unless it is commercially viable for them to do so. There is a role for the council to play in making the case for this investment.

Digital skills

New digital technologies have the potential to improve the quality of life of residents, opening up new job opportunities, changing the way they work, and how they access services. Residents need the skills to capitalise on these opportunities. It is recognised that across the UK as a whole, more needs to be done to stimulate interest in digital skills such as coding clubs to prepare young people for a career in these industries.

7TH biggest

tech/media hub

the **fastest growing** tech cluster in London

185 technology media & telecoms firms with **1,384** employee jobs in the city centre

1,400

information and communications businesses of which **830** are tech and media

Broadband

rapidly becoming the "fourth utility" as important as **electricity**, **gas**, and **water** networks.

Tech City

a self sustaining tech ecosystem with over **600 memebrs**

[13] ONS UK Business: Activity, Size and Location, 2011-2013
[14] ONS Business Register and Employment Survey 2012
[15] ONS UK Business counts, 2011

10. Technology Croydon

What we will do: accelerating the use of digital technology

We will work with industry experts, stakeholders and businesses to support the expansion of technology-based companies throughout Croydon. The main elements of our digital strategy are as follows:

Extend broadband fibre network coverage across the borough

In partnership with occupiers, developers and investors (via Develop Croydon) we will continue to lobby infrastructure providers (including BT and Virgin Media), to increase the availability of superfast broadband and develop new delivery models to support residents to reduce digital exclusion and increase business growth through employment.

The connection voucher scheme (CVS)

We will promote and deliver voucher schemes to SMEs to help pay for connection and excess construction charges for fibre broadband installation to ensure it is not a barrier to growth.

Metropolitan centre wireless concession

Following the success of other UK cities, we will consider letting street furniture and rooftops to a service provider to install mobile and/or wireless equipment as a means of improving 3G and 4G coverage and outdoor Wi-Fi. This will include new models of rooftop broadband.

Croydon tech hub

Metropolitan centre next generation shared tenant services

The council will encourage landlords/ developers to build fibre connectivity and associated services into their offer to tenants, offering connectivity and services that occupiers could not normally afford to procure individually.

Croydon Technology Hub

We will design a Croydon Technology Hub, to be sponsored by a global tech player, where software developers, designers, entrepreneurs and venture capitalists can meet and share ideas and bring them to market. Arranged over multiple floors, the centre would provide incubator space and flexible workspace for tech companies to progress through different stages of the start-up process. Options are currently being explored in relation to Davis House.

Publicise Croydon Tech City

We will continue to publicise Croydon Tech City with support from UK Trade and Industry (UKTI) and London and Partners to national and international investors.

Schools, colleges and training providers

We will work with all education and training providers to ensure that their curriculum offer includes courses that meet the skills needed in the digital economy. This will include encouraging our schools and colleges to work with Tech City to stimulate interest in the tech sector. It will also include extending Code Clubs, which teach primary school children computer programming to support a new generation of digital entrepreneurs.

11. Pathways to employment

We will support residents - young and old - into employment, raise the skills of the workforce so that they can access the 16,000 new jobs being created across the borough.

77% London **78%** England **81%** Croydon

residents in or actively seeking employment

8.7% London **8.7%** Croydon **7.6%** England

unemployment rate 2013

Employment opportunities in Croydon

Croydon has a relatively strong labour market. The proportion of the residents aged 16-64 in work or seeking work (the economic activity rate) is 81%, above the averages in London (77%) and England (78%)[16]. In 2013, the unemployment rate in Croydon was the same as London (8.7%), but higher than that for England (7.6%). However, unemployment in Croydon remains above pre-recession levels and is high in the most deprived wards such as Broad Green, Selhurst, Fieldway, New Addington and Thornton Heath.

What we will do: provide *Pathways to Employment*

Our aspirations for delivering inclusive growth means supporting those out of work back into work as a matter of priority. This includes people who are unemployed or economically inactive - not seeking work but who may wish to work. The council's flagship Pathways to Employment programme is designed to ensure residents are able to take advantage of the job opportunities that will be created over the coming years.

