

LONDON BOROUGH OF CROYDON

REPORT:	CABINET	
DATE OF DECISION	31 January 2024	
REPORT TITLE:	Croydon Town Centre Regeneration Programme and Growth Zone annual budget and programme - 2024/25.	
CORPORATE DIRECTOR / DIRECTOR:	Nick Hibberd – Corporate Director of Sustainable Communities, Regeneration & Economic Recovery Heather Cheesbrough - Director of Planning and Sustainable Regeneration	
LEAD OFFICER:	Steve Dennington – Service Head Spatial Planning, Growth Zone and Regeneration Steve.Dennington@croydon.gov.uk Emily Webster – Senior Regeneration Manager – Growth Zone and Regeneration Emily.Webster@croydon.gov.uk	
LEAD MEMBER:	Cllr Jeet Bains – Cabinet Member for Planning and Regeneration	
KEY DECISION? [Ref. 8423EM]	Yes	REASON: Key Decision – Decision incurs expenditure, or makes savings, of more than £1,000,000 and Key Decision – Decision significantly impacts on communities living or working in an area comprising two or more Wards
CONTAINS EXEMPT INFORMATION?	NO	Public
WARDS AFFECTED:	Fairfield, Addiscombe West & Park Hill & Whitgift	

1 SUMMARY OF REPORT

This report provides an update on the status of the current and upcoming Croydon Town Centre regeneration programme. This update should be read in the context of the Executive Mayor’s Business Plan 2022 – 26, the February 2023 Cabinet report regarding the Whitgift Indemnity and Land Transfer Agreement (ILTA) and the July 2022 Cabinet report regarding the Reconnected Croydon Levelling Up Funding bid given the positive news in November 2023 that the Government provisionally awarded the Council £18.5m to deliver Reconnected Croydon.

This report also sets out the proposed annual Growth Zone budget and high-level programme for 2024/25. It reflects the Executive Mayor’s Business Plan 2022 – 2026, the need to regenerate and renew Croydon town centre. The Growth Zone is a business rate retention mechanism, and the income is ring fenced by the Statutory Instrument and provides additional funding. Therefore, positively contributing to the Council’s financial position.

2 RECOMMENDATIONS

For the reasons set out in the report the Executive Mayor in Cabinet, it is recommended:

2.1 to agree a £7,202,000 budget for the 'Delivery the Growth Zone' programme 2024/25; and

2.2 to delegate to the Corporate Director of Sustainable Communities, Regeneration & Economic Recovery in consultation with the Chief Finance Officer (Section 151) and the Cabinet Member for Planning and Regeneration authority to make necessary changes to the funding assigned to Sub Groups as outlined in Table 1, subject to the parameters previously approved in the March 2021 Cabinet report 'Delivering the Growth Zone'

to note:

2.3 the general update on the status of the current and upcoming Croydon Town Centre regeneration programme;

and

2.4 the indicative funding profile and projects for Growth Zone Sub Groups and projects as detailed in Table 1 of this report;

and

2.5 The recommendations previously agreed by Cabinet in July 2022 regarding the governance and implementation of a successful Levelling Up Fund bid.

3 REASONS FOR RECOMMENDATIONS

3.1 This report has two elements. One element addresses setting the Growth Zone budget and programme of projects for 2024/25. This is an annual requirement of Growth Zone governance. The second element provides an update on the current and upcoming Town Centre Regeneration programme.

Growth Zone annual budget and programme - 2024/25.

3.2 The Growth Zone business rate uplift retention funding mechanism was approved by Cabinet in July 2016 and the Mayor of London in October 2016, and ring-fences growth in business rates from April 2018 for 16 years. Since the inception of the Growth Zone, it has been understood that the infrastructure and interventions required to mitigate the planned growth will not be delivered by existing delivery methods, current funding availability or through planning gain. Therefore, the Growth Zone is essential to enable the delivery of critical and essential infrastructure to mitigate the impact of the planned growth (Croydon Local Plan 2018, Croydon Opportunity Area Planning Framework

2013 and London Plan 2021) for the benefit of existing and future residents, businesses and visitors. In addition, in recent years and this year, there has been a need to pivot this original intention of the Growth Zone to support a wider programme of projects to facilitate and enable the regeneration of the Croydon Opportunity Area.

- 3.3** The Growth Zone is an innovative approach to fund and deliver this infrastructure and regeneration response. The Growth Zone inception pre-dates the coronavirus pandemic, the current challenging macro-economic circumstances and the Council's financial challenges. Therefore, it is important that the Growth Zone continues to evolve to support the town centre's growth, regeneration and social and economic recovery.
- 3.4** The recommendation to approve the 'Delivering the Growth Zone' programme 2024/25 reflects the need to support the town centre's growth, regeneration and social and economic recovery. The budget and programme reflects the Council's current resource structures as of 2023/24 that reflect and respond to the Council's financial challenges. It is important that the programme for 2024/25 is realistic in terms of the capacity for delivery.
- 3.5** The 'Delivering the Growth Zone' programme 2024/25 is supported by core partners: Greater London Authority (GLA) and Transport for London (TfL). This has been secured through the well-established and functional Growth Zone governance. Indeed, to support this report the Executive Mayor and the GLA Deputy Mayor for Planning, Regeneration and Skills – Jules Pipe met in December 2023 to discuss the proposed Growth Zone Budget and Programme for 2024/25.
- 3.6** This report seeks the approval of the Executive Mayor in Cabinet for the Growth Zone budget and programme – 2024/25 as set out in Table 1.

Croydon Town Centre Regeneration Programme

- 3.7** The regeneration of Croydon Town Centre is an ongoing programme of projects and interventions. This programme of projects and interventions is part of, or is alongside the Growth Zone programme. This report sets out an update on the overall programme from 2023 and provides a steer on the programme for 2024.
- 3.8** The anchor of the regeneration programme for 2024 and beyond will be the Croydon Town Centre Regeneration Strategy. The Strategy is composed of 3 elements:
- 1. Strategic Vision** – a realistic, inclusive and deliverable ambition on how the Croydon Opportunity Area (COA (town centre)) should function, look and feel over next 15 years and the articulation of its future role and positioning that is economically viable, resilient and sustainable.
 - 2. Spatial Framework** – spatial consideration of the Strategic Vision, bringing to reality the realistic and viable ambitions of the town centre. As this element evolves it will supplement the Local Plan Review – North End Quarter transformation chapter and wider Town Centre policies.
 - 3. Delivery Plan** – outline costed and phased series of physical, economic, cultural and environmental interventions, identified through the Spatial Framework.

The Delivery Plan will inform the Growth Zone budget and programme setting for 2025 and beyond. This will ensure the delivery of the programme is coordinated and well understood by communities, businesses and partners. It could be that the Regeneration Strategy might be adopted as statutory planning guidance as a Supplementary Planning Document and replace the Croydon Opportunity Area Planning Framework 2013.

