

Southwark's Community Infrastructure Levy (CIL)

Infrastructure Plan

May 2017

INFRASTRUCTURE PLAN SUMMARY

1. What is the Infrastructure Plan?

- 1.1 The Community Infrastructure Levy (CIL) Regulations 2010 (as amended) 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 Local Plan (2016-2036). Where possible it identifies the cost of infrastructure to be provided, any committed sources of funding which will be used to deliver it and the organisations that are responsible. It also identifies the funding gap i.e. the gap between known commitments and the total cost of infrastructure required.
- 1.2 We published our original IP in December 2013. This supported the adoption of Southwark's CIL in April 2015 and was produced in the context of our Core Strategy (2011-2026). We are now bringing forward the New Southwark Plan and the Old Kent Road Area Action Plan which are planning for growth over a twenty year period to 2036. We have proposed to revise CIL rates for the Old Kent Road Opportunity Area and our planning to adopt the revised charging schedule by the end of 2017. This is the latest updated version of the IP.
- 1.3 This IP is a **“living document”** which will continue to be updated as further details about the infrastructure requirements needed to support growth become clearer. This IP has been updated to identify the latest information on the type and range of projects needed in the borough which could receive CIL funding. The global cost of these projects is also calculated. 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. This approach is in line with guidance in the NPPG which states that “Local authorities must spend the levy on infrastructure needed to support the development of their area, and they will decide what infrastructure is needed”.
- 1.4 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 Localism Act (2011) requires charging authorities to identify 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. This ‘meaningful amount’ is defined as 15% with a cap at £100 per council tax dwelling. For areas with an adopted neighborhood plan this would be 25% with no cap. We have set out in the Section 106 Planning Obligations/Community Infrastructure SPD further details on the process of allocating these funds. The allocation is made using community infrastructure project lists (CIPLs). The council spends at least 25% of CIL on projects in the local area, whether there is an adopted neighborhood plan or not. We consult local communities and community councils on priorities for their areas and regularly revise the lists as projects are delivered and/or priorities change. Using CIPLs therefore helps direct funding to infrastructure that local people believe is required in their areas to support the new development planned. The current CIPLs are available on our website http://www.southwark.gov.uk/info/200152/section_106/796/current_project_bank_ideas.

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 and emerging New Southwark Plan identify that most new development will happen in the growth areas, which are the opportunity areas and action areas (i.e. Old Kent Road, Bankside, Borough and London Bridge, Elephant and Castle, Peckham and Nunhead, Canada Water, Camberwell and Aylesbury). Southwark is planning to provide at least 2,736 new homes per year which would meet the London Plan target of 27,362 new homes between 2015 and 2025; and is forecasting an increase in employment terms by 84,000 jobs between 2011 and 2036.
- 2.2 Our Regeneration Areas can meet much of our housing need as long as opportunities to enhance local transport, schools and parks are taken; we are planning to deliver 20,000 new homes and 5,000 new jobs in the Old Kent Road Opportunity Area alone. 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.

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.
- 2.4 According to the GLA's 2015 projections the population of Southwark was 306,745 in 2015. The population is quite young: 42% of the population was aged 20 to 39 years old in 2015, compared to 35% in London and 27% in England.
- 2.5 The population of Southwark is projected to grow between 2015 and 2025 by 15% (47,018 persons), compared to a 10% increase in London. Most of the growth is expected to be due to natural increase (i.e. more births than deaths). The 65+ age group is predicted to grow the fastest (32%) and the 20-39 group the slowest (9%). 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 contained 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 informed the development of the original IP produced in December 2013. This revised IP has used the original IP as a starting point, alongside a review of new projects, changing priorities and resulting infrastructure needs since the original IP was produced. 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 consistent with the government guidance.
- 3.3 Steps taken to produce the IP included:
- a) A review of the council's plans and strategies and the lists of infrastructure projects contained in these. These include the New Southwark Plan Preferred Option (2015), Core Strategy (2011), Aylesbury Area Action Plan (2010), Canada Water Area Action Plan (2015), Peckham and Nunhead Area Action Plan (2014), Elephant and Castle Opportunity Area Supplementary Planning Document (2012), emerging Old Kent Road Area Action Plan Preferred Option, Transport Plan (2011), Cycling Strategy (2015). Open Spaces Strategy (2013), Primary School Place Update Strategy 2015, Secondary School Places Strategy (2015), Primary and Community Care Strategy 2013/14 – 2017/18, NHS Southwark Estates Strategy (2011), Economic Well-being Strategy (2012-2020), Children and Young People's Plan (2013-2016), Cemetery Strategy (2012), Draft Playing Pitch Strategy (2009), Local Flood Risk Management Strategy (2015).
 - 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 are 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.
- 3.4 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.
- 3.5 The IP should be considered as a current estimation of the infrastructure projects required between 2016 and 2036, 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 over this Local Plan period. Infrastructure needs are subject to significant change. The costs, expected timeframes for delivery and the delivery agents' funding have been anticipated using the latest information available to the council, however these may change substantially in the future increasing or decreasing the demands upon CIL funding. Where infrastructure is anticipated to be funded as part of a development, or through site-by-site section 106 or section 278 funding, or other funding sources (e.g. funding via mainstream public/agency/third party or via utility company), this has been removed from the total CIL funding requirement.
- 3.6.1 The CIL regulations 2010 (as amended) set out that CIL charging authorities can spend CIL on *'the provision, improvement, replacement, operation or maintenance of infrastructure'* and *'anything else that is concerned with addressing the demands that development places on an area'*. 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	£1.44 billion	£123.8 million	£1.31 billion
Open Space, Public Realm and Biodiversity	£34.8 million (to 2019) £231.57 million (2020-2036)	£28.8 million tbc	£6 million (to 2019); gap for 2020-2036 tbc
Education	£183 million	tbc	£183 million tbc
Primary Health Care	£107 million	£3.4m tbc	£103.6 million tbc
Arts and Cultural Facilities	£31.75 million	£14 million tbc	£17.75 million tbc
Sport and Leisure	£86 million	tbc	£25 million tbc
Socio-Economic Infrastructure	£12 million	£1.5 million	£10.5 million
Sustainability Infrastructure	£69 million	£0	£69 million
Secondary Infrastructure	£29.2 million	£0	£29.2 million
Emergency Services	£0	£0	£0
TOTAL COSTS	£2.22 billion	£171.5 million tbc	£1.75 billion tbc

