APPENDIX B



London Borough of Southwark

Community Infrastructure Levy

Infrastructure Plan

July 2012

No.	Title
Appendix A	Community infrastructure levy (CIL) preliminary draft charging schedule (available with the report)
Appendix B	Infrastructure Plan (available with the report)
Appendix C	Equalities Analysis (available on the website)
Appendix D	Consultation Plan (available on the website)

INFRASTRUCTURE PLAN SUMMARY

1. What is the Infrastructure Plan?

- 1.1 The Community Infrastructure Levy (CIL) Regulations (2010) require that to set a CIL charging schedule, charging authorities must have an appropriate evidence base to support the proposed levy. Part of this evidence base is the Infrastructure Plan (IP). The IP identifies strategic infrastructure which is needed to support growth and development in the borough over the lifetime of Southwark's Core Strategy (2011-2026). Where possible it identifies the cost of infrastructure to provided, any committed sources of funding which will be used to deliver it and the organisations responsible. It also identifies the funding gap i.e. the gap between known commitments and the total cost of infrastructure required. When it is adopted, Southwark's CIL will be used to contribute towards bridging this funding gap.
- 1.2 This IP is a "living document" which will be updated regularly as further details about infrastructure requirement to support growth become clearer. At this stage, the IP has been prepared to identify the type and range of possible projects needed in the borough which could receive CIL funding and the global cost of those projects. Guidance from the Government is clear that "charging authorities may spend their revenue from the levy on different projects from those identified during the rate setting process". Therefore projects used to determine infrastructure costs in this schedule (or broad levels of cost identified for a category of infrastructure) do not form a commitment in relation to the actual expenditure of CIL. Priorities for spending CIL receipts will need to be regularly reviewed, and will depend on the progress of both individual developments and projects.
- 1.3 It should be noted that this IP identifies only the strategic infrastructure which is needed to support growth and does not take account of the infrastructure requirements of any neighbourhood groups or forums. The Government has introduced provisions in the Localism Act (2011) which requires charging authorities indentify a 'meaningful proportion' of CIL that will be spent in the local area to ensure that those people affected by development see some of the benefit. We envisage this allocation would be made using a community infrastructure project list (CIPL) which may be based on a recently revised project bank list. This would be updated every year with consultation with the community councils and planning committee to ensure it reflects local needs. During 2012, the government will provide further detail about the level of the "meaningful proportion" of CIL that should be spent locally.

2. The demand for infrastructure

Planned development

- 2.1 In order to ensure that new development delivers sustainable communities, the facilities and service needs of these populations must be properly planned for. The Core Strategy identifies that most new development will happen in the growth areas, which are the opportunity areas and action areas (i.e. Bankside, Borough and London Bridge, Elephant and Castle, Peckham and Nunhead, Canada Water, Camberwell and Aylesbury. We are aiming to balance providing as many homes possible with growth of other activities that create successful places such as places to work, leisure, arts and culture, community facilities, sports and youth facilities and health centres. Southwark is planning to provide, between 2011 and 2026:
 - 24.450 net new homes.
 - 32,000 net new jobs.
 - 80,000 sqm net new shopping and leisure floorspace.
 - 425,000-530,000 additional business floorspace.
- 2.2 The above figures have been derived through the following Council evidence documents:
 - The Development Capacity Assessment (DCA) is a tool used to estimate potential future housing capacity that may come forward across a number of sites in the borough.
 - The Employment Land Review forecasts future employment floorspace demand for B1 use in the borough. The majority of this demand is for office space in the SE1 market area. This demand is due to London's status as one of the world's leading locations for financial and business services.
 - The Retail Capacity Study identifies the performance of Southwark town centres and the quantitative and qualitative need for new retail (comparison and convenience goods) floorspace.

Projected Population Growth

2.3 Southwark's population is projected to increase based on mid-year population estimates from the Office of National Statistics (ONS) and population forecasts from the Greater London Authority (GLA). Additional population means additional pressure on infrastructure. Some infrastructure needs arise from the growth in population generally, while others arise due to development proposals in specific locations.

- The population of Southwark in 2011 was estimated to be around 292,119 (ONS 2010 mid-year population estimate) and 289,991 (GLA 2011 PLP Low: based on Strategic Housing and Land Availability Assessment (SHLAA) housing data and 2008 DCLG household projections) people depending on how the population is calculated.
- 2.5 70% of the population of Southwark were of working age in 2011; while 18% of the population were children aged between 0–14 years.
- The population of Southwark is projected to continue to grow by 2026 to between 367,000 (ONS 2010 based projections) and 342,546 (GLA PLP Low) and 345,051 (GLA PLP High) people depending on how it is calculated. Most of the growth is expected to be due to natural increase (i.e. more births than deaths). The GLA PLP Low projections are driven by the projected increase in homes with standard fertility while the GLA PLP High projections assume a higher age specific fertility trend beyond 2011 than is the case for the standard projections. The trend used was derived by taking the mean values of the Principal and High assumptions from the 2010-based National Population Projections.
- 2.7 The population of Southwark is expected to age in the future although the proportion in the broad age groups (children, working age and pensionable age groups) will remain similar. The ONS and GLA projections expect increases in the proportion of the 45–69 year age groups over time and a decrease in the proportions of people in the 25–29 year age groups.
- 2.8 Based upon our Development Capacity Assessment (DCA) estimation of the number of potential housing units that could come forward over the period 2011-2026, an additional population of approximately 46,234 people would arise from this quantum of development (7,355 children between 0-15 years). Over the period 2013-2026, the additional population would amount to 37,352 (6,041 children between 0-15 years). This figure is based upon a calculation of average occupancy using the methodology from the Wandsworth New Housing Re-Survey 2007. When compared with the ONS (74,881) and GLA Low (52,555) population projections 2011-2026, our calculation is on the conservative side, and does not include other factors such as demographic changes and migration. We will therefore need to ensure that infrastructure is provided at the right time to provide the necessary services and facilities for the increasing population.