4 BACKGROUND AND DETAILS

- 4.1** Below is a summary of the Croydon Town Centre Regeneration Programme.
- 4.2** The Executive Mayor has reintroduced the Town Centre Advisory Board. The Board, with its wide representation of town centre partners, has continued to steer and inform the approach to town centre regeneration.
- 4.3** The Executive Mayor's Business Plan 2022 – 26 sets out the Mayor's commitment to address the look and feel of the town centre as a key early component to the regeneration of the town centre. Examples of measures already implemented include the re-introduction of the graffiti removal service and the introduction of a town centre public space protection order. Looking forward the Council will be introducing a dedicated multidisciplinary team to oversee the operational activities under the look and feel of the town centre in a coordinated manner. This dedicated team will work in tandem with the activities of partners, such as the police, Croydon BID and landowners.
- 4.4** The anchor of the regeneration programme for 2024 and beyond will be the Croydon Town Centre Regeneration Strategy. As set out in 3.8, Croydon Council have appointed a specialist team to prepare the Croydon Town Centre Regeneration Strategy. This aligns with and supports the Executive Mayor's Business Plan 2022 – 2026 (Outcome 2, Priority 1), to stimulate and support the sustainable regeneration and renewal of Croydon town centre.
- 4.5** In terms of the Whitgift redevelopment, Unibail-Rodamco-Westfield (URW) completing the acquisition of Hammerson's 50% stake in the Croydon Limited Partnership (CLP) is considered positive. The Council continues to work very closely with CLP as they begin to define in more detail their meanwhile activation programme, especially for the former Alders store. The condition of the Alders building has necessitated a considerable amount of surveys and remediation building works. CLP are at the early stages of a masterplan exercise for the Whitgift and Centrale and the Council is looking forward to that progressing into a pre planning application process this year.
- 4.6** The January 2023 Cabinet report regarding the Whitgift Indemnity and Land Transfer Agreement (ILTA) set out the context to the current position regarding the ILTA and the Council's engagement with CLP under the ILTA, which the Council entered in 2014 as part of the then Compulsory Purchase Order process. The Council issued the Remedy Notice referred to in the January 2023 Cabinet report to trigger the 'remedies' under the ILTA i.e. improvements to North End and a programme of asset

management initiatives at the existing Whitgift Centre (as detailed in the January 2023 Cabinet report). The recent focus has been on discussions with CLP in respect of the remedies, which have taken time but have been constructive and entirely focussed on supporting the regeneration of the Town Centre and / or provide the framework for the medium-term regeneration.

4.7 Selected Development Sites Update 2023

Recent (2023) major development sites in the Croydon Opportunity Area include:

- Cambridge House, 16-18, Wellesley Road, CR0 2DD
Now named Aspect Croydon, this 26 storey building consists of 92 apartments (20 x 1 bed, 63 x 2 bed, 9 x 3 bed) with a mix of shared ownership and market units. Completed in 2023.
- Land between 1 & 17, Scarbrook Road, CR0 1SQ
Now named Boulevard Point, 15 Scarbrook Road, this 11 storey building consists of 42 flats (20 x 1 bed, 9 x 2 bed, 13 x 3 bed). The development was completed in early 2023.

Recent (2023) major consents in the Croydon Opportunity Area include:

- Citylink House, 4 Addiscombe Road, Croydon CR0 5TT - 21/02912/FUL
Demolition of the existing building and the erection of part 14 storey and part 28 storey building comprising 498 co-living units, 84 residential units, commercial space and flexible commercial and community space. Planning permission was granted on appeal on 29th April 2023.
- 96-98 George Street Croydon - 21/01785/FUL
Demolition of 96 George Street (Norwich Union House) and 98 George Street (St Matthew's House) and redevelopment to provide an 11 storey (GIA 19, 233sqm) building comprising (Class E) office and café space on the ground floor and (Class E) office use across basement and upper floors.

4.8 Reconnected Croydon – Levelling Up Fund

4.9 In mid 2022 the Council bid to the Levelling Up Fund (round 2). In November 2023 the Government announced they had revisited previous bids as opposed to inviting a third round of funding bids. As a result of this process the Council has been provisionally award £18.5m for the Reconnected Croydon programme. The submitted bid was reported to Cabinet in July 2022 and is a background paper to this report. Work is underway to finalise the provisional award with the Government. Also, work is underway to establish the delivery mechanisms for this funding and the Reconnected Croydon programme.

4.10 The vision for the approved bid is to 'Reconnect, Refresh, Revitalise and Regenerate' the town centre. The projects will provide improved connections throughout the town centre, so residents and visitors will be able to travel more easily through safer, greener

and more pleasant routes. The programme will cover the South End restaurant quarter, East Croydon station, West Croydon station and Old Town. A key component of the bid is the delivery of a new civic square for the Fairfield cultural complex.

4.11 The work to finalise the programme and delivery of the Reconnected Croydon programme should ensure delivery before the funding deadline of March 2026 and the projects reflect the original bid and evolving regeneration needs of the town centre.

4.12 A further considerable consequential benefit of this provisional Levelling Up Funding award is that the Growth Zone budget balance can now be considered and released to fund wider regeneration projects and interventions. This work will be linked to finalising the receipt of the Levelling Up Funding and the Delivery Plan of the Town Centre Regeneration Strategy.

4.13 Growth Zone Programme

4.14 Growth Zone projects that sit within the Growth Zone Programme for 2023/24 are summarised below.

Croydon Town Centre Regeneration Strategy: As set out in 3.8 and 4.4, a Town Centre Vision is necessary to support the Council's approach to recovery and renewal of Croydon town centre. This vision will respond to the devastating socio-economic impact of the coronavirus pandemic, understand the future of town centres and high streets, address challenging macro-economic conditions and the implications for current and future development activity. Also relevant are the objectives / targets of the Growth Zone on inception (23,500 jobs, 5,000 construction jobs and 10,000 new homes). These targets were part of the Growth Zone's original headline aims at its inception and this vision will help to validate these targets or support realistic and appropriate alternatives. The vision will be developed in collaboration with partners, such as the GLA, TfL and members of the Town Centre Advisory Board. To ensure the robustness of the vision, it will be informed by economic analysis. The vision will be informed by the Croydon Inward Investment strategy and action plan, the Mayor of London's and London Council's Economic Framework for London and master planning activity by key developers in the town centre, including Croydon Limited Partnership. It could be that the Regeneration Strategy might be adopted as statutory planning guidance as a Supplementary Planning Document and replace the Croydon Opportunity Area Planning Framework 2013.