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	FUNDING	
<p>Infrastructure needed to meet the needs of the projected residential and employment growth as planning for in the Core Strategy, emerging New Southwark Plan and Area Action Plans.</p>	<p>Identification of where the infrastructure requirements are referenced i.e. Local Plans, strategies and frameworks; public sector capital programmes & commitments; private sector investment plans</p>	<p>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.</p>	<p>Expected timeframes for delivery of infrastructure.</p>	<p>Delivery agents or partners that could assist in delivering the infrastructure required.</p>	<p>Committed funding sources from both public and private sources</p>	<p>Potential funding sources from both public and private sources</p>
					<p>TOTAL FUNDING GAP= Circa £1.75 billion</p>	

TRANSPORT

The cumulative impacts of development on transport requirements needs to be taken into account over the plan period. Strategic transport improvements to improve public transport, the road network, walking and cycling capacity and accessibility will be needed for areas of greatest demand and areas designated for development and regeneration, including the Central Activities Zone, Opportunity Areas, Areas for Intensification and town centres and other parts of the borough. In growth areas the whole fabric of the built environment is often required to be reconstructed to make development acceptable and ensure that the transport and travel objectives for the area are delivered. Therefore new routes or redesigned pedestrian and cycle routes also need to be identified.

Transport funding gap: **£1.31 Billion**

The Mayor's Transport Strategy has provided the framework through which many of the strategic transport requirements for the borough have been assessed and identified within our Transport Plan. Implementation of the programme of improvements in the Transport Plan is vital to achieving the economic growth and development aspirations of the borough.

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	COMMITTED FUNDING	POTENTIAL FUNDING
<p>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.</p>	<p>Core Strategy DIP (2010); Mayor's Transport Strategy (2010); Transport Plan (2011)</p>	<p>TfL have estimated that increasing the number of lifts would cost in the region of £96m. Our preferred solution of providing escalator access to the Northern Line station is estimated to cost £140m.</p>	<p>2015-2018 Any station capacity improvements will require additional land and therefore should be developed and delivered in conjunction with a remodelling of the shopping centre.</p>	<p>TfL, Lend Lease, LBS, St Modwen?</p>	<p>S106s agreed at time of publication £24.9m. TFL/GLA commitment: £75m</p>	<p>TfL, existing and expected S106s (E&C SPD Tariff) TFL/GLA Commitment. Southwark s106 Contingency: £15m (unfunded)</p>

<p>London Underground: Bakerloo line extension. Improvements to the public transport accessibility across the Old Kent Road Opportunity Area, unlocking growth in the area.</p>	<p>Old Kent Road AAP (2016); Core Strategy DIP (2010); Mayor's Transport Strategy (2010); Transport Plan (2011); TfL cost estimates</p>	<p>Circa £1.25bn (includes feasibility, design consents, project management, land costs, infrastructure costs, optimism bias – for works in Southwark)</p>	<p>After 2020</p>	<p>LBS, TfL</p>		<p>TfL, LBS CIL; Unfunded by £1.25bn</p>
<p>Old Kent Road public realm improvements. Improvements will be required to the road network, improving the environment for pedestrians and cyclists, and improving efficiency, capacity and safety for all users.</p>	<p>Old Kent Road AAP (2016); Core Strategy DIP (2010); Mayor's Transport Strategy (2010); Transport Plan (2011)</p>	<p>Tbc when preferred option for improving OKR has been agreed.</p>	<p>After 2020</p>	<p>LBS, TfL</p>		<p>TfL, LBS CIL</p>
<p>Buses: Aylesbury public transport. Provision of new/enhanced bus routes to support new housing and developments.</p>	<p>Aylesbury AAP (2010); Transport Plan (2011)</p>	<p>£4.5m</p>	<p>2015-2026</p>	<p>LBS, TfL</p>		<p>TfL, LBS CIL Unfunded by £4.5m</p>
<p>National Rail: Peckham Rye station. Proposals include improvements to the station fabric and the re-creation of a public square outside the station, improving the setting of the station while reducing journey times</p>	<p>Core Strategy DIP (2010); Mayor's Transport Strategy (2010)</p>	<p>£30m</p>	<p>tbc</p>			<p>LBS CIL Unfunded by £30m</p>
<p>Cycle hire Expanding and supporting the use of cycle hire in Southwark.</p>	<p>Transport Plan (2011) Cycling Strategy (2015)</p>	<p>tbc</p>	<p>tbc</p>	<p>TfL, LBS</p>	<p>Developer S106 Planning Contribution</p>	<p>TfL, LBS CIL</p>