3. How was the Infrastructure Plan prepared?

3.1 We produced a Delivery and Implementation Plan (DIP) in 2010 to support the implementation of the Core Strategy policies. The DIP includes the projects required across the borough to ensure the effective delivery of the growth and new development proposed over the Core Strategy plan period. It contains social, physical and green infrastructure projects and was prepared in consultation with both

- internal and external providers of infrastructure and other key stakeholders. The Core Strategy and the accompanying evidence base were put through an independent Examination in Public in 2010 and the Core Strategy was adopted by the Council in April 2011.
- 3.2 The DIP set out in the Core Strategy has informed the development of this IP. DCLG guidance 'The Community Infrastructure Levy an overview' (November 2010) states that local authorities should use the infrastructure planning that underpinned their development plan to identify a selection of indicative infrastructure projects or types of infrastructure that are likely to be funded by the levy.
- 3.3 Several projects in the DIP were not suitable for support through CIL funding, whilst new projects and changing priorities had become apparent in the time since the DIP was produced. As a result, there has been a need to review the DIP through a fresh assessment of infrastructure need, focused on the appropriateness of CIL as a system for providing funding to each project. The resulting infrastructure list has been undertaken in consultation with a number of key stakeholders, to create as thorough a list as possible. This approach is also consistent with the government guidance.
- 3.4 Steps taken to produce the IP included:
 - a) Review of the council's plans and strategies and the list of infrastructure projects contained within e.g. Aylesbury Area Action Plan, Canada Water Area Action Plan, draft Peckham and Nunhead Area Action Plan, Elephant and Castle Supplementary Planning Document; draft Open Spaces Strategy; Biodiversity Action Plan; Cemetery Strategy; Surface Water Management Plan.
 - b) Review of development partner's plans and projects: Wherever possible, information was taken from published reports or strategies. As a starting point, a thorough review of partners' websites, business plans etc was undertaken and the results summarised and included in the IP.
 - c) Information gathering direct from partners: To fill gaps in information, internal and external partners were contacted to ascertain their plans and their assessments of what infrastructure requirements arise from future development proposals.
- 3.5 The main body of this plan reviews infrastructure needs by type. The table includes information on the costs of infrastructure to support growth, indicative phasing timescales, responsibilities and delivery partners, the known and anticipated funding sources and, where available, some more detailed project information.
- 3.6 The IP should be considered as a current estimation of the infrastructure projects required between 2013 and 2026, with an acceptance that it may change significantly over time. The projects identified are not a final or definitive list of infrastructure projects required in Southwark in the Core Strategy period. Infrastructure needs are subject to significant change. The costs, expected timeframes for

delivery and the delivery agents funding have been anticipated using the best experience and knowledge available to the council, however these may change substantially in the future increasing or decreasing the demands upon CIL funding. Continuing Section 106 funding has been removed from the total CIL requirement. We will keep the IP under regular review and it will be used to support the implementation of any future infrastructure delivery process.

3.7 The table below provides a summary of the IP themes, total costs and funding sources.

Infrastructure	Total Cost	Committed	Funding
		Funding	Shortfall
Transport	£1.36 billion	£1.17 billion	£190 million
Open Space, Public Realm	£60.6 million	£2.5 million	£58 million
and Biodiversity			
Education	£110 million	£50 million	£60 million
Primary Health Care	£159 million	£2 million	£157 million
Arts and Cultural Facilities	£18.2 million	£14.2 million	£4 million
Sport and Leisure	£32.9 million	£28.7 million	£4.2 million
Socio-Economic Infrastructure	£9.25 million	£0	£9.25 million
Sustainability Infrastructure	£21.5 million	£0	£21.5 million
Secondary Infrastructure	£13.1 million	£0	£13.1 million
Emergency Services	£0	£0	£0
TOTAL COSTS	£1.78 billion	£1.26 billion	£517 million

INFRASTRUCTURE PLAN

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUI	NDING
Infrastructure needed to meet the needs of the projected 24,450 new homes and 32,000 new jobs as planning for in the Core Strategy. This equates to an expected population increase in the period 2013-2026 of approximately 37,352.	Identification of where the infrastructure requirements are referenced i.e. Local Plans, strategies and frameworks; public sector capital programmes & commitments; private sector investment plans	The cost of providing identified infrastructure to accommodate growth. Capital cost includes land costs and construction and fit-out costs where required. It does not include any on-going costs.	Expected timeframes for delivery of infrastructure.	Delivery agents or partners that could assist in delivering the infrastructure required.	Committed funding sources from both public and private sources	Potential funding sources from both public and private sources
TRANSPORT	The cumulative impacts be taken into account of improvements to improvements to improvements and account of the Central Activities Zetown centres and other fabric of the built environment acceptable of the area is delivered cycle routes have also	over the plan period. Sove public transport, to cessibility will be new ignated for development, one, Opportunity Area parts of the borough onment is often requite and ensure that the Therefore new route	Strategic transport the road network, we ded for areas of gent and regenerations, Areas for Intention in growth areas to be reconstructured to be reconstructured to redesigned per sor redesigned per sor redesigned per sor redesigned per seconstructure.	valking and ireatest on, including sification and he whole ucted to make yel objectives	Transport fundin	g gap: £190.1m

