

For General Release

REPORT TO:	CABINET 24th February 2019
SUBJECT:	Delivering the Croydon Growth Zone
LEAD OFFICER:	Shifa Mustafa, Executive Director of Place Stephen Tate, Director of Growth, Economy and Regeneration
CABINET MEMBER:	Councillor Stuart King and Councillor Paul Scott, Cabinet Members for Environment, Transport & Regeneration (Job Share) Councillor Manju Shahul-Hameed, Cabinet Member for Economy & Jobs Councillor Oliver Lewis, Cabinet Member for Culture, Leisure and Sport
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT/ AMBITIOUS FOR CROYDON <p>Delivering the Growth Zone is a key priority of the administration to enable and support investment in jobs, housing, economic growth and the regeneration of the Town Centre.</p> <p>The benefits of the Growth Zone will be realised across the whole borough. The Growth Zone programme has been scoped and planned using an evidence-based approach to ensure that the required infrastructure and accompanying supporting activity is in place to enable growth and change that is positive and sustainable, both in the town centre and beyond. For example, this includes improvements to public transport provision, walking and cycling infrastructure and public realm along key routes in and out of the town centre, targeting improvements to air quality and encouraging people to walk or cycle for local trips rather than driving.</p> <p>This report is particularly relevant in relation to the following Corporate Plan priorities, ensuring sustainable [good] growth within Croydon town centre, and beyond into the wider borough:</p> <ul style="list-style-type: none">• People live long, healthy, happy and independent lives• Our children and young people thrive and reach their full potential• Everybody has the opportunity to work and build their career• More residents and businesses benefit from the regeneration and investment being made in Croydon• We have a cleaner and more sustainable environment• 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	

FINANCIAL IMPACT

The Growth Zone business rate uplift retention funding mechanism was approved by Cabinet in July 2016 and the Mayor of London in September 2016, and ring-fences growth in business rates from April 2018 for 16 years, plus an option to extend by 3 years, in the designated area. A Statutory Instrument was laid in parliament which led to the formal approval of the Growth Zone by the Government from April 2018.

The full Growth Zone programme includes an estimated £520 million of projects supported by a loan of £309.9 million with the balance (circa £210 million) met from other sources including TfL, the GLA or S106 planning obligations.

The Council received a £7 million grant from the Treasury in 2016. The grant funds the cost of any borrowing in the first 4 years of the Growth Zone programme (from 2017/18) before the business rates uplift creates sufficient income to repay and service the Growth Zone loan.

In October 2018 Cabinet approved a programme of activities and associated funding draw down for the first phase of the Growth Zone programme up to 2023 (see key decision reference 1418CAB). Cabinet further approved £1.721 million to support a related Smart Cities and Digital Transformation programme on 8th July 2019. This report provides an update on progress to date, and proposed re-profiled expenditure for the early phases of the programme, reflecting the changing timescales for delivery of key town centre redevelopment sites.

This reduces the total Growth Zone programme capital expenditure from £167.8 million to £78 million over the next 3 years.

FORWARD PLAN KEY DECISION REFERENCE NO.: 0620CAB

The notice of the decision will specify that the decision may not be implemented until after 13.00 hours on the 6th working day following the day on which the decision was taken unless referred to the Scrutiny and Overview Committee.

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below

1. RECOMMENDATIONS

The Cabinet is recommended to

- 1.1 Approve the amended funding profile for projects as summarised in paragraph 3.7 of this report ; and
- 1.2 Subject to the requirement to comply with the provisions of Part 4G of the Constitution in taking delegated decisions and the parameters previously approved in the October 2018 Cabinet report 'Delivering the Growth Zone (specifically Paragraph 3.88) delegate to the Executive Director of Place in consultation with the Executive Director of Resources (Section 151 Officer), the Cabinet Member for Finance and Resources, the Cabinet Members for Environment, Transport & Regeneration (Job Share) and the Cabinet member

for Economy and Jobs, authority to make necessary changes to the funding and phasing of the approved Growth Zone projects list. Any such changes will be reported to Cabinet.

2. EXECUTIVE SUMMARY

2.1 This report provides an update on progress to date with the Growth Zone programme, key achievements, and details of planned projects and activity over the coming three years, alongside the capital expenditure. This is set out in sections reflecting the themes and activity led by the Growth Zone sub-groups (further details of the Growth Zone governance structure are at Appendix 2), as listed below:

- Social Infrastructure
- Culture and Meanwhile
- Employment and Skills
- Place and Public Realm
- Transport and Corridors
- Parking
- Construction Logistics
- Smart City
- Energy

3. INTRODUCTION

3.1 Good Growth for All

3.1.1 Growth brings with it fantastic opportunities to improve facilities, services and living conditions for existing neighbourhoods, when supported by the appropriate social, economic, cultural and physical infrastructure needed to ensure it is sustainable. Croydon is transforming into a modern European city. With Croydon's existing communities we are building a place where innovation and enterprise can flourish, which attracts people to its culture and creativity, nurtures local talent and supports individuals and communities to fulfil their potential. Croydon will continue to be exceptionally well connected, with new and improved infrastructure that enables people to easily come together, and travel to, from and around the borough, with fantastic digital, communications and transport networks.