Transport: A range of street interventions and schemes, including capacity improvements to West Croydon Station, active travel street improvements to Brighton Road Corridor, London Road Corridor, Mitcham Road Corridor, Wellesley Road and Whitehorse Road Corridor. This also includes the development and design of bus priority measures and pedestrian crossing improvements at the Northern end of Brighton Road through a Bus Priority Programme. In addition, improvements to walking and cycling under the Town Centre Loop along Dingwall Road.

In addition, the ongoing Strategic Transport Modelling study being undertaken, as part of the Transport and Parking Sub-Group, with TfL will be used to determine the

transport interventions required to support the current Growth Zone development plans, as well as those necessary to support the Purley Way masterplan and Local Plan Review. This will help project prioritisation and identify the schemes that require Growth Zone funding or necessary from development as mitigation in future years, which again will be the subject of Growth Zone governance, with core partners (GLA and TfL) and Cabinet approval.

These projects are dependant on the TfL Local Implementation Plan Funding process.

Minster Green: Located in the heart of Croydon's Old Town, Croydon Minster has been a focal point for the borough's wider history and is a key community partner for positive change in Croydon. However, the surrounding gardens and memorial spaces have lost their original purpose and link to the growing communities in the area. The public realm project will re-establish the relevance of the Minster's public realm and gardens including improvements to the layout, such as: relocation of parking; introduction of a new play area; improved wayfinding; removal of the pedestrian subway; feature lighting to the Minster; and enhancement of the landscaped areas and historic gravestone features. These changes will provide improved activation and benefits for local communities, greatly enhancing the Minster and its surrounds for the people of Croydon. The scheme has Diocese of Southwark faculty consent. The project team are well underway with finalising the procurement route for the delivery stage of the project to adhere to the project programme.

The Minster is a fundamental part of the borough's history and heritage and its public realm should celebrate the fact. The design of the scheme has been informed by engagement with the Diocese and the local community, for example the inclusion of play facilities within the design to offer enhanced green open space. It is hoped the project will leave a space that people will enjoy and dwell, and address some of the current environmental quality, safety and anti-social behaviour issues. There will be further engagement with partners on the final designs ahead of commencement of delivery.

Meanwhile Asset Audit: The Meanwhile Croydon programme commissioned in 2017/18 combined innovative spatial, public realm interventions with a multi-disciplinary cultural programme to activate key regeneration areas and provided a precursor to long term sustainable growth and development of the town centre. The Meanwhile Uses review provided an audit of the current condition of the installations and made recommendations for refurbishment and disposal. These recommendations are now being implemented.

Urban Room: The Croydon Urban Room is a physical and digital platform for public, business and wider partner engagement and participation in the revival and development of the Whitgift Centre and the wider North End Quarter area of the town centre. Situated in an existing retail unit in the Whitgift Centre, the Croydon Urban Room will be an accessible public space - an extension of the public realm that aims to catalyse the sustainable renewal, vitality and resilience of the area. It will aim to do this by improving access and inclusion, empowering the public to be meaningfully involved in future planning, regeneration and development process and in turn

contribute to expanding social, sustainable, creative and learning infrastructure, bringing investment and economic activities. The public programme of workshops, activities, events and exhibitions will be delivered through a series of programme partnerships with industry, academic and local partners - this will create a greater sense of ownership whilst providing further elements of match funding to the project.

The digital platform will reflect the physical activities and public programme in the physical space and expand the outreach of the project.

Construction Logistics: Delivery and monitoring of projects to mitigate the impact of construction logistics on the operation of the Croydon Opportunity Area and borough road network. Examples of these projects include, setting up a Croydon Considerate Constructor award scheme, utility and developer coordination and forum and introduction of mobile CCTV construction site activity monitoring.

London Borough of Culture: Continued support of the Borough of Culture programme to ensure their positive impact and success. The funding supports delivery of projects within the town centre to ensure growth and benefits derived are also available to local businesses and to enhance the perception and accessibility of the town centre as a visitor destination.

Museum of Croydon: Continued support of the Museum of Croydon as a visitor and cultural destination in 2023/24. Strong social infrastructure is critical to the Croydon Opportunity Area's regeneration, particularly as growth is directly linked to resident and visitor spend and footfall. The operation of the Museum of Croydon for the Borough of Culture has increased footfall.

Inward Investment: A dedicated concierge service that supports new businesses into the Growth Zone working with developers, commercial agents and landlords to bring a vibrant offering to the Growth Zone/ town centre. This also includes the development of a Croydon Inward Investment strategy and action plan in FY 2023/24 for the Growth Zone area; which brings together partner collaboration and attracts investment into the town centre and retains Croydon businesses. In addition, this includes supporting the retrofit and build of the London South Bank University – Green Engineering & Built Environment Innovation Centre, which focuses on green research and development - bringing local, regional and national businesses and the university together to deliver new green technology solutions to market. Additionally, Inward Investment continue to work with partners to deliver dedicated business support, advice, guidance and innovation to town centre businesses helping them to become resilient and adaptive to change. This includes a continued programme that delivers support to a minimum of 250 businesses per annum.

East Croydon Link Bridge: Maintenance and cleansing of the public side of the East Croydon Link Bridge as a contractual obligation with Network Rail. The completion of the East Croydon Link Bridge will support the regeneration of the Town Centre by improving and increasing the accessibility of the town centre and visitor experience around East Croydon Station.

Fairfield Halls Forecourt: Funding for the Council's Fairfield Halls Project Team to deliver improvements to the Fair Field Halls forecourt from the current interim state.

4.15 Growth Zone Delivery Programme – 2023/24

The notable outputs of the Growth Zone for 2023/24 are set out below.

Croydon Town Centre Regeneration Strategy: The Project team has been appointed to deliver the Croydon Town Centre Regeneration Strategy. The Strategy will be made up of three key outputs: Strategic Vision, Spatial Framework and Delivery Plan. The Strategy is underway in consultation with strategic partners and the local residential and business community. The Strategy is due to be completed in Q3 FY 24/25.

Transport: Completion of Strategic Transport Modelling Stage 2 commenced in Q1 FY 23/24. Design options have been reviewed for West Croydon Station Capacity Improvements. Further development of interventions to corridors and active travel is ongoing.

Minster Green: The Minster Green project has completed technical design. Delivery is due to commence Q4 FY 23/24 / Q1 FY 24/25.

Meanwhile Asset Audit: The refurbishment of meanwhile uses has completed and maintenance is ongoing.

Urban Room: The Urban Room project and programme has launched online in Q3 FY 23/24. The physical space is due to open in early Q4 FY 23/24.

Construction Logistics: Implementation of the One Network Module commenced in Q2 FY 23/24. In addition, repair of CCTV cameras across the Town Centre has commenced. The monitoring of site management is ongoing. This will be achieved through the Mobile CCTV monitoring programme and Automatic Traffic Counts in Q3 and Q4 FY 23/24.