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUNDING
	The Mayor's Transport many of the strategic tr assessed and identified programme of improve economic growth and contact the strategic transport to the strategic transport	ansport requirements d within our Transport ments in the Transpo	s for the borough h t Plan. Implementa rt Plan is vital to a	nave been tion of the chieving the	
London Underground: Elephant & Castle Tube station: Increase the capacity in the Northern Line tube station and provide improved access to the platforms. It is possible to provide the necessary capacity by increasing the number of lifts in the station. However our preferred solution would be to provide escalator access to the Northern Line station.	Core Strategy DIP (2010); Mayor's Transport Strategy (2010); Transport Plan (2011)	Over the life of the plan it will be necessary to increase capacity in the Northern Line station and provide improved access to the platforms. It is possible to provide the necessary capacity by increasing the number of lifts in the station. TfL have estimated that this would cost in the region of £96m. However our preferred solution would be to provide escalator access to the Northern Line station. TfL have estimated that this	2015-2018 Any station capacity improvements will require additional land and therefore they should be developed and delivered in conjunction with a remodelling of the shopping centre.	TfL, Lend Lease, LBS, St Modwen	TfL, existing and expected S106s (E&C SPD Tariff) Unfunded by £139m

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUI	NDING
		would cost £139m.				
Buses: London Bridge bus station. Remodelled bus station including new escalator to the underground station.	Core Strategy DIP (2010); Mayor's Transport Strategy (2010); Thames Link Programme; Transport Plan (2011)	£5.4m	Start 2011 - Completion 2012	TfL and Sellar Property Group	S106 Planning Contribution (The Shard). £5.4m	
Buses: Aylesbury public transport - Provison of new/enhanced bus routes to support new housing and developments	Aylesbury AAP (2010); Transport Plan (2011)	£4.5m	2015-2026	LBS, TfL		TfL, LBS Unfunded by £4.5m

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUN	IDING
National Rail: London Bridge train station and services. Remodelling of existing train station to change 3 of the terminating platforms to enable through train platforms, with corresponding increase in capacity of services linked to The Thameslink Programme, to increase to 12 car carriages. Increased capacity within the station.	Core Strategy DIP (2010); Mayor's Transport Strategy (2010)	£800m - £1.2bn (Thameslink £6bn)	Works due to start in 2013 with completion by 2018	Network Rail	DfT £800m	
National Rail: Blackfriars train station. New Bankside entrance and increased capacity	Core Strategy DIP (2010); Mayor's Transport Strategy (2010)	£350m	Completion in 2012	Network Rail	TfL and DfT	
National Rail: Peckham Rye station. To support growth in the Peckaham and Nunhead action area. Peckham Rye is identified in the Mayor's Transport Strategy as a strategic interchange which will become increasingly important with the arrival of London Overground services in 2012. Proposals include improvements to the station fabric and the recreation of a public square outside the station, improving the	Core Strategy DIP (2010); Peckham and Nunhead draft AAP (2012); Mayor's Transport Strategy (2010)	£12.5 m	2012 - 2015/16	Network Rail and LBS	Network Rail, LBS £5m	GLA's Regeneration Fund, Developer S106 Planning Contributions and LBS CIL Unfunded by £2m

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUN	NDING
setting of the station while reducing journey times.						
National Rail: Queens Road Peckham. Improved access and forecourt improvements.	Draft Peckham and Nunhead AAP (2012); Mayor's Transport Strategy (2010); Transport Plan (2011)	£1.3m	2012-2014	National Rail and LBS	LBS DfT National Rail Developer S106 Planning Contribution £1.3m	
National Rail: Elephant and Castle train station. Services are congested in the peak periods. No plans to increase the 8 car carriages. Need to improve accessibility to platform and trains.	Core Strategy DIP (2010); Elephant and Castle SPD/OAPF (2012); Transport Plan (2011)	£12m	2020	Network Rail		DfT Unfunded by £12m
Cycling: Local improvements will be needed to ensure walking and cycling are attractive options from every development. This will involve small scale improvements as necessary spread across the whole borough.	Transport Plan (2011)	N/A	Site by site	TfL, LBS	Site specific and existing Developer S106 Planning Contribution	

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUN	NDING
Cycling: Strategic. Connect 2, Walworth to Rotherhithe Cycle route (including South Bermondsey Bridge)	Transport Plan (2011)	£2m	2012/3	TfL, LBS	Developer S106 Planning Contribution	LBS CIL Unfunded by £300,000
Walking: Strategic: Legible London (by TfL). Legible London is a new pedestrian information system that helps people walk around the capital. Introducing Legible London in Southwark can encourage walking, reduce street clutter and improve links to businesses and local attractions.	TfL Legible London; Mayor's Transport Strategy (2010); Transport Plan (2011)	N/A	Site by site	TfL, LBS	Site specific and existing Developer S106 Planning Contribution	
Road Network: Elephant and Castle Northern Roundabout. Improvements for pedestrians, cycle routes and bus services at the northern roundabout. Creating safe, accessibility at surface routes across the northern roundabout for pedestrians and cyclists.	Elephant and Castle SPD/OAPF (2012); Transport Plan (2011)	£10m	2013-2015	LBS, TfL		TfL; Existing and expected Developer S106 Planning Contribution (Elephant and Castle SPD S106 Tariff); Unfunded by £10m

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUN	NDING
Road Network: Camberwell town centre revitalisation scheme. The focus of the project is the area around the town centre. The improvements will include alterations to the roads such as removing pedestrian guard railings and review signal timings; Denmark Hill – widening pavements; making crossings safer right up to Champion Park; Improving how the bus network functions around the town centre by reviewing the location of bus stands, operating procedures and services patterns, in conjunction with TfL Buses; Improving pedestrian facilities in order to provide a focus to the town centre. Specifically this includes pedestrian access to Camberwell Green and improving and providing links to key community facilities such as Camberwell Baths, Kings College Hospital, Magistrates Court; Butterfly walk and the new library. Introduce 'gateway(s)' to Camberwell town centre, for example, lighting	Vision For Camberwell Improving Streets and Public Spaces; Transport Plan (2011)	£7.07m	2014	LBS, LBL and TFL	TfL committed £200k LBS committed £100k. Council will fund a further £2m	TfL; LBS CIL; Unfunded by £5.7m