Pathways to Employment is a partnership approach to removing barriers to work. It ensures that job opportunities being created through Croydon's growth benefit local residents who are out of work. It is led by Croydon's strategic partnership, Croydon Congress. *Pathways to Employment* makes support more accessible, and effective for people out of work and for employers. Future developments will include:

- Developing a new enterprise/skills hubs in Central Croydon, in South Norwood, New Addington and a training hub for the Whitgift scheme and ensuring that the majority of new jobs are kept locally for Croydon residents.
- Enforcing obligations on construction projects to ensure that developers honour commitments to train and employ local people through the inclusion of S106 conditions to increase local job opportunities.
- Provision of a reliable route for employing apprentices through the Pathways to Employment Apprenticeship Scheme to increase the number of opportunities.
- Requiring that any council procurement of services/goods of a total value of more than £1million includes a 'contract' of social impact.
- Working with the council's existing core suppliers to maximise socio-economic benefits for Croydon residents.
- Working with Registered Social Landlords (housing associations) to develop collaborative projects to support tenants out of work and ensure that any new developments consider this up front.
- Working with Gatwick Airport to make sure local residents are able to access employment opportunities. In supporting the development of a second runway this will bring forward new business opportunities creating further employment.
- Developing sector specific initiatives in, retail, health and social care, ICT professional services, and construction.
- A new streamlined approach to enable young people to make the transition from education to employment.

[16] ONS Annual Population Survey

12. The best place to learn in London

We must provide a strong foundation for our young people, enable them to move from education to the world of work, and provide a wide range of skills development opportunities for adults.

The share of pupils achieving five or more GCSEs grades A*-C (or equivalent) in Croydon is in the **top quartile** performance of all Local Authority areas.

OUTSTANDING

The proportion of schools judged by OfSTED to be **good and outstanding** has grown significantly in recent years.

Croydon has the **biggest school development** programme in the England in proportion to the size of its population.

The internationally renowned

BRIT school

which has developed talents such as **Katy B**, **Jessie J** and **Leona Lewis** amongst many others

A strong foundation: We want all children to become the best they can be, leaving school with outstanding achievements, ambition and with choice over their lives: early learning opportunities will facilitate high levels of school readiness; all schools will be judged by Ofsted to be good or better, with an increasing proportion judged outstanding; and top quartile GCSE performance will be sustained, with the borough's ranking improving. We are committed to securing sufficient good quality school places for the growing numbers of children and young people of Croydon and to ensuring that every school is a school of choice for parents and children.

Transition to the world of work: Young people should understand the world of work and be ready to embrace its opportunities and challenges: schools and employers will work together to prepare young people well, through a range of activities, including impartial careers guidance; further education and other post-16 provision will be responsive to the needs of current and future employers; a strong apprenticeship programme should provide a range of opportunities for young people and employers; and Croydon will be home to an internationally-renowned university, strengthening access to higher education opportunities.

Adults, skills and work: All adults will have access to skills development opportunities to facilitate entry to, or progression within, work. A comprehensive programme will enable residents to acquire the skills and qualifications they need to enter and progress through the workforce; and careers advice and guidance will support adults to make good choices.

Learning opportunities in Croydon

Croydon is experiencing the highest proportionate rise of school-age children of any local authority area in the country. Our schools development programme is one of the UK's largest education estate expansions and an important part of Croydon's growth story. As a borough, Croydon performs relatively well on the main indicators of employment and skills but needs to strengthen in a number of areas.

At primary school level, the share of pupils achieving level 4 or above in reading, writing and maths at Key Stage 2 is broadly in line with the England average[17].

At secondary school level, the share of pupils achieving five or more A*-C grades in GCSEs (or equivalent) in Croydon is in the top 25% of all local authority areas, and has increased more significantly in recent years – above the rate of improvement nationally.

In terms of the skill levels of Croydon residents, the share of the population in (6%) with no qualifications is below the national (9%) and London (8%) averages.