London Borough of Culture: A wide ranging and diverse cultural programme delivered in the town centre including theatre, dance, fashion shows, public art trails, exhibitions and walking tours. A supporting communication and marketing campaign delivered including lamppost banners and street signage developing This Is Croydon cultural brand identity. A series of case studies developed highlighting the impact and learning from delivery of the programme which will shape future creative programme development and funding bids.

Museum of Croydon

Successful delivery of a high-quality exhibition programme including Caribbean Influencers, which transferred to the National Portrait Gallery, and Croydon from the Palette of Evacustes Phipson, which engaged visitors in dialogue with the changing look and feel of the town centre. Preparation is underway for the reopening of one of the main gallery spaces with Rewind: This Is Croydon's Music, a new exhibition of music heritage in the borough. Launch of the Music Heritage Trail application and walking tour drawing footfall and engagement across the town centre. Submission of accreditation application for museum.

Inward Investment: Completion of London South Bank University Green Engineering & Built Environment Innovation Centre refit works commenced in Q2 FY 23/24. Launch events and workshops are scheduled to follow. In addition, a consultant has been appointed to deliver the Economic Analysis and Inward Investment Plan in Q2 FY 23/24. Data collection for this will commence in Q3 FY 23/24. In Q2 FY 23/24, 100 businesses have received non-financial business support, 50 new business have been secured, 250 new jobs have been secured in the Town Centre and 200 existing jobs have been secured. Overarching business support and employment targets continue.

East Croydon Link Bridge: Quotes to be sought for the maintenance and cleansing of the public side of the East Croydon Link Bridge with Network Rail, which is due to commence in Q4 of FY 23/24 following finalisation of terms.

Fairfield Halls Forecourt: Exploration of options for forecourt upgrade and renewal. Scope to be defined further and in context with future public realm works to the area outside Fairfield Halls.

Whilst significant spend and progress on projects has happened in FY 23/24, the full programme budget was not spent. This is due to ongoing pressure on Council resource. All unspent budget will be carried to FY 24/25 as slippage.

4.16 Growth Zone annual budget and programme 2024/25.

4.17 The Growth Zone business rate uplift retention funding mechanism was approved by Cabinet in July 2016 and the Mayor of London in October 2016, and ring-fences growth in business rates from April 2018 for 16 years. A Statutory Instrument was laid in parliament which led to the formal approval of the Growth Zone by the Government from April 2018.

4.18 As further historic context, following the adoption of the Croydon Opportunity Area Planning Framework by the Council and the Greater London Authority in 2013, it was clear the infrastructure needs related to the planned growth required additional financial support. Therefore, from inception, the Growth Zone was developed in a collaborative approach with the GLA and TfL to secure central government financial devolution in the form of business rate retention for a designated area within central Croydon. This process resulted in the Growth Zone coming into force in April 2018

4.19 The Growth Zone programme was originally established to leverage opportunities to create the appropriate social, economic, cultural and physical infrastructure needed to ensure that the significant development and growth anticipated within Croydon town centre was sustainable. As a 16-year programme, starting in 2018, it was always envisaged the strategic direction of the Growth Zone and funding available would flex and change over time, with a governance structure established to ensure that the priorities of the programme reflect the needs of the town centre as development and regeneration takes shape.

4.20 The core objectives of the Growth Zone are to support the regeneration and renewal of the town centre and borough, and to support delivery of social, economic, cultural

and physical infrastructure align with the Executive Mayor’s Business Plan 2022 – 2026. This report directly contributes to the Executive Mayor’s Business Plan’s priorities including – making Croydon a borough we’re proud to call home, supporting the regeneration of Croydon’s town and district centres and delivering a vibrant London Borough of Culture which showcases local talent and supports Croydon’s recovery.

4.21 Whilst many of the major development projects planned for the town centre were starting to progress in the early years of the Growth Zone programme, there have been delays and reconsideration of the nature to some key town centre developments, including the proposed redevelopment of the Whitgift Centre. These delays have been compounded by the devastating economic impact of the coronavirus pandemic on town centre businesses and the current development market conditions.

4.22 Growth Zone Delivery Programme – 2024/25

High level detail of the Growth Zone programme for the next financial year is set out in Table 1 below. The work of the Sub Groups and the projects are varied and demonstrate the flexibility of Growth Zone funding, under Growth Zone governance, to deliver interventions that are the appropriate response to the current circumstances and as circumstances evolve. For example, some of challenges that the Town Centre is currently facing include stalled key development sites in the retail core and Mid Croydon, incidents of anti-social behaviour, perception of the town centre and the need for improved public realm in parts of the town centre. Therefore, Growth Zone outputs for 2024/25 are anchored to the core objectives to support the regeneration and renewal of the town centre and borough, and to support delivery of social, economic, cultural and physical infrastructure, which align with the Executive Mayor’s Business Plan 2022 – 2026. This is rather than being anchored to an overall long-term vision for the Town Centre, which is currently being prepared in the Croydon Town Centre Regeneration Strategy workstream.

Table 1

Project	FY 24/25 Budget	Summary	Detail
Minster Green	£550,000	<p>Delivery of project, target completion Spring / Summer 25.</p> <p>Existing funding: £7,592,000 approved by Cabinet in the Annual Delivering the Croydon Growth Zone Report 2023-24 - Cabinet Report 22 Feb 23 for Minster Green and Meanwhile Asset Audit.</p>	<p>Following the completion of concept designs and RIBA stage 3 through extensive partner engagement and securing Diocese of Southwark faculty scheme consent.</p> <p>The project is fast approaching completion of RIBA stage 4 (technical design) and is gearing up towards commencement on</p>

site for delivery within the 24/25 FY.

The highly detailed design proposals for the Minster Green scheme will deliver upon the promised high quality public realm regeneration for Croydon's historic quarter and the Grade I listed Minster setting. The proposals are underpinned by community and business engagement throughout. The key strategic and local deliverables are as follows:

The creation of a top quality destination space, underpinned by Placemaking principles (community empowerment, a strong identity/sense of place, publically inclusive, flexibility in use, business offer, etc)

The creation of inclusive play and recreational offer with central Croydon

To protect, restore and enhance Croydon's local heritage assets

Sustainability such as Biodiversity enhancements, Green Infrastructure improvements, nature-based SuDS provision and local flooding alleviation, Air Quality improvements to Roman Way dual carriage way and the town centre.

Accessibility and wayfinding improvements through creation of an accessible and fully inclusive space. With improved navigation within the site and as a springboard into central Croydon and to local businesses.