Walking - Improvements will be required to encourage walking, reduce street clutter and improve links to businesses and local attractions.	Mayor's Transport Strategy (2010); Transport Plan (2011)	N/A	Site by site	TfL, LBS	Site specific and existing Developer S106 Planning Contribution	
Cycle network – Improvements to the cycle network, including Cycle Superhighways, Quietways (GRID and non-GRID) and the Southwark Spine.	Cycling Strategy (2015)	£26m	tbc	TfL, LBS	TfL, LBS, Cycling School Partnership £23.9M	Unfunded by £2.1m
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, S106; Unfunded by £12.1m
Road Network: Improvements to Surrey Quays Road, Salter Road and surrounds	Canada Water AAP (2012); Transport Plan (2011)	tbc.	2013-2026	LBS		Unfunded tbc
Road Network: Lower Road. Simplify the road network, improving the environment for pedestrians and cyclists, and improving efficiency and safety for all users.	Canada Water AAP (2012); Rotherhithe Multi-Modal Transport Study (2009); Transport Plan (2011)	TBC		LBS, TfL		TfL, S106s agreed at the time of CIL implementation; LBS CIL Unfunded by tbc
London Underground: Canada Water Station improvements (TBC)	The <i>Canada Water Strategic Transport Study</i> is currently underway. As part of this study, mitigation measures will be identified and agreed.	TBC				

London Overground: Surrey Quays Station improvements (TBC)	The <i>Canada Water Strategic Transport Study</i> is currently underway. As part of this study, mitigation measures will be identified and agreed.	TBC					Unfunded tbc
Rotherhithe to Canary Wharf crossing (walking and cycling)	A feasibility study is currently underway. Costs and timings will be available later in 2017.	TBC					Unfunded tbc
Buses: Rotherhithe public transport. Provision of new/enhanced bus routes to support new housing and developments.	The <i>Canada Water Strategic Transport Study</i> is currently underway. As part of this study, mitigation measures will be identified and agreed.	TBC					Unfunded tbc
Camberwell station	A strategic outline business case is currently underway, to be available in late May after which costs and timings will be available.	TBC					Unfunded tbc

OPEN SPACE, PUBLIC REALM AND BIODIVERSITY

With increased population and demand for open space and limited opportunities to create new open space, the focus is to improve the quality and value of existing open spaces through enhancements and also create better links between existing parks and open spaces. Improving access to existing open spaces, particularly in areas of deficiency, is a key priority for some of the existing more developed areas; particularly in the growth areas where specific development opportunities might arise that could open up new access routes to existing spaces or help to fund proposals that are identified through the Open Spaces Strategy.

Buffer areas of natural open space will provide 'green chains' to support the movement of wildlife through the borough as well as for walking and cycling. The Council is continuing to support development of new and existing corridors in partnership with the Mayor of London's 'All London Green Grid' strategy which seeks to provide linkages between existing natural open spaces at a regional scale.

The costs below focus on capital costs. Revenue costs for maintenance of each capital asset are estimated at +5% on capital costs.

Open Space funding gap: £6 Million to 2019; gap for 2020-2036 tbc

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	COMMITTED FUNDING	POTENTIAL FUNDING
Parks Regeneration Improvements to parks in the elephant and castle opportunity area and the old kent road area action plan area	Open Spaces Strategy (2013)/ Parks improvement strategy (2014)	£7,509,824 £39,500,000	To 2019 2020-2036	LBS	£6,509,824 tbc	LBS CIL Unfunded by £1M (to 2019) Unfunded 2020-2035 tbc.
Major Parks Improvements to Dulwich Park, Peckham Rye Park, Burgess Park and Southwark Park	Open Spaces Strategy (2013)/ Parks improvement strategy (2014)	£10,513,120 £36M	To 2019 2020-2036	LBS	£8,513,120 tbc	LBS CIL Unfunded by £2M (to 2019) Unfunded 2020-2035 tbc.
Special projects Improvements to One Tree Hill and Greendale Fields	Open Spaces Strategy (2013)/ Parks improvement strategy (2014)	£3,228,225 £7,150,000	To 2019 2020-2036	LBS	£3,228,225 tbc	LBS CIL Unfunded 2020-2035 tbc.

Infrastructure & investment Improvements to walls, lighting, drainage and paths in all parks	Parks improvement strategy (2014)	£7,100,000 £11M	To 2019 2020-2036	LBS	£7,100,000 tbc	LBS CIL Unfunded 2020-2035 tbc.
Play: New/improved play areas	Council plan target	£1,200,000 £21,120,000	To 2019 2020-2036	LBS	£1,200,000 tbc	LBS CIL Unfunded 2020-2035 tbc.
Biodiversity projects Enhancements to local nature reserves and sites of importance to nature conservation	Biodiversity Action Plan (2012)	£1,122,000	2020-2036	LBS, Southwark Biodiversity Partnership	tbc	Possible grant from SITA or other landfill funder Unfunded tbc
Tree planting and maintenance Tree planting and maintenance of trees in the borough	Tree Strategy (2012)	£1,215,000	2020-2036	LBS		Unfunded tbc
Tier 2 parks: Improvements to tier two parks identified in the Council's grounds maintenance contract	Open Spaces Strategy (2013)/ Parks improvement strategy (2014)	£56,980,000	2020-2036	LBS		Unfunded tbc
Tier 3 parks: Improvements to tier three parks identified in the Council's grounds maintenance contract	Open Spaces Strategy (2013) / Parks improvement strategy (2014)	£47,481,500	2020-2036	LBS		Unfunded tbc