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUNDING
improvements on the railway bridge or a gateway feature at junction of Denmark Hill and Coldharbour Lane. Enlivening and improving the dead spaces around the town centre.					
Road Network: Lower Road - The removal of the Lower Road gyratory and reversion of all key roads to two-way operation . It should reduce traffic on Rotherhithe Old Road, simplifying the road network, improving the environment for pedestrians and cyclists, and improving efficiency, capacity and safety for all users.	Canada Water AAP (2012); Rotherhithe Multi-Modal Transport Study (2009); Transport Plan (2011)	£9m	2012-2014	LBS, TfL	TfL Developer S106 Planning Contribution LBS CIL Unfunded by £9m
Road network: Aylesbury. Improvements to Westmorland Road, Albany Road, Thurlow Street, Portland Street and other access streets.	Aylesbury AAP (2010); Transport Plan (2011)	£12.1m	2013-2026	LBS	LBS CIL Unfunded by £12.1m

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUN	IDING
Road Network: Rotherhithe predestrian and cycling improvements. Cycle station, Mellish Fileds Crossings (east and west), Stave Hill ecology park, entrance to Russia Dock Woodlands, Russia Dock Wodlands (south), Canada Water-Southwark Park, Ship Inn, Route from YHA to Jubilee Line, signage strategy/improvements to Thames Path, Swan Road.	Canada Water AAP (2012); Canada Water Public Realm Improvements (2009); Transport Plan (2011)	£950,000	2013-2026	LBS	TfL committed funding £142,165 Cleaner, Greener, Safer fund: £7,500 Walk London: £20,000 Developer S106 Planning Contribution £50,000	Unfunded by £730000
Road Network: Improvements to Surrey Quays Road	Canada Water AAP (2012); Transport Plan (2011)	tbc.	2013-2026	LBS		Unfunded tbc
Canada Water CPZ extension	Canada Water AAP (2012);Transport Plan (2011)	£240,000	2013-2016	LBS		LBS Unfunded by £240000
OPEN SPACE, PUBLIC REALM AND BIODIVERSITY	With increased populat opportunities to create and value of existing of better links between exensure that across the 0.76 hectares per 1000 raised to 1.5 hectares popen spaces, particular the existing more development of access routes to existing	new open space, the pen spaces through e isting parks and oper borough, provision of population and proviser 1000 population. In the in areas of deficient population areas; particulation areas; part	focus is to improven than cements and a spaces. The strate public parks is made in or natural green proving access to the cy, is a key prioritally in the growth a see that could open	te the quality also create degy seeks to aintained at enspace o existing dy for some of dreas where on up new	Open Space fund	ling gap: £58m

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUN	IDING
	through the Open Space	es Strategy.				
	Buffer areas of natural movement of wildlife the cycling. The Council is existing corridors in pa strategy of 'All London between existing nature	nrough the borough a continuing to suppoint fraction of the Ma Green Grids'. This st	as well as for walki rt development of i ayor of London thro rategy seeks to pr	ng and new and ough his		
Open Spaces improvement projects. Delivery of improvements identified in draft Open Spaces Strategy (excluding specific projects identified below)	Draft Open Spaces Strategy (2012)	£12.8m (based on 64 sites)		LBS, Developer		LBS CIL Unfunded by £12.8m
All London Greed Grid Projects: The All London Green Grid (ALGG) is a network of green infrastructure spanning across London. By highlighting the network and recognising the value of connected green spaces, the intention is that improvements can be targeted in ways that	GLA - All London Green Grid (ALGG)	£5.85m (based on 35 sites)	2013-2026		LBS £450,000	LBS CIL Unfunded by £5.85m

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUN	NDING
deliver social, environmental and economic benefits to local areas and strategically to London as a whole. A number of projects have been identified in the borough. Southwark contains 2 Green Grid character areas: GGA6 South East London Green Chain Plus, and GGA12 Central London.						
Biodiversity projects and improvements: Creation of 1ha Wildflower Meadow, new reedbed, new ponds, 1km native hedgrow, restock woodland in suitable parks with native climax species, new signage and boardwalks.	Biodiversity Action Plan (2012)	£340,000	2014-2016	LBS, Southwark Biodiversity Partnership.		Possible grant from SITA or other landfill funder, LBS CIL Unfunded by £340,000
Improved access to open spaces, signage and green links (trees)	Core Strategy DIP (2010)	£550,000	2013-2020	LBS		LBS Unfunded by £550,000
New open space at Elephant and Castle: New 1.2ha open space in Elephant and Castle.	Elephant and Castle SPD/OAPF (2012)	tbc	2016-2020	Developer	Developer S106 Planning Contribution	
New open space at Crossbones Graveyard	Draft Open Spaces Strategy (2012)	tbc	2014-2018	Developer	Developer S106 Planning Contribution	

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUN	IDING
Dickens Square improvements: Dickens Square Park and the adjoining Butterfly Walk are designated Sites of Nature Conservation. A feasibility study and masterplan design has been produced that improves access, safety and ecological values of the two spaces and integrates a redundant road to enhance the visual appeal of the park and surrounding area.	Draft Open Spaces Strategy (2012)	£50,000	2012-2013	LBS	Existing Developer S106 Planning Contribution £50,000	
Existing improvements around the Tate Modern	N/A	£2m	2011-2013	Developer	Developer S106 Planning Contribution £2,000,000	
Bankside Urban Forest Projects: Bankside Urban Forest is a partnership of many agencies including Better Bankside, Southwark Council, Tate Modern, The Architecture Foundation, Cross River Partnership, Design for London, London Development Agency and others. It is an urban design framework and programme of projects for the public realm within the area extending from the river edge	Bankside Urban Forest Framework	tbc	2011-	LBS		Potential Developer S106 Planning Contribution Cleaner Greener Safer tbc