The proportion with higher level qualifications – degree equivalent – is rising and is above the national average but remains below that for London as a whole. Most of the evidence points to increasing demand for these higher level skills in the knowledge-driven economy.

[17] DfE School Performance Tables.

12. The best place to learn in London

What we will do

We will support Croydon residents to acquire the right skills at the right level to secure employment. The council has a key role facilitating and mobilising the joint efforts of partners to tackle skills gaps, and to address them at different levels and for particular target groups.

This work does not take place in isolation; it is linked to supporting the growth of SMEs; helping residents to access jobs arising from major regeneration schemes; and to the council's own procurement and commissioning activities.

Our **skills partnership** will endeavour to provide a wide range of interventions to enable a successful journey from school into employment for our young people and at the same time break the cycle of inherited long-term unemployment among our communities wherever it is present.

We are committed to an all-encompassing skills system delivered by different partners and in different locations, for our residents - young and old.

Basic skills (literacy, numeracy and ESOL – English for Speakers of Other Languages) and employability skills through life-long learning provision:

We will support Croydon Adult Learning and Training (CALAT) and other delivery partners to secure funding from a variety of sources (Skills Funding Agency, European Social Fund, etc.) to deliver this type of training across the borough wherever there is a need and eliminate waiting lists.

We will facilitate the delivery of innovative projects for target groups (e.g. people with disabilities, BME communities, etc.) to raise skills in our communities so they are more competitive in the labour market.

We will provide additional support (childcare, mentoring, coaching, etc.) along the way to securing a job and during the first 12 months of work to enable sustainable employment.

We will provide support to those who wish to enhance their skills to achieve career progression through the life-long learning agenda.

Vocational skills and apprenticeships with a focus on Level 3 and 4 Higher Apprenticeships:

We will support our providers (CALAT, the colleges, and private agencies) to deliver a wide range of vocational training to prepare our residents to compete for jobs, particularly in growth sectors.

We will work with our employers to establish their future skills requirements and provide an effective brokerage service so these requirements are met.

We will encourage, incentivise and support Croydon employers to create apprenticeships, particularly level 3 and level 4 by working with the National Apprenticeship Service and the Skills Funding Agency to achieve improved funding allocations for the borough.

We will use our Apprenticeship Training Agency (in partnership with K10) to enable the delivery of apprenticeships in construction and explore the model for applying it for other growth sectors. We will ensure that if anyone wants an apprenticeship we will make it happen.

As an employer, Croydon Council is committed to creating apprenticeships for every new internal position – we will make mandatory for all recruiting managers to justify why a new position to a particular grade is not suitable for an apprentice. We will require all our contractors to provide an annual apprenticeship target for their contract and report regularly on the number of their apprentices.

12. The best place to learn in London

Essential adult learning

Promoting STEM (science, technology, engineering and maths) subjects

We will work with our schools and colleges to promote STEM subjects and increase the number of students who take these subjects at GCSE and A-level. We will transform the way careers advice is delivered in our school by setting-up a careers advice task force.

We will facilitate and foster relationships between schools, colleges, HE providers and employers to ensure successful transition from school into work or higher education.

Expanding Higher Education provision

We will work towards expanding our higher education provision to achieve broader specialty provision particularly for our growth and knowledge-based sectors.

Strengthening Croydon's Labour Market

We will promote good recruitment practices among our SMEs and corporates. We will encourage the Occupier Forum to rename itself to reflect its role as business leader for local recruitment and promote to the BID network.

We will promote our workforce pool to incoming and expanding businesses.

We will ensure that every young person gets a pathway to an apprenticeship, a job or a degree course through rolling out the Youth Guarantee Scheme pilot.

13. Transport and access

We want Croydon to have a transport system that ranks alongside the most sustainable and 'liveable' cities in the world, where it is easy to get around by tram, train, bus, rail, bicycle or on foot. We will improve the transport network across the borough, providing genuine alternatives to the private car. We will embrace new technologies which make travel easier and promote Croydon as a 'Smart City'.