<p>Cemeteries - Physical works that would enable new burial areas to be developed without recourse to reclamation or re-use focused 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.</p>	<p>Cemetery Strategy (2012)</p>	<p>£5,302,444 £10M</p>	<p>To 2019 2020-2036</p>	<p>LBS to work closely with the Diocese and other authorities.</p>	<p>£5,127,524 2,302,444 Council capital Tbc for 2020-2036</p>	<p>LBS Capital Programme, LBS CIL Unfunded by £3M (to 2019). Unfunded 2020-2035 tbc.</p>
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EDUCATION <p>The anticipated requirements for school places is based on a process of modelling and estimation linked to existing school enrolment data, anticipated sizes of housing units planned for delivery, GLA predictions on population change. 1FE is equivalent to 30 places in each year group. Significant growth in population is expected generating a need for an additional 6FE at secondary school level by 2019/20 and 19FE for primary schools by 2016 and a further 8FE by 2024/25.</p> <p style="text-align: right;">Education funding gap: £183 Million tbc</p>						
INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	COMMITTED FUNDING	POTENTIAL FUNDING
Secondary Schools: Building Schools for the Future programme provided new or rebuilt schools to meet existing and short term demand.	The Building Schools for the Future	N/A	Largely complete by end of 2014	Education Funding Agency	Fully funded via Education Funding Agency and LBS capital programme	-
Secondary Schools: 6 forms of entry (FE) required to meet demand for 2019/20.	Secondary Investment Strategy	£8M per additional FE = £48M	Responding directly to demand in future years.	Education Funding Agency, Schools and Academy Trusts		Education Funding Agency; LBS CIL Unfunded by £48M
Primary Schools: 11 FE of entry required for the provision of new classrooms on existing school sites. (Expansions presently underway will provide an additional 19FE by September 2016). There is an anticipated 8FE additional need over and above this required by 2024/2025	Primary Strategy for Change programme	£5M per new FE based on 3 most recent school extensions = £55M	Responding directly to demand in future years.	Education Funding Agency, Schools and Academy Trusts and LBS		Education Funding Agency; LBS Primary Capital Programme, S106; LBS CIL. Unfunded by £55M

Old Kent Road Opportunity Area Secondary Schools: 2 secondary schools	Old Kent Road Area Action Plan (2016)	£8.5M per school = £17M	Responding to population growth/ regeneration phasing	LB Southwark, Academies, Free Schools, Developers		Education providers; DfE funding; LBS CIL Unfunded by £17M
Old Kent Road Opportunity Area Primary Schools: 8 primary schools	Old Kent Road Area Action Plan (2016)	£7.5M per school = £60M	Responding to population growth/ regeneration phasing	LB Southwark, Academies, Free Schools, Developers		Education providers; DfE funding; LBS CIL Unfunded by £60M

	<p>The Council has responsibilities to ensure that there is sufficient provision of childcare and early education for 2 to 4 year olds. The anticipated requirements for nursery school places are being addressed through delivery of new nurseries at the same time as primary schools are expanded and changed. Supplementing this is the strong presence of the private sector in meeting the need of many parents for full time care for Under 5s, who operate out of a myriad of different community and religious facilities as well as the occasional new site through conversion of the ground floor of large houses by people running a nursery in their own home. Grant funding was provided to develop Sure Start Children's Centres borough wide to provide a universal level of care and support to all young families.</p>					
<p>Nursery / reception (2-4) (assume 50% leakage to private sector): requirement for 712 places.</p> <p>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).</p>	<p>Children and Young People's Plan (2010-2013)</p>	<p>tbc</p>	<p>2013-2026</p>	<p>LBS, Developer</p>		<p>LBS, S106s agreed at the time of CIL implementation Unfunded tbc</p>
<p>Aylesbury pre-school space: Provision of early years facilities to support the regeneration of the Aylesbury Estate.</p>	<p>Aylesbury AAP (2010)</p>	<p>£3m</p>	<p>2015-2017</p>	<p>LBS, Developer</p>		<p>LBS, Developer s106 planning contribution Unfunded by £3m</p>

PRIMARY HEALTH CARE NHS Southwark Clinical Commissioning Group (CCG) has a strategic estates plan which reflects the needs of the fast growing population. It supports the implementation of the SE London Sustainability and Transformation Plan and the Southwark Five Year Forward View which plan to expand the range and volume of health service activity taking place in community settings.

It proposes the creation of three community health hubs which would provide a wide range of services closer to people’s homes and often by the local care networks. The three proposed hubs are located at the Elephant and Castle, the SE end of the Old Kent Road opportunity area, and at Dulwich Hospital.

It also proposes a number of ‘support hubs’ – ie smaller units providing services which support care provided by general practices.

The regeneration programme also offers opportunities to consider the integration of services across health, social care and leisure.

The HUDU toolkit estimates the cost of new and improved health facilities as a result of population growth. It sets out an estimated cost of £6,649 per new unit. Southwark’s Core Strategy sets out a target of 24,450 new homes between 2011 and 2026, equating to a total cost of £162.6m.