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUNDING
down to the Elephant and Castle, bordered by Blackfriars Road and Borough High Street.					
Aylesbury community spaces - public squares and green fingers: Provision of Amersham, East Street and Michael Faraday public spaces and King William IV, Chumleigh and Bagshot green fingers.	Aylesbury AAP (2010)	£7.7m	2013-2022	LBS	LBS CIL Unfunded by £7.7m
Surrey Square improvements: Improvements to Surrey Square Park will help to improve the usability and attractiveness of the park, as well as to preserve and enhance its ecological interest.	Aylesbury AAP (2010)	£690,000	2014-2018	LBS	Potential Developer S106 Planning Contribution LBS CIL Unfunded by £690,000
Burgress Park improvments: Phase 2-4 improvements to Burgess Park. These include	Aylesbury AAP (2010); LBS Capital Programme	£20m	2015-2026	LBS	LBS, LBS CIL Unfunded by £20m
Aylesbury playspace: Provision of new playspace to support regeneration of the Aylesbury Estate	Aylesbury AAP (2010)	£4.7m	2013-2026	LBS	Potential Developer S106 Planning Contribution LBS CIL

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUNDING
					Unfunded by £4.7n
Former Nursery (Fish Farm) Canada Water: Oppourtunity to provide an environmental education facility with a possible option for food growing or educational plants	Canada Water AAP (2012); Draft Open Spaces Strategy (2012)	£150,000	2013-2015	LBS	LBS CIL Unfunded by £150,000
Cemetaries - Physical works that would enable new burial areas to be developed without recourse to reclamation or re-use focussed on the Camberwell Old Cemetery and Camberwell New Cemetery. Immediate options for burial areas includes: decontaminated land at the old Honor Oak Nursery site, area of old public (or common) graves in the south of Camberwell Old, a wooded area west of Camberwell New, remainder of the old nursery site, the north of Camberwell Old. Specific capacity for Muslim burials is also proposed.	Cemetary Strategy (2012)	£5,127,524	2011-2040	LBS to work closely with the Diocese and other authorities.	LBS Capital Programme LBS CIL Unfunded by £5,127,524

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUI	NDING
Canada Water public space improvements: Improvements to Albion Street, Greenland Dock, South Dock Marina.	Canada Water AAP (2012) ; Canada Water Public Realm Improvements Study (2009)	£682,000	2013-2019	LBS	Committed funding of £9,000 from TfL	LBS CIL Unfunded by £673,000
EDUCATION	The anticipated require modelling and estimatic anticipated sizes of hor population change and children attending inde equivalent to 30 places generate up to 6,000 ch secondary school level planning is carried out secondary places in the planned provision in the Aylesbury Academy in places will be consider strategy work. Planning year time frame enablindemand.	on linked to existing using units planned for various formulas line pendent schools and the growth in population a borough wide be north of the borough walworth. The provised as part of standaring for primary school	school enrolment or delivery, GLA paked to assessing the lout of borough so lation up to 2026 is of 15. This equates a sis. There is a present which can be made in which includes a sion of new primary place places is largely respectively.	data, redictions on the number of chools. 1FE is s expected to to 10FE at dary place essure for new et through the new 5FE y school anning and stricted to a 5	Education fundin	g gap: £60m
	The period beyond 201 migration, birth rates at Southwark Executive a Business Case (OBC). Southwark's secondary for Schools (PfS) of £17 Partnering Agreement Future (BSF) programm	nd planned housing of pproved the Southwarth of	delivery trend data ark Schools for the programme of inve ed by funding from ark entered into a ver the Building So	. In 2007, Future Outline estment in Partnerships Strategic chools for the		

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUN	NDING
	phases.					
Secondary School: Building	The Building Schools	N/A	2014	BfS	Fully funded	
Schools for the Future	for the Future and					
programme, provided new or	Primary Strategy for	A 40				
rebuilt schools to meet existing and short term demand. Our	Change programmes					
secondary school capital						
programme continues to deliver,						
with Spa School completed in						
September 2011, and the first						
phase of St Thomas the Apostle						
College completed in February						
2012.						
Secondary School 1: 5FE (750	The Building Schools	£16m	2,016.00	LBS	DfE	DfE
pupil) Rotherhithe/ Bacon	for the Future				£15,500,000	Unfunded by £0.5m
Colleges. A Pupil Place Planning	programme					
submission to Partnership for						
Schools and DfE concluded that						
new Year 7 places will be required boroughwide from 2016,						
with 5 FE required by 2019/20. It						
is considered by the Council that						
these places should be provided						
in Rotherhithe to respond to and						

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUI	NDING
support the ongoing regeneration in the area.						
Secondary School 2: 5FE (750) and 6th Form Centre (300 pupil) Aylesbury Academy in Walworth.	The Building Schools for the Future programme	£20m	2013-2014	LBS	DfE £19,000,000	DfE Unfunded by £1m
Secondary School 3 - University Technical College (13-16).	The Building Schools for the Future programme	£16m	2014-2016	LBS	DfE £15,500,000	DfE Unfunded by £0.5m
Primary School : 11 FE of entry required for the provsion of new classrooms on existing school sites.	The Building Schools for the Future and Primary Strategy for Change programmes	£5m per new FE based on 3 most recent school extensions.	Responding directly to demand.	LBS		LBS Primary Captial Programme £55m Developer S106 Planning Contribution LBS CIL (provide 25%.) Unfunded by £55m
	The Council has respond of childcare and early of requirements for nurser delivery of new nurseriand changed. Supplem sector in meeting the nwho operate out of a mwell as the occasional large houses by people grant funding was provide to provide	education for 2 to 4 yeary school places are less at the same time a enting this is the stroed of many parents yriad of different comparts the stroed of many parents are site through controller in the strong and strong a	ear olds. The antic being addressed the s primary schools ong presence of the for full time care for munity and religion version of the ground their own home. I Start Children's C	ipated hrough are expanded e private or Under 5s, ous facilities as und floor of n recent years entres		