As Croydon grows, pressure on the transport network will increase as more people travel to access jobs and services. How those journeys are made can have profound impact on quality of life. We are developing a *Transport Vision* in partnership with TfL. The emerging vision looks to a future for Croydon that is liveable, walkable and where the transport network is both an enabler and a driver of growth. With improved network operation but also managed demand and minimising the need for travel. Focusing growth in the metropolitan centre where people live side-by-side with jobs, retail and leisure facilities are a fundamental part of this vision.

Improving connectivity in Croydon

Croydon's extensive transport network is a major asset yet in its present form, the network is unsustainable and incompatible with our growth objectives.

Rail connectivity

Central Croydon's transport and access strengths include fast and direct rail connections from and to:

- London Bridge and Victoria
- Gatwick and the south coast
- Crossrail interchange at Farringdon
- City of London via Blackfriars
- St Pancras International, Luton and in the future Cambridge.

Capacity has already been improved with the extension of Thameslink trains. But pressure on the Brighton mainline corridor is predicted to increase, largely as a result of demand for travel from outside London to jobs in central London. Further investment is needed in rail infrastructure if Croydon is to fully achieve its potential.

Capacity constraints on Tramlink

One of Croydon's defining features is its Tramlink network which carries over 30 million passengers each year, making it the busiest tram network in the UK. The service provides fast and reliable journey times into the metropolitan centre and passenger satisfaction ratings are high. However, the network is now operating beyond its original design capacity. £40m of investment is underway on the most congested part of the network but more needs to be done.

The Croydon town centre 'loop line' is a major limiting factor to future growth as it is approaching the maximum number of trams per hour it can accommodate. In addition, the signalling system on the town centre network is now dated and the equipment needs be modernised to bring further capacity enhancement and resilience. Improvements are needed to a number of tram stops in the Metropolitan centre.

East Croydon station

3RD busiest interchange on the Network Rail network

LONDON BRIDGE	LONDON VICTORIA	GATWICK AIRPORT
16 mins	16 mins	14 mins
13 per hour	11 per hour	11 per hour

26,000 passengers a day

West Croydon station

OVERGROUND

calling at:

East London

Canary Wharf

Shoreditch tech cluster

Tram network

TRAMS

Only Tram network in London.

Highest satisfaction rating of any TfL service.

Thameslink

Connects Croydon to **European networks** through St Pancras and its extension will connect Croydon with a **further 100 stations** allowing greater commuter reach and business opportunities.

[13] ONS UK Business: Activity, Size and Location, 2011-2013
[14] ONS Business Register and Employment Survey 2012
[15] ONS UK Business counts, 2011

13. Transport and access

Fewer people walking and cycling

The borough has a disproportionately low number of people who choose to walk or cycle (including to and within the metropolitan centre) when compared to other parts of London. Our streets do little to encourage active travel, often dominated by fast moving traffic and junctions that put vehicles before the pedestrian or cyclist.

A large number of short journeys are made by car which could readily be made on foot or by bike. Research by TfL suggests dense concentrations of car trips into and around the metropolitan centre originating from within a 15 minute cycle ride of the centre, indicating the need for investment in high-quality cycle infrastructure to provide a viable alternative.

Congestion

The road network is congested in places due to the heavy reliance on the private car and high frequency of freight movements. Main roads and other heavy infrastructure running through and around the centre create barriers to movement and issues of safety, which are compounded by a lack of pedestrian crossings and a reliance on subways.

The A23 is one of Croydon and London's vital arteries. It plays a number of important roles connecting the metropolitan centre with inner and central London and the M25, Gatwick and beyond. But its ability to play this strategic role is compromised by the number of short car trips made on it. It also acts as a barrier to accessing the centre from the west by foot or bicycle.

Air quality

Central Croydon is within an Air Quality Management Area which means there are concerns about air pollution which need to be monitored. Congestion and bus standing areas contribute to noise and air pollution. This must be tackled to protect people's health and the environment.

What we will do: *Transport for Growth*

Our *Transport for Growth* programme sets out the following actions and investments, in partnership with Transport for London:

Enhance the capacity of Tramlink and extend the network.