			<p>To tackle historic ASB issues and provide safety improvements through considered design, removal of the problematic subway, lighting, sight line improvements and increased footfall. Promotion of healthy modes of travel (pedestrian/cycling)</p> <p>To resolve and reorganise the current rogue parking provision.</p>
Meanwhile Asset Audit	£20,000	<p>Ongoing maintenance of Meanwhile Assets under the 2017 – 2019 programme.</p> <p>Existing funding: £7,592,000 approved by Cabinet in the Annual Delivering the Croydon Growth Zone Report 2023-24 - Cabinet Report 22 Feb 23 for Minster Green and Meanwhile Asset Audit.</p>	<p>The delivery of the Meanwhile Asset Audit commenced in FY23/24. It consists of the following projects: Parklets relocation (complete), and College Square street furniture removal (complete), College Square installation of more lighting (complete) and High Street Lighting (in progress, nearing completion). Maintenance programmes are being implemented as projects reach completion.</p>
Urban Room	£250,000	<p>Operation of the physical Urban Room unit. Continued programme of workshops, activities, events and exhibitions. The digital platform will reflect the physical activities and public programme and expand the outreach of the project. Pop-up events are also anticipated around the town centre and wider borough to improve access and participation.</p> <p>Existing funding: £175,500 approved by Cabinet in the Annual Delivering the Croydon Growth Zone Report 2023-24 - Cabinet Report 22 Feb 23</p>	<p>The Urban Room project commenced in FY23/24 with the launch of the physical space in the Whitgift Centre anticipated by March 2024. The project outputs will consist of: operation of the physical space including staff resource and physical equipment to support a regular public programme of events, exhibitions and drop-in activities, workshops in the physical space in addition to the Urban Room website, Instagram page and online newsletter. A Monitoring & Evaluation report will be produced at the end of financial year that outlines the progress made and impact of the project</p>

			<p>across the first year of the project.</p> <p>Through its programme of events and exhibitions, the Urban Room will serve to promote the work the Council is Undertaking to deliver town centre regeneration, to attract investment and restore confidence in Croydon. It will encourage people to get involved so as many views and voices as possible are included in framing the regeneration and development of the town centre, supporting the Town Centre Regeneration Strategy, supporting the URW Masterplan public engagement, other GZ town centre projects, Local Plan and other planning documents, Levelling Up Fund projects and developers' pre app consultations.</p>
<p>Construction Logistics</p>	<p>£100,000</p>	<p>Continued projects to mitigate the impact of construction logistics on the operation of the Croydon town centre and wider area. Examples include: Croydon Considerate Constructor award scheme; utility and developer coordination and forum; mobile CCTV construction site activity monitoring; and CCTV monitoring of development sites.</p> <p>Existing funding: £100,000 approved by Cabinet in the Annual Delivering the Croydon Growth Zone Report 2023-24 - Cabinet Report 22 Feb 23.</p>	<p><u>Croydon Considerate Constructors award scheme and Developer/Utility forum</u></p> <p>To develop a Croydon Considerate Contractor award Scheme to improve construction sites, Utility companies and suppliers to voluntarily register with the Scheme and agree to abide by Croydon's Code of Considerate Practice, which will be designed to encourage best practice beyond statutory requirements to improve Respect in the Community, Care for the Environment and Value their Workforce. This will also include a quarterly forum for internal and external stakeholders to manage and work towards meeting expectations of project/developments in terms of delays and impacts on the highway network.</p>

			<p>Maintain yearly costs of the CCTV programme.</p> <p>Maintain yearly costs for the 6 existing Automatic Traffic Count (ATC) assets around the town centre, which monitors all vehicle movement within the town centre.</p> <p><u>Mobile CCTV monitoring programme</u></p> <p>The proposal is to introduce a mobile CCTV programme for problematic development sites that receive complaints from internal and external stakeholders. This CCTV programme will be based around a monthly mobile camera moving from site to site across the borough to monitor delivery times, agreed traffic management, vehicle movements/stacking and how the Banksman/traffic Marshalls manage the site entrance.</p>
<p>Inward Investment</p>	<p>£150,000</p>	<p>Continued projects including: deliver Croydon Inward Investment Strategy and Action Plan; support the Innovation Centre; work with partners to deliver dedicated business support; programme of support to 100 businesses with non-financial business support; secure 50 new businesses; 250 new jobs in the town centre; 200 existing jobs; and secure further investment.</p> <p>Existing funding: £139,000 approved by Cabinet in the Annual Delivering the Croydon Growth Zone Report 2023-24 - Cabinet Report 22 Feb 23.</p>	<p>Funding will implement Croydon's Inward Investment Action Plan (currently under development), this work will bring together key delivery partners to drive activity that will support the retention and recruitment of good businesses into the town centre.</p> <p>This will include the following programmes:</p> <p>Dedicated staff that will work with partners to deliver bespoke business support to businesses located within the growth zone (with a focus on the evening and night time economy, retail research and development and creative digital) – supporting</p>

			<p>businesses to start develop and grow.</p> <p>Dedicated staff resource to work with partners coordinating a strong inward investment campaign that secures investors, development and new good businesses</p> <p>Dedicated staff resource to develop externally funded activity with partners to support new businesses to recruit local employees and work with existing businesses to upskill and develop existing employees.</p> <p>Dedicated staff resource that will support the work of key workspace providers within the town centre.</p>
<p>Culture</p>	<p>£850,000</p>	<p>Funding to create new cultural vision, identity and strategy for the town centre, including the delivery of high quality cultural activation Borough of Culture legacy programme and public realm equipped to support creative activation and events.</p> <p>Existing funding: £377,500 approved by Cabinet in the Annual Delivering the Croydon Growth Zone Report 2023-24 - Cabinet Report 22 Feb 23.</p>	<p>The Growth Zone will support delivery of the legacy of the London Borough of Culture through:</p> <p>Development of a cultural strategy for the town centre which will identify the strengths and opportunities for investment and support further fundraising for the Council and cultural partners operating in the town centre</p> <p>New on street signage, lamppost banners and wayfinding interventions to promote cultural venues and assets, improving awareness and visibility of the cultural offer in the town centre</p>

A digital platform to promote the cultural programme taking place in the town centre which will help to drive footfall and economic development in the area

Improved facilities to support public programming in the Croydon Opportunity Area, including power supply and portable equipment to animate the public realm, attract diverse audiences into the town centre and market central Croydon as an appealing, safe location to the creative sector to bring work into

An annual festival event in the town centre to activate the public realm and venues with cultural activity, creating a stand out moment to attract visitors into the area, showcase Croydon's cultural identity, generate economic activity across day and night time activity and demonstrate the case to funders for investment in Croydon through attraction of significant audience numbers with high quality cultural programming

An ancillary programme of creative activation that will run through the year to support the development of central Croydon's brand as a cultural destination, increasing footfall and developing the profile, skills and experience in the town centre based creative sector through grants and commissions