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE families.	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUNDING
Nursery / reception (2-4) (assume 50% leakage to private sector): requirement for 712 places. There are 21 Children's Centres in the borough offering integrated childcare and education, health and family services. Southwark has already invested in improving the quality of early years buildings using the Sure Start Quality and Access Grant (2008-11).	Children and Young People's Plan (2010- 2013)	tbc	2013-2026	LBS, Developer	LBS, Developer s106 planning contribution Unfunded
Aylesbury pre-school space: Provision of early years facilities to support the regeneration of the Aylesbury Estate	Aylesbury AAP (2010)	£3m	2015-2017	LBS, Developer	LBS, Developer s106 planning contribution Unfunded by £3m

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUN	NDING
PRIMARY HEALTH CARE	Southwark NHS strateg use of existing premise facilities. There are no pathor to medium term, a opportunity, strong ser NHS will continue to se decommission high-cos Southwark NHS will conwhere necessary to copincreases in demand or funding gap of £149m b GLA (low) forecast. The 2016. There is no mone	es, rather than investiculans for new health falthough wherever the vice case and provened rationalisation of stand poor quality postinue to seek investice with the anticipate in healthcare this will by 2016/17, which include NHS identifies meas	ng in significant no facilities in the bor ere is a development in financial viability, the current estate a remises. In the long ment in the primary d rises in population create. The NHS id ludes population g sures to remove the	umbers of new ough over the ent , Southwark and ger term, y care estate on and lentifies a total trowth of the e deficit by	Primary Health ca £157m	are funding gap:
Southwark PCT Polysystem configuration	NHS Strategic Plan (2010); NHS Southwark Annual Report (2010)	£149m	2012-2016	NHS		NHS Unfunded by £149m
Aylesbury Health Centre: Rebuild the existing centre to increase the capacity and expand the offer of health facilities	NHS Southwark Annual Report (2010); Aylesbury AAP (2010); NHS Southwark Estates Strategy (2010)	£8m	2015-2017	LBS, NHS		NHS LBS CIL Unfunded by £8m
Walworth Clinic Larcom Street Refurbished clinic within the Terence Higgins Trust (THT) facility	NHS Southwark Estates Strategy (2010); Elephant and Castle SPD/OAPF(2012)	£2m	2013-2016	NHS, THT	Existing Developer S106 Planning Contribution NHS £2,000,000	
Dulwich Hospital site: Redesigned Outpatient services	NHS Southwark Estates Strategy (2010)	tbc	tbc	NHS	NHS	NHS Unfunded

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUNDING
GP provision - 37,352 new people, 32,822 11 year old plus people at a ratio of 1:1800 per GP requires 18 new GPs. 3 are covered at Aylesbury which leaves 15 needed throughout the borough.		tbc	2014-2021	NHS,	Unfunded
ARTS, CULTURAL AND COMMUNITY FACILITIES	Provision of libraries is identified a number of pudgetary challenges on needs updating in order service offer needs to cand future changes in pudgration, birth rates, by generate a requirement with changes to work put have to transform the with concept of libraries delivering infrastructur. New and refurbished grants/performance space address demographic and pudgets.	proposed changes to over coming years. The recoming years. The recome the needs of change and expand to population driven by the cousing numbers and the for a change to service atterns such as extern as service hubs, cole with complimentary eneral-purpose comme, are needed in a variance.	address the substance current library in a modern service meet changing de he interrelated fact housing occupance access points. Ided working hour service. The Counceating with other delivery programmunity facilities, indety of forms and less courses.	antial frastructure and the emands. This ctors of cy will Additionally, is libraries will cil is open to r services and mes. cluding ocations to	Arts, Cultural and Community Facilities funding gap: £4m

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUN	IDING
Elephant and Castle library combined with Cuming Museum and Local History Library: The current Newington Library is in poor condition and not fit for modern service provision. (Circa 2,800 sqm) . This space would accommodate the Cuming Museum and Local History Library enabling more of each collection to be displayed, more study space, better storage and a modern library on the ground floor of a two or three storey building.	Library Service Review report to Cabinet (2011); Elephant and Castle SPD/OAPF (2012)	£14m	2018 - 2021	Developer	Developer S106 Planning Contribution £14,000,000	
Peckham Library: Total refurbishment and upgrading of Peckham Library to address long standing design issues and to modernise the building to address future growth in the area. Making better use of existing space (configuration, lighting, furnishings and equipment and address a range of environmental issues exacerbated by additional use form growth in the area).	Library Service Review report to Cabinet (2011); Draft Peckham and Nunhead AAP (2012)	£4 m	2014-2018	LBS		LBS,LBS CIL Unfunded by £4m

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUI	NDING
Grove Vale library: Complete fit out to an appropriate and durable standard. Size is 230 sqm.	Library Service Review report to Cabinet (2011)	£250,000	2011-2013	LBS	LBS, Developer S106 Planning Contribution £250,000	
Art and performance spaces: Opportunities to deliver new or improved arts and performance spaces will arise through reconfiguration, or rebuilding of existing community buildings or through delivery of arts spaces within new educational/community facilities.	Core Strategy DIP (2010)	tbc	2011-2026	LBS, Developer	,	LBS CIL, Developer s106 planning contribution Unfunded
Community Space: Opportunities to deliver new or improved arts and performance spaces will arise through reconfiguration, or rebuilding of existing community buildings or through delivery of arts spaces within new educational/community facilities.	Core Strategy DIP (2010)	tbc	2011-2026	LBS, Developer		LBS CIL, Developer s106 planning contribution Unfunded
SPORT AND LEISURE	Growth in population woutdoor sports facilitie Castle and funding is called the castle control of the castle castl	s. A new leisure cent committed for a refurb aft Playing Pitch Strat	re will be built at E pishment of the Sev	lephant and ven Islands	Sports and Leisu £4.2m	re funding gap:

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUNDING
New Elephant and Castle Leisure centre: The new centre will contain anew six lane 33m swimming pool, learner pool, eight court sports halls, gym, four squash courts, exercise studio, crèche and café.	Elephant and Castle SPD/OAPF (2012)	£20m	2012-2014	LBS, Developer	LBS land sale LBS Developer S106 Planning Contribution £20,000,000
Refurbishment of Seven island Leisure Centre: The Seven Islands Leisure Centre provides a swimming pool as well as a gym and a sports hall. Plans are in place to refurbish the wetside facilities in the centre and over the longer term, we will look for opportunities to improve the dryside and wetside facilities.	Canada Water AAP (2012)	£8m	2014-2015	LBS	LBS £8m

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUN	NDING
Refurbished athletics track at Southwark Park:	Canada Water AAP (2012) : Draft Playing Pitch Strategy (2009)	£3.8m	2013-2016	LBS	Southwark 2012 Olympic Legacy Fund £370,000	Additional Funding being sought from Mayor of London's Fund £250,000; Sport England Inspired Facilities Fund £150,000 (decision Oct 2012); London Marathon £150,000 (decision December 2012) Internal Capital Bids are being considered, and other funding opportunities are being explored Unfunded by £3.43m
Southwark Sports Ground: Refurbishment of existing sports pavilion. The changing accommodation at the site is poor quality and in need of upgrade.	Draft Playing Pitch Strategy (2009)	£300,000	2012-13	LBS, Football Foundation	LBS £75,000 Southwark Olympic Legacy Funding £45,000	LBS CIL Unfunded by £180,000

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUI	NDING
Improvements to Herne Hill Velodrome: The Herne Hill Velodrome: The Herne Hill Velodrome Trust was awarded £400,000 from Southwark Council's 2012 Olympics and Paralympics Legacy Fund in October 2011. Subject to agreement by landlords The Dulwich Estate, the money will be spent on a 170 metre inner track for junior and track riders to warm up on and other improvements will include enhanced cyclo-cross facilities. Further funds are needed to help finance build a new pavilion.		tbc	2011-2026	Herne Hill Velodrome Trust/British Cycling	Southwark 2012 Olympic Legacy Fund £400,000	Unfunded
Improvements to St Paul Sports Ground: Future of the site to be determined. It is currently of poor quality.	Canada Water AAP (2012); Draft Playing Pitch Strategy (2009)	tbc	tbc	tbc	tbc	

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUN	NDING
Improvements to Homestall Road playing field: The changing facility is extremely poor quality. The pitches have also been identified as being of average quality and in need of improvement, with substantial bare areas and long grass. They are also uneven and in need of levelling.	Draft Playing Pitch Strategy (2009)	£820,000	2012 - 2013	LBS, Football Foundation	Sport England's Protecting Playing Field Fund £45,000 Southwark Councils 2012 Olympic Legacy Fund £175,000	Football Foundation uncommitted £320,000 LBS CIL Unfunded by £600,000
Greendale Playing field: Bring back into use. It is adjacent to Dulwich Hamlet FC. The future of the site is still to be determined. It is urrently unclear if the current leaseholders will continue after the lease expires in 2015	Draft Playing Pitch Strategy (2009)	tbc	2015-18	LBS	tbc	
SOCIO-ECONOMIC INFRASTRUCTURE	Despite job creation in and economic inactivity expect there to be uner development to reduce necessary to ensure supart of Southwark's em	y are above the London ployment amongst to barriers to employments stainable economic o	on and UK average he new residents. ent for the new pop prowth in Southwa	s, we would Using oulation is	Socio-economic funding gap: £9.2	

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUN	IDING
37,352 new population over the period to 2026, of which 31,312 are of working age. With a current Southwark unemployment rate of 11.2%, we would expect 3,507 to be unemployed. Additional support required for longer term unemployed (6 months and over) which is projected to be 1794 people. Employment support, including training, for 1794 long term unemployed new residents. Unit cost of LBS commissioned support for a 26 week sustained job is £4,024.	Southwark Economic Development Strategy (2010-2016)	£7.25m	Annually when needed	LBS, Southwark Works, Job Centre Plus		LBS CIL Unfunded by £7.25m
Aylesbury: new employment space	Aylesbury AAP (2010)	£2m	2015-2026	LBS		Unfunded by £2m - unlikely that it could be cross subsidised by private residential due to requirement for 50% affordable
SUSTAINABILITY INFRASTRUCTURE	Reducion of future carb new development. Sout seeks a 22.4% reductio opportunities to expand	thwark's energy and o n in CO2 by 2020. The	carbon reduction se strategy aims to	trategy 2011	Sustainability Infigap of £21.5m	astructure funding

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUN	NDING
Canada Water district heating/CHP: The heat network will use energy that is currently wasted at the South East London Combined Heat and Power, Energy from Waste plant in Lewisham. It will be distributed through a network of underground pipes to the community heating boiler houses that currently provide heat and hot water to several housing estates. Phase 1: Link from SELCHP to the following estates: Four Squares, Silwood, Abbeyfield, Tissington Court, Pedworth. Rouel Road, Keetons, Silverlock Phase 2: Possible extension into the Core Area via Lower Road and Redriff Road.	Canada Water AAP (2012); Canada Water Energy Study (2009)	Phase 2 £8.5m	2013-2021	LBS, Veolia	Phase 1 funded	Phase 2 LBS Unfunded by £8.5m
Aylesbury Utilities and CHP proposal: Provision of CHP/communal heating for the new neighbourhood	Aylesbury AAP (2010)	£13m	2013-2026	LBS		LBS CIL Unfunded by £13m