The projects below are the key elements in the estates strategy, and these add up to a funding gap circa £105m.

**Primary Health care funding gap:
£105m**

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	COMMITTED FUNDING	POTENTIAL FUNDING
<p>Elephant and Castle (including Princess Street Practice): Community hub (circa 3500-4000m2) to include the re-provision of the existing local GP practice. This would accommodate a full range of services for an expanding population and offer some services for the population of Borough and Walworth locality and parts of Bermondsey.</p>	<p>Southwark Strategic Estates Plan (2016) SE London sustainability and transformation plan (2016) Southwark 5 Year forward view (2016)</p>	<p>Circa £20m</p>	<p>Circa 2017-19</p>	<p>NHS, LBS</p>		<p>NHS, LBS CIL Unfunded by £20m</p>

<p>Old Kent Road Opportunity area: Community hub (circa 3500-4000m2) to include the provision of local primary care services for an expanding population and offer some services for the population of north-east Southwark (including the Rotherhithe peninsular)</p>	<p>Old Kent Road Area Action Plan (2016) Southwark Strategic Estates Plan (2016) SE London sustainability and transformation plan (2016) Southwark 5 Year forward view (2016)</p>	<p>Circa £20M</p>	<p>tbc</p>	<p>NHS, LBS</p>		<p>NHS, LBS CIL Unfunded by £20m</p>
<p>Dulwich Hospital site: Community Hub to re-provide primary care facilities and provide additional community health services for the population of south Southwark.</p>	<p>Southwark Strategic Estates Plan (2016) SE London sustainability and transformation plan (2016) Southwark 5 Year forward view (2016)</p>	<p>£23m</p>	<p>2017-2019</p>	<p>NHS</p>		<p>NHS Unfunded by £23m</p>
<p>Aylesbury Health Centre and medical practice: Development of a 'support hub'. Rebuild the existing medical and health centres as an integrated health facility to provide for a significant increase in local population and expand the range health service offered.</p>	<p>Aylesbury AAP (2010); Southwark Strategic Estates Plan (2016) SE London sustainability and transformation plan (2016) Southwark 5 Year forward view (2016)</p>	<p>£16m</p>	<p>2018-2020</p>	<p>LBS, NHS</p>	<p>£2.4m S106 resource agreed £1m further S106 resource proposed</p>	<p>NHS LBS CIL Unfunded by £12.6m</p>
<p>Canada Water Development of a 'support hub' health facility to complement the health centre at Surry Docks. This would accommodate the additional population and reprovide accommodation for 2 smaller practices.</p>	<p>Southwark Strategic Estates Plan (2016) SE London sustainability and transformation plan (2016) Southwark 5 Year forward view (2016)</p>	<p>Circa £15m</p>	<p>Circa 2018-20</p>	<p>NHS, LBS</p>		<p>NHS, LBS CIL Unfunded by £15m</p>

<p>Borough/Bankside Creation of expanded primary care capacity in an area of significant population increase.</p>	<p>Southwark Strategic Estates Plan (2016) SE London sustainability and transformation plan (2016) Southwark 5 Year forward view (2016)</p>	<p>Circa £5m</p>	<p>Circa 2018-20</p>	<p>NHS</p>		<p>NHS Unfunded by £5m</p>
<p>Peckham: Creation of a support hub at the Lister Health Centre through improved utilisation and expansion of the building. This would accommodate GP services for the increasing population and allow for an expanded range of services.</p>	<p>Southwark Strategic Estates Plan (2016) SE London sustainability and transformation plan (2016) Southwark 5 Year forward view (2016)</p>	<p>£8m</p>	<p>tbc</p>	<p>NHS</p>		<p>NHS, LBS CIL Unfunded by £8m</p>

ARTS, CULTURAL AND COMMUNITY FACILITIES

Provision of libraries is a statutory requirement. The current library infrastructure needs updating in order to meet the needs of a modern service and the service offer needs to change and expand to meet changing demands. This and future changes in population driven by the interrelated factors of migration, birth rates, housing numbers and housing occupancy will generate a requirement for a change to service access points. Additionally, with changes to work patterns such as extended working hours libraries will have to transform the way they deliver their service. The Council is open to the concept of libraries as service hubs, co-locating with other services and delivering infrastructure with complimentary delivery programmes.

New and refurbished general-purpose community facilities, including arts/performance space, are needed in a variety of forms and locations to address demographic and population growth from new development.

Arts, Cultural and Community Facilities funding gap: **£17.75 Million tbc**

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	COMMITTED FUNDING	POTENTIAL FUNDING
<p>Newington library combined with Cuming Museum and Local History Library: The fire at Walworth Town Hall in March 2013 destroyed the accommodation housing the Cuming Museum. The current Newington Library is in poor condition and not fit for modern service provision. (Circa 2,800 sqm). Option for new museum and enhanced library to be considered as part of the future plan for the Town Hall. 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 public library.</p>	<p>Library Service Review report to Cabinet (2011); Elephant and Castle SPD/OAPF (2012) Cabinet report on Walworth Town Hall July 2013</p>	<p>£14m</p>	<p>2018 - 2021</p>	<p>Developer</p>	<p>Developer S106 Planning Contributions £14M</p>	