			Dedicated resource for additional fundraising in order to continue attracting inward investment for cultural activation and development into the town centre
Museum of Croydon	£290,000	<p>Funding to ensure the operation as a visitor and cultural destination. Example of these projects include: high quality heritage and cultural programme of exhibitions and events; sector training workshops to develop research and creative skills in heritage context; digital programme supporting museum engagement; develop designs and secure funding for refurbishment of museum galleries.</p> <p>Existing funding: £200,000 approved by Cabinet in the Annual Delivering the Croydon Growth Zone Report 2023-24 - Cabinet Report 22 Feb 23.</p>	<p>The Growth Zone investment will enable the Museum of Croydon to deliver the following:</p> <p>Provision of an accessible culture and heritage attraction in the town centre which will increase footfall through access to Museum collections, events and exhibitions</p> <p>At least two exhibitions per annum delivered in the Museum galleries, delivered with cultural and community partners developing the profile of the town centre as a visitor destination for different communities</p> <p>A year round programme of events for children and families encouraging visits to the town centre and engagement with the Museum collections and exhibitions</p> <p>A seasonal programme of adult events including talks, walks and workshops increasing engagement with the heritage of the town centre and creative exploration of it's past, present and future</p> <p>An outreach programme of activity delivered in community settings engaging residents with the Museum offer and collections and building</p>

connections for residents to visits the Museum and the town centre

A sector support programme developing the skills and capacity in the cultural sector to deliver heritage projects through training and workshops, diversifying and developing the wider cultural offer

A schools engagement programme to invite classes to come into the town centre to visit the museum and engage with the area's heritage through walks and learning resources

Marketing and digital promotion to build awareness of the heritage of the town centre and develop its identity as a cultural destination

The funding will support the Museum to undertake its transformation programme by:

- Commissioning an options appraisal on the best value governance and funding opportunities for the Museum
- Digitising item records to improve accessibility and use for residents and partners to draw on in delivering programmes
- Developing options and designs to reopen the closed galleries which we will use to seek external funding for to strengthen the culture and heritage offer in the town centre

<p>Transport</p>	<p>£1,150,00</p>	<p>Ongoing development of Strategic Transport Modelling and interventions to vehicular corridors and active travel and directly link to the Local Implementation Plan 2023</p> <p>Existing funding: £900,000 approved by Cabinet in the Annual Delivering the Croydon Growth Zone Report 2023-24 - Cabinet Report 22 Feb 23.</p>	<p>To support the ongoing development and implementation in Croydon metropolitan centre and key 'movement' corridors serving the centre. Work is integrated with both Local Implementation Plan and Levelling Up Fund proposals.</p> <p>Further improvements to the High Street and Dingwall Road schemes and new schemes on College Road and George Street are proposed. All these projects will improve the quality of the public realm and the connectivity of more a walkable (and cyclable) Town Centre. Bus, road safety, waiting and loading improvements will also be part of an integrated approach, with stronger engagement at each stage of these projects.</p> <p>For Wellesley Road and Old Town Roundabout we are replacing pedestrian underpasses with surface level crossings. This will reduce the severance these roads create. We will also improve the quality of the public realm, changing the character of these corridors to help knit the public realm back together.</p> <p>London Road is a corridor with a more traditional 'High Street' character. The recommended 2024/25 programme proposes that this project will review and assess interventions to date, engage with the community through co-design. Seeking to balance the different modes as part of a more integrated approach to this project,</p>
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			improvements to bus priority, road safety, waiting and loading, parking for local traders, active travel and public realm are envisaged. Key to all corridor projects will be engagement with residents, businesses, and ward councillors at each stage of development and delivery.
Croydon Town Centre Regeneration Strategy	£120,000	<p>Continued delivery of the Town Centre Regeneration Strategy, including associated works.</p> <p>Existing funding: £200,000 approved by Cabinet in the Annual Delivering the Croydon Growth Zone Report 2023-24 - Cabinet Report 22 Feb 23.</p>	<p>The anchor of the regeneration programme for 2024 and beyond will be the Croydon Town Centre Regeneration Strategy. The Strategy is composed of 3 elements:</p> <p>Strategic Vision – a realistic, inclusive and deliverable ambition on how the Croydon Opportunity Area (COA (town centre)) should function, look and feel over next 15 years and the articulation of its future role and positioning that is economically viable, resilient and sustainable.</p> <p>Spatial Framework – spatial consideration of the Strategic Vision, bringing to reality the realistic and viable ambitions of the town centre. As this element evolves it will supplement the Local Plan Review – North End Quarter transformation chapter and wider Town Centre policies.</p> <p>Delivery Plan – outline costed and phased series of physical, economic, cultural and environmental interventions, identified through the Spatial Framework.</p>
East Croydon Link Bridge	£25,000	<p>Ongoing maintenance and cleaning of the public side of East Croydon Link Bridge as contractual obligation to Network Rail.</p> <p>Existing funding: £100,000 approved by Cabinet in the</p>	<p>Ongoing maintenance and cleaning of the public side of East Croydon Link Bridge as contractual obligation to Network Rail.</p>

		Annual Delivering the Croydon Growth Zone Report 2023-24 - Cabinet Report 22 Feb 23.	
Urban Greening	£1,600,000	Development of a resilient implementation strategy (including early delivery at Wellesley Road and George Street reserves and greening outside East Croydon station) of multi-staged green infrastructure and environmental improvements, including wind mitigation, biodiversity improvements, nature-based SuDS, air quality improvements and health & wellbeing enhancements.	<p>Development of a resilient implementation strategy and delivery of multiple staged green infrastructure and environmental improvements (incl. early delivery at Wellesley Road and George Street reserves and greening outside East Croydon Station). To include wind mitigation, biodiversity improvements, nature-based SuDS, air quality improvements and health & wellbeing improvements and enhance the environment within Croydon town centre.</p> <p>The Strategy will draw from the variety of Town Centre visions, strategies and policies currently in development, such as the Croydon Town Centre Regeneration Strategy, Town Centre Masterplans, the North End Quarter Transformation Area Local Plan chapter and the GLA Civic Partnership Programme strategy currently being developed up until March 24.</p> <p>The specifics outputs include:</p> <p>Compiling and collaboration of numerous town centre strategies, ensuring synergy between separate strands</p> <p>Development of Implementation Strategy (RIBA Stages 1 – 3)</p> <p>Public engagement and ongoing communications through the Urban Room project</p>