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR	FUN	IDING
SECONDARY INFRASTRUCTURE				PARTNERS	Secondary Infras gap: £ 13.1m	tructure funding
Water/ Sewerage/Waste water (Thames Water)						
Local water infrastructure: The council will use planning conditions where appropriate to ensure that development does not commence until impact studies on the existing water supply and sewerage infrastructure have been approved by Southwark in conjunction with Thames Water. Where there is a capacity problem and no improvements are programmed developers should contact the utilities company to agree what improvements are required and how they will be funded.			N/A	Thames Water	N/A	

Storm Water Storage: It is possible that long term planned growth in the regeneration areas might affect the occurrence and significance of flooding. Surface water flood risk mitigation measures will be required. Storage areas are planned in open public spaces in the Dulwich, Peckham Rye, Camberwell and North Peckham areas to mitigate risk in these areas where . The next stage towards updating and improving upon existing planned delivery of projects will involve completing a Surface Water Management Plan for the borough to identify the neighbourhoods and individual planning units that are at risk of flooding and to propose suitable mitigation measures saide from simply avoiding all potential development of those areas. Southwark Interim Preliminary Flood Risk Assessment (2011) £12.7m \$\text{Thames}\$ Water, The Environment Agency, LBS Principal Contractor Thames Water, The Environment Agency - Flood Defence Grant in Aid Unfunded by £12.7m Southwark Interim Preliminary Flood Risk Assessment (2011) ### Contractor Thames Water, The Environment Agency, LBS Principal Contractor ### Contractor Thames Water, The Environment Agency - Flood Defence Grant in Aid Unfunded by £12.7m ### Contractor ### Contractor Thames Water, The Environment Agency, LBS Principal Contractor ### Contractor Thames Water, The Environment Agency, LBS Principal Agency - Flood Defence Grant in Aid Unfunded by £12.7m ### Contractor ### Contractor Thames Water, The Environment Agency, LBS Principal Agency - Flood Defence Grant in Aid Unfunded by £12.7m ### Contractor ### Contracto	INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUNDING
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INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUN	IDING
The 'host' providers for the London area are National Grid and Scotia Gas Networks. Scotia Gas are the main supplier in Southwark, however information on Southwark is limited. National Grid indicated that for the five Central London authorities which it covers, there is likely to be sufficient capacity within regard to medium and the higher pressure gas networks to cater for demand up to 2026. Southwark will monitor phasing and implementation of development and continue to share plans with infrastructure providers.	Central London Forward Infrastructure Study (2010)	N/A	N/A	National Grid and Scotia Gas Networks	N/A	
Electricity						
EDF's Distribution Price Control Review (DPCR) sets out plans for growth anticipated for London's central area, based on known developments extracted from the planning process. A number of schemes which will increase capacity are underway. This includes a new primary substation being built behind Tate Modern, which will connect to	Central London Forward Infrastructure Study (2010)	N/A	N/A	EDF Energy, Developers	N/A	

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUN	IDING
Lewisham. Planned provision for investment is unlikely to cover forecast demand. EDF should be engaged early in the planning process and future requirements across central London should be coordinated.						
Wifi in Public places: 40 stations each costing £10,000		£400,000	tbc	LBS with Partner		LBS Unfunded £400000
EMERGENCY SERVICES	Existing Fire Stations: I Dockhead. Ambulance Police stations: Cambe Southwark.	stations: Rotherhithe	, Waterloo Road. I	Metropolitan		
Police						
Forward planning for policing infrastructure is linked to the Metropolitan Police Service's (MPS) Asset Management Plan for Southwark. This indicates that the MPS is working hard to deliver a more effective and locally focused service, and to do this it needs a property estate that can adapt to meet new challenges and grow to support a 21st century police service. The	Metropolitan Police Service Asset Management Plan (2007)	N/A	N/A	MPS	N/A	

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUNDING
Metropolitan Police do nothave any specific infrastructure requirements at this time but will continue toreview forecasted growth in the borough and assess future policing needs.					
Fire					
The Central London Forward Infrastructure Study indicates that there is a total of 112 fire stations are scattered across London, including 4 in Southwark. There are also a total of 168 fire appliances (i.e. the number of fire pumps and hoses) and 70 other specialist fire appliances. Fire stations and fire engines work across local authority boundaries therefore it is hard to assess the fire station provision on a local authority basis. Central London is overall described as fire station rich with very good fire station coverage. Expansion of existing service may be required in the long term to address population	Central London Forward Infrastructure Study (2010)	N/A	N/A	LPFA	Private finance initiative (PFI)

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUNDING
and employment growth. Currently, the London Fire Planning Authority does not anticipate a need to increase the overall available floorspace. Instead there is a focus on rebuilding and refurbishing the existing ones.					
Ambulance					
Managing demand and need for Ambulance provision correlates more with procedures and practice than population growth. The demand for ambulance provision is forecast using historical incident data within the Health service area they attend. Consultation with the London Ambulance Trust has revealed that the forward strategy focuses on changes to the way emergencies are responded to rather than opportunities relating to property. For this reason the London Ambulance Trust has not identified any specific infrastructure needs at the present time, but will continue to	Central London Forward Infrastructure Study (2010)	N/A	N/A	London Ambulance Trust	N/A

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUNDING
review the impact of planned and natural growth and how this translates into additional demand on their services over time.					