<p>Peckham Library: Ongoing programme of 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).</p>	<p>Library Service Review report to Cabinet (2011); Draft Peckham and Nunhead AAP (2012)</p>	<p>£4m</p>	<p>2014-2018</p>	<p>LBS</p>		<p>LBS, LBS CIL Unfunded by £4m</p>
<p>Provision, ongoing maintenance and management for strategic public art commissioning for the purpose of neighborhood regeneration and environmental improvement at:</p> <ul style="list-style-type: none"> • Strategic development sites at Canada Water, Old Kent Road, Aylesbury and Peckham as part of neighbourhood regeneration • Strategic partnerships with community organisations and Business Improvement Districts including: <ul style="list-style-type: none"> ○ The Low Line ○ The Coal Line ○ Avenue of Art <p>This can be both temporary and permanent</p>	<p>New Southwark Local Plan Southwark Cultural Strategy Better Bankside Public Art Strategy Draft Draft Old Kent Road AAP Aylesbury AAP Canada Water AAP Peckham and Nunhead AAP</p>	<p>X 1 strategic development site project per year £3m</p> <p>The Low Line £200,000</p> <p>The Coal Line £200,000</p> <p>Avenue of Art (Better Bankside) £200,000</p>	<p>2016-2036</p>	<p>Commissioning agencies e.g. Contemporary Art Society, Future City and Up Projects,</p>		<p>Trusts, grants and foundations, crowd funding and BID funds. Unfunded by £3.6m</p>

<p>Cultural facilities buildings, fit out and programming</p> <ul style="list-style-type: none"> • Performing Arts Provision (e.g. dance venues, theatres rehearsal space, Theatres, Music) • Visual Arts Provision (e.g. Galleries) • Affordable artists workspace/Studios • Heritage and archives provision • Meanwhile use • Libraries refurbishment and re-provision <p>Specific strategic requirements:</p> <p>Mountview College of Performing Arts support of community offer programme</p> <p>Multi use large capacity venue (1000 seats) performing arts focusing on music/dance/ rehearsal venue</p> <p>Affordable artists' studios provision (Old Kent Road and Canada Water)</p> <p>Meanwhile use programming Cultural pop up programming to support testing of new uses Old Kent Road</p> <p>Provision for the Southwark and Cuming Collection</p>	<p>New Southwark Local Plan</p> <p>Southwark Cultural Strategy</p> <p>Old Kent Road AAP</p> <p>Canada Water AAP</p> <p>Elephant and Castle AAP</p> <p>Peckham and Nunhead AAP</p>	<p>£2M (Mountview community offer programme)</p> <p>£5M contribution</p> <p>£3M contribution</p> <p>£150,000</p> <p>CIL funding used as an enabler to help secure operators and additional funding.</p>	<p>2016-2036</p>		<p>Private funding from operator chosen - tbc</p>	<p>LBS CIL as an enabler to help secure operators and additional funding</p> <p>Unfunded tbc</p>
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SPORT AND LEISURE Growth in population will place increased pressure on leisure centres and outdoor sports facilities. A new leisure centre will be built at Old Kent Road to support significant growth planned in this area and funding is committed for a refurbishment of the Seven Islands Leisure Centre. Sports and Leisure funding gap: £18.9 Million						
INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	COMMITTED FUNDING	POTENTIAL FUNDING
Replacement of Seven Island Leisure Centre: As part of the regeneration of the Canada Water area the current leisure centre is planned to be replaced by a brand new leisure centre. The new centre will be designed to meet the needs of the community today whilst also building in capacity for the future.	Canada Water AAP (2012)	£30m	2020 - 2021	LBS – British Land	tbc	tbc
Refurbished athletics track at Southwark Park	Canada Water AAP (2012): Draft Playing Pitch Strategy (2009)	£2m	2028 - 2030	LBS	tbc	tbc

<p>Redevelopment of Southwark Sports Ground: Replacement of existing sports pavilion, pitches and grounds. The changing accommodation at the site is does not meet requirements and the building is dilapidated and is in need of replacement. Extensive landscaping of the grounds is required to ensure the site's sustainability as a sporting and physical activity venue for the future.</p>	<p>Playing Pitch Strategy (2017)</p>	<p>£2m</p>	<p>2018-19</p>	<p>LBS, Football Foundation Football Association</p>	<p>Tbc</p>	<p>tbc</p>
<p>Refurbishment of St Paul Sports Ground; including and replacement of the astro pitch, redevelopment of the clubhouse and upgrade of the lighting.</p>	<p>Canada Water AAP (2012); Playing Pitch Strategy (2017)</p>	<p>tbc</p>	<p>2026 -2027</p>	<p>tbc</p>	<p>tbc</p>	<p>Unfunded</p>
<p>St Paul's Community Sports Ground – New perimeter fence; the site currently experiences security problems due to the requirement of a robust perimeter fence.</p>	<p>Playing Pitch Strategy (2017)</p>	<p>tbc</p>	<p>2018</p>	<p>tbc</p>	<p>tbc</p>	<p>tbc</p>
<p>Greendale playing field: Site is adjacent to Dulwich Hamlet FC and whilst the future of the site is yet to be determined, it could be brought back into use to meet demand.</p>	<p>Playing Pitch Strategy (2017)</p>	<p>tbc</p>	<p>2018 - 2019</p>	<p>LBS</p>	<p>tbc</p>	<p>Unfunded</p>
<p>Old Kent Road Opportunity area: Leisure centre with swimming pool, based on 4500m2</p>	<p>Old Kent Road Area Action Plan (2016)</p>	<p>£25m</p>	<p>tbc</p>	<p>LBS</p>	<p>LBS CIL or s106</p>	<p>Unfunded £25M tbc</p>