Proposals for a second 'loop line' using Dingwall Road and a 'turnback' facility at Reeves Corner are in development. Tramlink will also play a part in improving the quality of place and liveability within the borough. We will support new development and intensification along tram routes to promote sustainable development in accordance with Local Plan policy. We will work with the London Mayor and TfL to explore how the system can be extended including to Crystal Palace. Our longer-term aspiration is to extend the tram network north to connect to the London Underground station at Brixton, and south to Purley and Coulsdon.

Redevelopment of East Croydon station

East Croydon Station is the third busiest interchange on the network but it does not have the look and feel of a station with this level of significance nor does it create the positive first impressions of Croydon that are so important for attracting investment. The new bridge will have its connection made at the east side, in association with the implementation of the Menta development, allowing pedestrians to cross the barrier presented by the railway. The East Croydon masterplan envisages this being connected to the front of the station by a level walkway under which a high-quality/high capacity cycle parking hub would be provided.

Network Rail has emerging plans to improve route capacity including improvements to the Windmill Bridge Junction and the creation of two new platforms at East Croydon. This presents a once-in-a-lifetime opportunity to rebuild the station, providing the passenger capacity and quality that Croydon needs. We will work closely with Network Rail to ensure this happens as soon as possible.

Improvements to West Croydon station

West Croydon will become the high-quality gateway to the metropolitan centre that it should be. A number of different options have been explored in parallel; the most ambitious is to deliver an enhanced station as part of major residential development at and around the station. The preferred option involves creating a new concourse and entrance and facing the core of the town centre.

HS2 interchange at Old Oak Common

A station at Old Oak Common could provide an interchange with High Speed 2. The council will continue to put its support behind delivery of the station and will look into the benefits/dis-benefits of taking the Milton Keynes service from south Croydon / East Croydon into an Old Oak Common interchange.

Mitigate the impact of redevelopment at London Bridge

The redevelopment of London Bridge Station, once complete, will strengthen Croydon's connections with central London. However, in the short term, Croydon will feel the impact as some long distance trains from the south are terminated at East Croydon and Thameslink trains are diverted away from London Bridge throughout the day from 2015 until 2018.

Easier and safer to cycle in Croydon

We will raise the status of cycling as a means to travel around the borough aiming eventually to put Croydon on a par with the most cycle-friendly cities in Europe. Investment is already taking place via the Connected Croydon programme and Quietway initiatives but much more needs to be done. We will improve the cycle network across the borough by providing new dedicated routes, cycle hubs encouraging facilities for cycle hire and servicing and by supporting cycling schemes at schools and places of work.

13. Transport and access

Transport gateways

Better pedestrian links

Our vision is for Croydon to be renowned for its walkable town centre and district centres and for the world class walking routes between them. In the town centre, pedestrian links will be improved by creating a joined-up walking network, breaking some of the significant barriers created by big infrastructure such as Wellesley Road and urban blocks like the Whitgift Centre, through significantly upgrading the quality of new and existing routes and smaller scale interventions such as better signposting, de-cluttering, lighting, public art, and greenery. This network of walkable routes will provide connections to key destinations including our interchange hubs where people will be able to easily change modes to cycle, bus, tram or rail. Consistent signage will be introduced following the Legible London scheme – TfL's London-wide initiative to improve signage for people walking.

The retail heart of the town centre will largely be pedestrian priority with upgrades made to the urban environment to create a world class public realm. Dedicated pedestrian routes will connect the metropolitan centre's pedestrian network with the surrounding parks and neighbourhoods, the wider Borough and beyond, as part of the All London Green Grid, with upgraded crossings, public realm and improved accessibility. These upgrades all form part of the Connected Croydon programme.

Upgrade the bus network

We will work with TfL to ensure investment in the bus network to ensure it is a viable and attractive alternative to the car and that capacity is optimised. We will review bus routes with TfL, with a view to strengthening links between the metropolitan centre and district centres and improving the environment within the centre. Within the metropolitan centre we will look carefully at how bus standing is catered for and work with TfL to manage bus speeds to improve compatibility with walking and cycling and to mitigate the impact on the environment.