			<p>Collation of initial cost plans.</p> <p>Completion of site analysis and surveying</p> <p>Early delivery of Wellesley Road and George Street reserves outside East Croydon Station.</p> <p>Long term sustainable maintenance strategy.</p>
Fairfield Gardens Public Realm	£300,000	<p>Review of current design proposals (RIBA 3), to reflect cost inflation, changes in requirements and priorities (incl. planning approvals). Progression to detailed design (RIBA 4).</p>	<p>Fairfield Garden Public Realm scheme is intended to deliver a high-quality public realm in the heart of Croydon. The design will include a variety of flexible spaces and versatility, multi-purposes gathering space and associated works, including structural slab strengthening. An updated design brief will be prepared and the existing design will be reviewed to ensure the most appropriate scheme for delivery.</p> <p>The specific outputs include:</p> <ul style="list-style-type: none"> - Procurement of design and project team. - Design review and commencement of technical design (RIBA 3 – 4). - Review of cost plan, phasing and deliverability (incl. updated slab assessment and risk). - Planning review to ensure compliance and associated requirements. - Public engagement and ongoing comms through the Urban Room project.
High Street Data Service	£20,000	<p>Membership fee for GLA High Street Data Service for Croydon Town Centre. To</p>	<p>The High Streets Data Service (HSDS) is a collaborative data sharing partnership between the</p>

		<p>support Growth Zone programme projects.</p>	<p>Mayor of London, London boroughs, and Business Improvement Districts. The HSDS is collection of private and public data, for example: high street footfall, spending, air quality, land ownership.</p> <p>This data will be used:</p> <ul style="list-style-type: none"> • To explore variation of high street activity in Croydon • To understand untapped opportunities in high streets, such as green spaces, essential services like childcare and healthcare, extended opening hours of businesses, or a better culture and nightlife offer. • To compare how Croydon's local high streets compare to adjacent or similar local authorities. <p>This data will be used to assist the following projects:</p> <ul style="list-style-type: none"> • Inward Investment's Economic Analysis • Croydon Town Centre Regeneration Strategy
<p>Park Hill</p>	<p>£200,000</p>	<p>Review of implementation plan and cost plan, strategy, surveys, engagement, design evolution, planning submission, further cost plans and cohesive delivery plan.</p>	<p>In 2020, kick-started by Growth Zone funding, the Council developed a costed implementation plan that identified much needed improvements for the historic park, Park Hill. The plan addressed access and legibility challenges, heritage and restoration, biodiversity enhancement and protection, nature based sustainable water</p>

			<p>management (SuDS) and improved and updated recreation offer for the public. These plans were stalled until now.</p> <p>The specific outputs for 24/25 include:</p> <ul style="list-style-type: none"> • Review of the existing implementation plan and cost plan. • Investigative site analysis and surveying. • Completion of public and statutory engagement via Urban Room. • Submitting planning submission and completing delivery of initial smaller schemes, for example SuDS Corridors. • Commencement of RIBA stage 4 for first major improvement phase. • Preparation of a further detailed, fully costed and cohesive delivery plan heading into 25/26 year.
Maintenance	£1,000,000	Ongoing maintenance of completed projects in the Growth Zone.	
Growth Zone Salaries	£577,000	This is the cost of Growth Zone establishment for 2022/23 carried forward, subject to change. Professional fees for projects are included within project budgets. However, should overall Growth Zone / Town Centre regeneration additional and / or bespoke resource be required, for example for communications this would be funded from the annual Growth Zone budget and overseen by the Growth Zone Steering Group.	

		Existing funding: £577,000 approved by Cabinet in the Annual Delivering the Croydon Growth Zone Report 2023-24 - Cabinet Report 22 Feb 23.	
TOTALS	£ 7,202,000		

5 ALTERNATIVE OPTIONS CONSIDERED

- 5.1 Two other reasonable alternative options were considered and were rejected for the reasons set out below.
- 5.2 An option would be to not set a budget and programme for 2024/25 and allow the Growth Zone income to appreciate given the Council's financial and capacity constraints. This option was rejected as it would not support the town centre's growth, regeneration and social and economic recovery at a very critical stage given the impact of the pandemic and the challenging macro-economic conditions. Also, Growth Zone income is ring fenced given the statutory instrument, so is a source of funding for interventions and projects that is not available from other sources given the Council's and partners' financial challenges. Finally, the GLA and TfL would be unlikely to support this option as it creates a clear tension with the original intent and approval of the Growth Zone in 2016.
- 5.3 A second option would have been to set a budget and programme that is overly ambitious with the very real risk of under delivery. To ignore the Council's current resource and structures as of 2023/24 that reflect the Council's financial challenges would represent poor programme management. In other words, the option of setting a budget and programme that reflects the resources and structures prior to the Council's Section 114s would represent poor programme management.

6 CONSULTATION

- 6.1 Consultation has taken place with key partners and partners as established through the Growth Zone governance structures. The budget and programme set out in this report enjoys the support of the core governance partners of Greater London Authority (GLA) and Transport for London (TfL). This joint working is most notable with the Mayor and the GLA Deputy Mayor for Planning, Regeneration and Skills – Jules Pipe undertaking their annual meeting under Growth Zone governance in December 2023 to discuss the proposed Growth Zone Budget and Programme for 2024/25.

7. CONTRIBUTION TO COUNCIL PRIORITIES

- 7.1** The Executive Mayor's priorities are detailed in the Executive Mayor's Business Plan 2022 – 2026. The priorities that this report directly contributes to are outlined below.
- Croydon is a cleaner, safer and healthier place, a borough we're proud to call home.
 - Support the regeneration of Croydon's town and district centres, seeking inward investment and grants.
 - Deliver a vibrant London Borough of Culture which showcases local talent and supports Croydon's recovery.

8. IMPLICATIONS

8.1 FINANCIAL IMPLICATIONS

- 8.1.1** At the start of the 2023/24 the Growth Zone dedicated reserve balance was £28.1m.
- 8.1.2** Cabinet in February 2023 agreed the 2023/24 budget and programme, which assigned up to £12.3m to Growth Zone projects and programmes.
- 8.1.3** It is forecast that actual spend in 2023/24 will be circa £2.1m [reported to Growth Zone Steering Group 31/10/23]. The underspend has largely occurred as a consequence of procurement challenges, the financial constraints on the Council in the 2023/24 financial year, the diminished resources within the Growth Zone team (recruitment and retention) and across the Growth Zone Sub Groups. Given the Growth Zone has a period of 16 years this underspend can be assigned across the whole Growth Zone period.
- 8.1.4** The table below sets out the 2023/24 opening balance, the forecast spend of £2.1m for 2023/24 and applies an estimated income of £6.5m (based on 2022/23 income). This is forecast to lead to a closing balance for 2023/24 of £32.5m.
- 8.1.5** The effect of this report is to agree a budget of up to £ 7,202,000 m Growth Zone funding for 2024/25. This budget is in addition to the Growth Zone funding approved by Cabinet in February 2023 for 2023/24, which remains to be spent in full.
- 8.1.6** Growth Zone budget risk is managed as follows.
- The Growth Zone financial model is based on anticipated future business rates income, which would enable the Council to fund Growth Zone programmes and projects. Any significant changes to future income streams will impact on the viability of the Growth Zone.
 - Growth Zone income levels depend on the satisfactory progress of developments occurring in the town centre, which will bring about the uplift in business rates. If these developments slip, the income in future years could be affected.