Dulwich Leisure Centre - -- upgrade of the leisure facilities to meet the needs of a growing community		£5m	2023			tbc
Surrey Docks Fitness and Watersports Centre - facilities to meet the needs of a growing community		£2.5m	2022			tbc
Camberwell leisure Centre - upgrade of the leisure facilities to meet the needs of a growing community		£5m	2024			tbc
The Castle - upgrade of the leisure facilities to meet the needs of a growing community		£3m	2026			tbc
Peckham Pulse redevelopment – upgrade of the leisure facilities to meet the needs of a growing community	Physical Activity and Sports Strategy 2017 -	£4m	2027	tbc	tbc	tbc
Geraldine and Mary Harmswoth Sports ground – resurfacing of all sports pitches and courts and redevelopment of the pavillion	Playing Pitch Strategy (2017)	£1.5m (£3m)	2020 & 2030	tbc	tbc	tbc
Mellish Fields Sports Grounds – resurfacing of sports pitches and courts	Playing Pitch Strategy (2017)	£1.5m	2019	tbc	tbc	tbc

Homestall Road Sports Ground – replacement of astro pitch, landscaping works and pavilion redevelopment.	Playing Pitch Strategy (2017)	£.1.5m	2026	tbc	tbc	tbc
Pynners Sports Ground – redevelopment of site – conversion of two grass pitches to astro pitches, upgrade of clubhouse and surrounding grounds to make the facility more economically viable and deliver more opportunity for participation in physical activity.	Playing Pitch Strategy (2017)	£3m	2018 - 2019	tbc	tbc	tbc

SOCIO-ECONOMIC INFRASTRUCTURE						
<p>Unemployment in Southwark is now low compared with the rest of London, as noted in the Refreshed Economic Wellbeing Strategy 2017-22. Development to reduce barriers to employment for those residents furthest from the jobs market remains key; however, the refreshed strategy also emphasizes the council's support of in-work progression and high skill, high waged work available for any Southwark resident who wants a job. CIL may be invested in infrastructure to ensure Southwark residents have the skills and support to access new employment opportunities in the borough.</p>						
INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	COMMITTED FUNDING	POTENTIAL FUNDING
<p>Southwark Works Hub Office and employment support and advice centre, as a base for the Southwark Works employment support programme addressing unemployment and skills challenges in the borough</p>	<p>Economic Wellbeing Strategy 2017-22 New Southwark Plan</p>	£2m	2016-2036	LBS	£0.3m LBS	LBS CIL Unfunded by £1.7m
<p>Southwark Construction Skills Centre Developers and other groups have stated a number of challenges in upskilling local unemployed residents. The SCSC has begun to address this need by providing a construction skills hub specifically designed to meet this need, and to provide a long-term centre of excellence accessible by the construction industry.</p>	<p>Economic Wellbeing Strategy 2017-22</p>	£5m	2016-2036	LBS / Lendlease / Notting Hill Housing	<p>£0.8m New Homes Bonus £0.4m Lendlease</p>	LBS CIL, developers contributions Unfunded by £3.8m

<p>Further Education and Skills Hub This will serve as a FE Education and Skills hub and form part of the provision for young people and others to address long term unemployment and skills challenges in the borough.</p>	<p>Economic Wellbeing Strategy 2017-22</p>	<p>£5m</p>	<p>2016-36</p>	<p>LBS / LSBU</p>	<p>tbc</p>	<p>LBS CIL Unfunded by £5m</p>
<p>Town centre and high street improvements Targeted investment to improve local town centre and high street environments to promote sustainable economic infrastructure in and around areas of development.</p>	<p>Economic Wellbeing Strategy 2017-22 New Southwark Plan Old Kent Road AAP Canada Water AAP Elephant and Castle AAP Peckham and Nunhead AAP Southwark Cultural Strategy</p>	<p>tbc</p>	<p>2016-36</p>	<p>LBS</p>	<p>tbc</p>	<p>Unfunded</p>

SUSTAINABILITY INFRASTRUCTURE						
<p>Reduction of future carbon emissions is a key opportunity and priority for new development. Southwark's energy and carbon reduction strategy 2011 seeks a 22.4% reduction in CO2 by 2020. The strategy aims to explore all opportunities to expand heat networks in the borough.</p>						
<p>Sustainability Infrastructure funding gap: circa £69 Million</p>						
INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	COMMITTED FUNDING	POTENTIAL FUNDING
<p>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 (completed) Phase 2: Possible extension into the Canada Water Core Area via Lower Road and Redriff Road.</p>	<p>Canada Water AAP (2012); Canada Water Energy Study (2009)</p>	<p>Phase 2 £8.5m</p>	<p>2016-2021</p>	<p>LBS, Veolia</p>		<p>Phase 2 LBS CIL, Energy Services Company (ESCO) Unfunded by £8.5m</p>
<p>Old Kent Road decentralised energy network</p>	<p>Old Kent Road AAP (2016) Old Kent Road Decentralised Energy Strategy (2016)</p>	<p>£57.5M-£63.6M (depending on option implemented)</p>	<p>2016-2036</p>	<p>LBS, Energy Services Company, developers</p>		<p>Energy Services Company (ESCO); s106 for connection costs Unfunded by £57.5M-£63.6M</p>

SECONDARY INFRASTRUCTURE

New or upgraded secondary infrastructure will be required to support new development across the borough.