Tackle congestion on main roads

Our aim to enhance the public realm and ease of walking and cycling on the A23 as it passes through the Norbury district centre. South of Norbury we are working with TfL to design potential interventions on the A23 with a view to improving journey time and journey reliability, improving the quality of key places along the route and to reduce its severance effect, particularly for cyclists.

£45m is already earmarked for investment in the Fiveways A23 junction with the A232. Option testing is underway with the aim of improvements being delivered before the end of the decade

The Wellesley Road, which severs the metropolitan centre, is one of Croydon's dominant features. The Roads Task Force proposed that it should become a 'City Street' redesigned to reflect its importance to the functioning of the town centre and managed for medium levels of vehicle movement. Phase 1a of the Wellesley Road corridor improvements have been implemented introducing pedestrian/cycle crossings and removing a vehicle traffic lane, replacing it with greenery. Phase 1b is in train and will deliver further surface level pedestrian crossings at Lansdowne Road and Bedford Park. The proposals for the redevelopment of the Whitgift shopping centre will bring further improvements.

The Hogarth Gyratory at the northern end of the Wellesley Road is one of the town centre's gateways but has a poor quality environment and is a barrier to pedestrian and cycle access. Opportunities for enhancing this gateway must be identified and taken.

The A23 gyratory system acts as a barrier dividing Purley town centre. We are working with TfL to develop and test design options that might improve the environmental quality to Purley residents and businesses. We will seek to ensure that TfL includes funding within its business plan with which to deliver a solution to Purley Cross and other key locations on the A23.

A fundamental shift in the how we approach the role of the car is needed with private vehicles limited in the metropolitan centre and other sustainable modes prioritised. Car clubs will be promoted, as will greener vehicles through the provision of electric charging points.

Section E:

Moving forward

14. Giving back to the community

The council will buy local wherever possible and use its purchasing power to support local businesses, generate job opportunities and promote investment in our local communities.

The council is moving towards becoming a 'commissioning led' authority – meaning its partners are increasingly delivering many of its services. A Social Value Toolkit has been developed to ensure that the services the council delivers improve the well-being of Croydon's residents.

Delivering Services

Around £340m is spent externally each year by the council on goods and services from third parties. The council will be ambitious to restore the fundamental principles of how public services should be delivered. The core service principle will be to look first at providing services in-house, unless it can be shown that a service can be delivered more efficiently elsewhere. Options of not-for-profit trading companies, co-operatives and mutual, and of commissioning through the voluntary sector will be reviewed. If it is necessary to out-source a service, this will be done through our social value procurement strategy. The council will actively use any Local Authority trading companies to raise an income to help deliver essential council services.

Social Value Toolkit

Social value is defined as a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis, generating benefits to society and the economy, whilst minimising damage to the environment.

Local trade

The Public Services (Social Value) Act 2012 means public authorities are now required to consider, prior to undertaking the procurement process, how any services procured might improve economic, social and environmental well-being.

Croydon Council is committed to maximising the social value from its commissioning and procurement activities and has developed a Social Value toolkit *Inspiring and Creating Social Value in Croydon*. Thinking about social value means shifting the focus from the bottom-line cost of a service towards the overall value of the outcomes delivered, considering how a service is delivered along with what is delivered. The key to successfully delivering additional social benefit is ensuring that social benefits are at the core of the commissioning and procurement process.

London Living Wage

The Council is committed to raising living standards, and as a way of demonstrating this, will pay all directly employed staff the London Living Wage and wherever possible make it a requirement of its contractors. The Living Wage is an hourly wage rate, set independently and annually by the Living Wage Unit within the Greater London Authority (GLA) and outside London by the Centre for Research in Social Policy. The Living Wage is calculated according to cost of living and was created to give the minimum pay rate required for a worker to provide their family with the essentials of life. A feasibility study is due to commence on seeking accreditation for implementing the London Living Wage in Croydon. This supports the council's ambition to reduce inequality and promote fairness for all of its communities.

