

**For general release**

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

**CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:**

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

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

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

## 1. EXECUTIVE SUMMARY

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

## 2. PURPOSE OF THIS REPORT

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

## 3. BACKGROUND AND DEVELOPMENT OF THE GROWTH ZONE PROGRAMME

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

3.4 To ensure these projects contributed to growth and could be delivered on time and within the estimated budget, multi-disciplinary consultants were appointed in November 2016. Outline business cases were developed for each project and further liaison with stakeholders took place to create a Delivery Plan, with the main focus being on the first five years to align with major developments. During the process of developing the programme, a number of new project areas were included which were not in the original list of 39. These inclusions were: Fiveways Junction, walking and cycling schemes, East Croydon station, Brighton Mainline Upgrade and transport corridor improvement schemes. Not all of these require funding from the Growth Zone, but given their anticipated positive effect (some of them major) on growth, they were included for completeness.

3.5 The final project list can be summarised into a number of key workstream themes, which are reflected in the Growth Zone sub-group governance structure:

- **Construction logistics** – a series of projects to coordinate numerous private development sites construction logistics, utilities supplies and transport plans in order to ensure the continued successful operation of the town centre (and surrounding) highways network and maintain safe routes through the town centre for pedestrians, cyclists, public transport and private vehicles, with minimal delays.
- **Transport** – station improvements and rail line upgrades, buses, trams, walking and cycling, corridor schemes – all to enable and support the growth in resident, business and visitor population in the town centre. In addition, there is a specific focus on parking improvements and amendments to parking management in the town centre and surrounding areas.
- **Place and Public Realm** – a series of placemaking projects across the town centre, including meanwhile public realm projects, in partnership with the Growth Zone cultural programme
- **Social infrastructure** - required to support the current and future social needs of residents within and close to the Growth Zone. Investment in social infrastructure is recognised as key to ensuring a viable, sustainable community in the long term.
- **Economic Development** – focusing on the economic growth of the town centre, leveraging appropriate business investment and maximising access to training and employment opportunities for Croydon's residents
- **Energy and Smart City** - projects to support new technologies that deliver efficiency by reducing costs of infrastructure and service provision; improve quality of life and wellbeing; support growth through job creation and attracting investment; enable environmental sustainability (air quality, energy use); and create a safe city with reduced crime and quicker emergency responses.
- **Culture and Meanwhile** – acknowledging the importance of culture-led regeneration in our town centre, and the need for ongoing activation and programming to maintain momentum and the town centre's destination status

3.6 Alongside the development of the Growth Zone project list, financial modelling was undertaken to align the development trajectory, infrastructure delivery programme and proposed structure of the loan funding. The final Growth Zone programme comprises 46 projects (see **Appendix 6**). A budget of £4m was

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

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

#### **4. GROWTH ZONE PROGRAMME – DELIVERY SO FAR**

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

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

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

## 5. CONSTRUCTION LOGISTICS

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

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

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

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

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

- **British Construction Industry Awards:**

- (1) Utility Project of the Year Award
- (2) Operations & Maintenance Project of the Year

- **Transtech Awards:**

- (1) Data Platform of the Year Award
- (2) Safety and Security Improvement Award
- (3) Open Data Award

- **Highways Awards**

- (1) Most Innovative Highways Authority Scheme of the Year Award

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

- (1) Technology Innovation Award

- **Croydon Council Awards:**

- (1) Partnership Award

## **6. TRANSPORT – BUS/TRAIN/TRAM**

6.1 A number of these projects remain in the early stages of scheme development. A proportion of the funding for 2018/19 was focused on the progression of concept and developing design options, with delivery scheduled over the next 4 years. A key component of 2018/19 programme focused on Croydon's project management input into schemes led by external partners - the Brighton Main Line Upgrade Project (led by Network Rail) and Tram Capacity Improvements led by TfL.

6.2 **Brighton Main Line & East Croydon Station** - Network Rail has a design team working on the Brighton Main Line upgrade and the transport sub-group is working closely with Network Rail on the emerging details to bring forward major changes to the railway network in central Croydon to address the governing operational constraints. Early stakeholder consultation and initial public consultation in relation to the project took place in late 2018.

6.3 **West Croydon Station** – The transport sub-group commissioned a multi-disciplinary project team to assess potential options associated with the redevelopment of West Croydon Station. The work focused on the development of concept design options for station reconfiguration and development opportunities, and was completed in February 2019.

6.4 **Trams** - The Council and TfL have been investigating options to improve the tram network capacity, in response to projected significant increases in patronage once the major developments have been realised in the Town Centre over the next few years. A number of options have now been assessed, with a decision on next steps due in 2019.

6.5 **Buses** – A combination of strategy, design and delivery work was undertaken in 2018. The Council has been working with TfL to consider potential changes to the way buses stop and stand in the Town Centre in response to the masterplan aspirations and the changing highway environment. A particular focus has been on the mid-Croydon area in light of the pedestrianisation of the High Street and associated major developments that affect highway operations during the construction and implementation phases. TfL has also consulted on a number of route changes affecting services in the Croydon Town Centre. Croydon is working with TfL on wider bus priority measures that support bus access improvements to and from the Town Centre. Several schemes were designed during 2018, with the intention to commence delivery in 2019

## 7. TRANSPORT – STREETS/CORRIDORS

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

## 8. TRANSPORT – WALKING AND CYCLING

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

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

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

## **9. PARKING**

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

## **10. PLACE AND PUBLIC REALM**

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

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

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

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

## 11. SOCIAL INFRASTRUCTURE

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

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

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

## 12. ECONOMIC DEVELOPMENT

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

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

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

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

### 13. SMART CITY

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

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

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

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

## 14. ENERGY

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

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

## 15. CULTURE AND MEANWHILE

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

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

## 16. ENGAGEMENT AND CONSULTATION

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

### - **Croydon High Street Pedestrianisation Scheme**

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

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

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

### - **Minster Green Public Realm Improvements**

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

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

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**BACKGROUND DOCUMENTS:**

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

[https://democracy.croydon.gov.uk/Data/Cabinet/20160711/Agenda/cab20160711\\_07\\_01\\_report\\_and\\_appendix\\_1c40b.pdf?cmte=CAB&meet=49&href=/akscroydon/images/att7589.pdf](https://democracy.croydon.gov.uk/Data/Cabinet/20160711/Agenda/cab20160711_07_01_report_and_appendix_1c40b.pdf?cmte=CAB&meet=49&href=/akscroydon/images/att7589.pdf)

**APPENDICES**

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