- Any overspends in early programmes will impact on the funding available for later projects and programmes. Expenditure and delivery of projects will be managed by the Growth Zone Steering Group. Any unavoidable overspend will mean a reduction in funding available for projects planned for the future.
- Project and programme delays could impact on the success of the Growth Zone. Governance arrangements are in place with partners to ensure clear understanding of roles and responsibilities. Regular cross partner meetings of the Growth Zone Steering Group is a practical method of monitoring project management and the early identification of any delivery issues for attention.
- Staff resourcing requirements, including the recruitment and retention of staff could impact the proposed programme of works under the Growth Zone.

8.1.7 The Growth Zone budget context outlined is separate from the provisionally awarded £18.5 Levelling Up Funding to the Council for the Reconnected Croydon programme.

8.1.8 Revenue and Capital consequences of report recommendation

8.1.9 Growth Zone consequences of report recommendation

	Current Year	Medium Term Financial Strategy – 3 year forecast		
	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27
Revenue Budget Available				
Expenditure Income				
Effect of decision from report				
Expenditure Income				
Remaining Budget				
Capital Budget available	28,100	32,500 (est)		
Expenditure Income	(2,100)(forecast) 6,500 (est)	6,500 (est)		
Effect of decision from report				

Expenditure		(7,202)		
Income				
Remaining Budget	32,500	31,798		

Comments approved by Darrell Jones Acting Head of Finance SCRER, Investment & Risk on behalf of the Director of Finance. Date 20th November 2023.

8.2 LEGAL IMPLICATIONS

- 8.2.1** The Head of Commercial and Property Law comments on behalf of the Director of Legal Services & Monitoring Officer that the Non-Domestic Rating (Designated Areas) Regulations establish and enable what is known as a ‘Local Growth Zone’ by providing for the local retention of non-domestic rates collected in designated areas in England, Croydon being one of those areas.
- 8.2.2** The Regulations designate areas in England (“designated areas”) for the purpose of paragraph 39(1) of Schedule 7B to the Local Government Finance Act 1988 (“the 1988 Act”) (local retention of non-domestic rates). They provide rules for calculating in respect of a billing authority in England all or part of whose area falls within a designated area— (a) the billing authority's non-domestic rating income in respect of the designated area for a specified year; and (b) the proportion of that non-domestic rating income that is to be disregarded for the purpose of specified calculations under Schedule 7B to the 1988 Act. The calculations are to be made separately for each designated area within which a billing authority's area falls. Regulation 3(1) and Schedule 1 designate the areas. The designation of the areas is made by reference to maps.
- 8.2.3** Through the 2018 Regulations, Regulation 3(2) provides that the designation of the Local Growth Zone in Croydon takes effect on 1st April 2018 and is established for 16 years.
- 8.2.4** The Executive Mayor has the power to exercise executive functions pursuant to s9E of the Local Government Act 2000 and has the power to delegate those functions. This report seeks relevant delegations to exercise executive functions.
- 8.2.5** The recommendations in this report are in accordance with the Council's Constitution and in implementing the recommendations, any officer decisions will need to adhere to the Decision Making Procedure Rules within Part 4G of the Constitution, the provisions of Part 4B of the Constitution in relation to Access to Information Procedure Rules including the publication, where required, of key decision notices and will need to adhere to the provisions of the Budget and Policy Framework Procedure Rules at 4C. The legal implications of each individual project will need to be considered as part of those individual decision papers.
- 8.2.6** Comments approved by Kiri Bailey the Head of Commercial and Property Law on behalf of the Director of Legal Services and Monitoring Officer. (Date 22/11/2023)

8.3 EQUALITIES IMPLICATIONS

- 8.3.1** A key priority for the Council is to work with our partners to make Croydon a safer, fairer and more inclusive place for all our communities. One of the Council's core priorities detailed in Equality Strategy 2020 -2024 is to focus on tackling ingrained inequalities and the underlying causes of inequality and hardship such as structural racism, environmental injustice and economic injustice. Successful delivery of the Growth Zone interventions and projects outlined in this report will create more opportunities for Croydon residents and contribute towards greater equality and fairness by focusing on tackling ingrained inequality and poverty in the borough reducing tackling the underlying causes, of inequality and hardship, such structural racism, environmental injustice and economic injustice.
- 8.3.2** The Equality Analysis dated February 2022 found that the programme will have a positive impact for all protected groups that share protected characteristics. These include improved accessibility within the street environment and access to public transport, a cultural offer that supports routes to employment and training opportunities; and safe and reliable public transport and walking and cycling routes.
- 8.3.3** Though the Equality Analysis has identified positive impact in many areas, mitigation has been identified to minimise and plan for any negative impacts that may rise across characteristics throughout the life of the projects. The action plan will be reviewed and monitored.
- 8.3.4** Further Equalities Analyses are being undertaken for each individual Growth Zone projects as these progress through the design stages. However, these further analyses have not been concluded so cannot be considered at this stage. The Growth Zone programme governance sets out that individual work streams within sub-groups will ensure this occurs and where necessary action will be taken to mitigate any negative impacts on groups that share a protected characteristic.
- 8.3.5** Approved by: Naseer Ahmad for the Equality Programme Manager (Date 16/11/2023)

9. APPENDICES

- 9.1** None

10. BACKGROUND DOCUMENTS

- 10.1** February 2023 [Annual Delivering the Growth Zone Report – 2023/24 Cabinet Paper – Item 17/17](#) - Agenda for Cabinet on Wednesday, 22nd February, 2023, 6.30 pm | Croydon Council
- 10.2** January 2023 [Whitgift Indemnity and Land Transfer Agreement \(ILTA\) Remedy – Item 13/22](#) - Agenda for Cabinet on Wednesday, 25th January, 2023, 6.30 pm | Croydon Council
- 10.3** July 2022 - Cabinet to consider a report of Croydon's Levelling Up Fund bid Item 42/22 - <https://democracy.croydon.gov.uk/ieListDocuments.aspx?CIId=183&MIId=2984>
- 10.4** [February 2022 - Growth Zone Equalities Impact Assessment - Microsoft Word - Equality Analysis Form_GZ_February 2022.docx](#) (croydon.gov.uk) & [2022_02 Cabinet Delivering the GZ](#) (croydon.gov.uk)