[9] Land Registry House Price Index data.

15. Managing growth

The scale of growth over the next five years means that it needs to be carefully planned and managed. The council has a critical coordinating role to play, making sure that Croydon remains open for business during this time of major change. Longer term, as population grows so will pressure on the transport network, infrastructure, local services, and the environment. We must be ready to respond to these pressures.

Keeping Croydon moving

We will plan the logistics and delivery of key developments, both private and public, to ensure that the metropolitan centre continues to function as normally as possible during this period of change. A *Five Year Integrated Delivery Plan* has been developed to ensure that the breadth and complexity of the development programme has been defined and is being addressed in an integrated manner.

We have developed a dashboard to define and manage the programme, which shows graphically where and when development will take place and the resulting pressures on local infrastructure. The end goal is a streamlined delivery programme that keeps Croydon moving, facilitates improvements to the market in a controlled way, and is coordinated to ensure necessary transport closures are well-planned.

Development Infrastructure Fund Study (DIFS)

The DIFS is a valuable tool for supporting infrastructure planning in the Central Opportunity Area. It will ensure that the infrastructure needs of the centre are well understood, and will inform the prioritisation and phasing of infrastructure projects to deliver the scale of planned growth. It will set out the funding requirements, the choice of funding mechanisms and gaps in funding that need to be addressed.

Maintaining the quality of the environment

The quality of the public realm contributes to negative perceptions about Croydon as a place to invest. Parts of the borough suffer from litter, fly-tipping and poor-quality public realm. These problems are by no means universal but they fuel negative perceptions and deter investors.

New private investment such as the Whitgift redevelopment will bring improvements to the environment but investment is needed across the borough.

Even with this investment and the £50m Connected Croydon programme, there remains an ongoing repairs and maintenance challenge facing the council for which there is currently no funded solution. Examples include: potholes, broken pavements, and street furniture damaged through wear and tear, carelessness or vandalism. In 2009, the backlog of repairs was estimated to be in the order of £130m. The growth of the borough means these cost pressures are likely to worsen.

The two tier system of governance in Croydon with the GLA means Croydon has less autonomy and fewer resources at its disposal to address the problem than places outside London of a similar size. Cuts to the council's budget have compounded the problem.

In order to find a solution to the maintenance and repairs challenge, we will:

1. Undertake an up-to-date assessment of the scale of the repairs and maintenance challenge.
2. Agree a set of design standards for the public realm in the borough.
3. Implement a whole life costing approach to ensure value for money.
4. Lobby Government to recognise the unique challenges in Croydon and examine new ways of funding the repairs challenge. This may include some privatisation of the public realm where necessary.
5. Work with business organisations such as the Business Improvement District, Broad Green Business Forum and South End Business Association, and the retail and industrial occupiers of Purley Way to address these issues.

15. Managing growth

New look High Street

Funding growth

The council is faced with the challenge of delivering growth at a time when it must continue to make savings. We will continue to seek innovative solutions to these budgetary constraints, ensuring that investments are made judiciously and offer best value for money.

One mechanism we are taking forward is a Revolving Investment Fund (RIF). A RIF is a self-sustaining investment portfolio that draws in significant levels of funding and assets over a long period of time – typically 20-30 years - provides funding, finance, debt, skills and resource to a portfolio of projects. The significant timeframe allows some of the "seed" funding to be revolved or recycled into projects in the future.

A RIF has three main components; the "seed" funding i.e. where the funds for investment are sourced; the different investment options; and the mechanism by which it is paid back. All three components are driven by the objectives of the fund.

A RIF can facilitate cross-subsidy between capital projects due to its scale and breadth. As a result, projects which are unlikely to attract investment individually due to poor viability can be included as part of a broader investment portfolio.

The council is now working up the detail of how the fund will operate and the projects that could be supported via this mechanism.

Our Promise:

Transfering Ambition Into Delivery

THE CROYDON PROMISE

GROWTH FOR ALL