Secondary Infrastructure funding gap: **£29.2 Million**

Water/Sewerage/Waste water (Thames Water)

INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	COMMITTED FUNDING	POTENTIAL FUNDING
<p>Local water infrastructure: The sewer network in Southwark is mostly combined sewer system. Large sections of the network are close to capacity increasing the risk of sewer flooding to new and existing developments</p> <p>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.</p>			N/A	Thames Water	N/A	

<p>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. The council has successfully completed the Herne Hill Flood Alleviation Scheme with funding support from Thames Water and Environment Agency. Currently investigating flood risk in Peckham Rye and Camberwell area.</p> <p>The next stage towards updating and improving upon existing planned delivery of projects will involve completing a review of the Strategic Flood Risk Assessment (SFRA) for the borough to identify the neighbourhoods that are at risk of flooding and to ensure suitable mitigation measures are incorporated aside from simply avoiding all potential development of those areas.</p>	<p>Southwark Preliminary Flood Risk Assessment (2011)</p> <p>Surface Water Management Plan (2011)</p> <p>Local Flood Risk Management Strategy (2015)</p> <p>Strategic Flood Risk Assessment (2017)</p>	<p>£12.7m</p>	<p>2014/15-2019/2020</p>	<p>Thames Water, The Environment Agency, LBS Principal Contractor</p>		<p>The Environment Agency - Flood Defence Grant in Aid Unfunded by £12.7m</p>
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Gas						
<p>The 'host' providers for the London area are National Grid and SGN (previously known as Scotia Gas Networks). SGN 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.</p>	<p>SGN's Long Term Development Statement 2015</p> <p>Old Kent Road Utilities Study (2016)</p> <p>Central London Forward Infrastructure Study (2010)</p>	N/A	N/A	National Grid and Scotia Gas Networks	N/A	
Electricity						
<p>UK Power Networks (UKPN) is London's main Distribution Network Operator and is responsible for distributing electricity from National Grid's 400kV and 275kV networks. UK Power Networks undertake an annual review of capacity constraints and the necessary upgrades associated with general load growth are built into their capital programme . Southwark will monitor phasing and implementation of development and continue to share plans with infrastructure providers.</p>	<p>UKPN's Long Term Development Statement (November 2015) for London Power Networks</p> <p>Old Kent Road Utilities Study (2016)</p> <p>Central London Forward Infrastructure Study (2010)</p>	N/A	N/A	UKPN, Developers	N/A	

<p>Primary substation for Old Kent Road Opportunity Area: UKPN have indicated this will be required given the scale of development being planned. This is likely to be required post 2020, with earlier demand supplied from the existing network.</p>	<p>UKPN budget estimate (2016) Old Kent Road Utilities Study (2016)</p>	<p>£16.1 Million (excluding land; may need site of 1500-2000sqm)</p>	<p>tbc</p>	<p>LBS, UKPN or Independent Distribution Network Operator (IDNO), developers</p>		<p>Tbc – UKPN or IDNO and developers? Unfunded by £16.1 Million</p>
<p>Digital connectivity</p>						
<p>Superfast broadband cabling infrastructure: This is required to support businesses and home connectivity, particularly in areas such as Rotherhithe</p>		<p>N/A</p>	<p>tbc</p>	<p>Broadband infrastructure companies, Developers</p>	<p>N/A</p>	<p>Funded by digital providers through agreements with developers and service charges</p>
<p>Wifi in Public places: 40 stations each costing £10,000</p>		<p>£400,000</p>	<p>tbc</p>	<p>LBS with Partner</p>		<p>LBS and partner Unfunded £400,000</p>

EMERGENCY SERVICES Existing Fire Stations: Peckham, Old Kent Road, Southwark Bridge Road and Dockhead. Ambulance stations: Rotherhithe, Waterloo Road. Metropolitan Police stations: Camberwell, Walworth, Peckham, Southwark.						
INFRASTRUCTURE REQUIREMENT	POLICY/EVIDENCE BASE	COSTS	TIMING	DELIVERY AGENTS OR PARTNERS	COMMITTED FUNDING	POTENTIAL FUNDING
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 do not have any specific infrastructure requirements at this time but will continue to review forecasted growth in the borough and assess future policing needs.	Metropolitan Police Service Asset Management Plan (2007)	N/A	N/A	MPS	N/A	

Fire						
<p>There are a total of 102 fire stations across London plus a River station based in Lambeth. Southwark is home to three operational Fire Stations and the London Fire Brigade HQ. London Fire Brigade has a fleet of 155 pumping appliance (Fire Engines), there are also 147 special fire appliances and other vehicles.</p> <p>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. Currently, the London Fire & Emergency Planning Authority is involved in a program of upgrading (rebuilding and refurbishing) the existing sites to better reflect the changing risk profile within London.</p> <p>LFB are also at the early stages of planning LSP6 (6th London Safety Plan).</p>	Central London Forward Infrastructure Study (2010)	N/A	N/A	LPFA	Private finance initiative (PFI)	

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 review the impact of planned and natural growth and how this translates into additional demand on their services over time.	Central London Forward Infrastructure Study (2010)	N/A	N/A	London Ambulance Trust	N/A	