3.1.2 Croydon Council's approach to development and regeneration across the borough and the transformation of central Croydon is reflected in the three goals set out in our [Community Strategy \(2016-21\)](#):

- A place to work, learn and live
- A place of opportunity for everyone
- A place with a vibrant and connected community and voluntary sector

Our key priority is to deliver the benefits of growth and regeneration to local people and ensure that no community is left behind. We want to develop the talents and aspirations of our residents, businesses and communities, making Croydon an exciting place to live, visit, invest and spend time in.

3.1.3 These principles are supported by the Council's [Economic Strategy 2019-2024](#), which sets out the following four key priorities:

- To create places where businesses, investors and residents want to live, trade and invest
- To create a business environment for growth
- To invest in ideas that can deliver real change for Croydon
- To invest in our people

3.1.4 This approach accords with the Mayor of London's Good Growth principles, as set out in the [draft new London Plan](#). These principles support growth on the basis of its potential to improve the health and quality of life of all Londoners, to reduce inequalities and to make the city a better place to live, work and visit. It uses the opportunities of a rapidly-growing city to plan for a better future, using each planning decision to improve London, transforming the city over time. It plans not just for growth, but for Good Growth – sustainable growth that works for everyone, using London's strengths to overcome its weaknesses. The key principles of Good Growth are:

- [Building strong and inclusive communities](#)
- [Making the best use of land](#)
- [Creating a healthy city](#)
- [Delivering the homes Londoners need](#)
- [Growing a good economy](#)
- [Increasing efficiency and resilience](#)

3.2. The Climate and Ecological Emergency

3.2.1 We want to ensure that the Growth we are experiencing and planning for does not come at the expense of our planet. The Council recently declared a Climate and Ecological Emergency – we are committed to making plans for growth that respond to the challenges of the climate crisis and ensure that the transformation of Croydon is sustainable, ensuring a secure future for generations to come.

3.2.2 Plans for growth and regeneration will incorporate improvements that can have the most impact on reducing or mitigating future climate change. In particular this includes a focus on investment in more sustainable transport, improving sustainable energy supplies and networks and achieving high environmental standards in new construction and refurbishment projects.

3.3 Croydon-wide Growth, Regeneration and Change

3.3.1 Croydon is experiencing significant growth and change. Our population is growing and new communities and businesses are moving into the borough attracted by the fantastic transport connections, social, environmental and cultural offer and competitive rent and house prices.

- 3.3.2 Since 2012, Croydon has seen an 8% growth in our resident population, including an 11% increase in our under-16s and a 20% increase in our over-65s; and the borough is becoming more and more diverse, with BAME residents now making up over half of Croydon's population. We know that Croydon's population is going to continue to grow at an even more-accelerated rate over the next 20 years as we build the much-needed homes to meet housing demand.
- 3.3.3 It is essential that we shape and manage this growth in a sustainable way that provides for the optimum social, cultural, economic and environmental outcomes for all of our communities. We want to enable all our communities to benefit from the many opportunities that growth can provide. This might include, for example: improved public transport connections and provision for walking and cycling routes; new social and cultural infrastructure provision; improved digital connectivity; more investment in our parks and open spaces; measures to tackle air pollution; improvements to the public realm; and investment and support for our high streets to help them prosper.

3.4 The Growth Zone – background

- 3.4.1 Within the broader context of significant growth and change across the borough, central Croydon (the [Croydon Opportunity Area](#), as defined within supplementary planning documents linked to our [Local Plan](#)) is undergoing particularly rapid change, with planned wholesale transformation of the core high street retail area, and numerous other new housing and commercial developments planned or under construction. We anticipate the development and regeneration of the town centre area providing nearly 24,000 new jobs (with a further 5,000 employment opportunities provided during the construction phase), at least 10,000 new homes and 2.8 million square feet of new Grade A office space.
- 3.4.2 In 2015, central Government approved the designation of a section of the Croydon Opportunity Area (COA) as a Growth Zone, setting up a Tax Increment Financing (TIF) model which harnesses projected business rates uplift in this area to enable borrowing from Government to fund new infrastructure provision which will enable and support growth across the central Croydon. Details of the Croydon Growth Zone funding, governance and associated programme of projects and activities were subsequently agreed both by Cabinet, the Mayor of London and Government between 2016 and 2018. In addition to the infrastructure loan and TIF arrangement, we secured an initial £7 million Government grant to commence the programme and cover any interest payments from the loan in the early years.
- 3.4.3 The Croydon Growth Zone programme consists of workstreams ranging across transport, public realm, logistics, social infrastructure, culture and technology (totalling 46 distinct projects) as reported to Cabinet in December 2017 and October 2018. These projects were decided upon following complex analysis of the infrastructure and activity required to enable and support the growth anticipated in central Croydon. This involved consultation with representatives from departments across the council, and with key external stakeholders in the borough. All of the projects are essential to maximise the opportunities of the planned town centre growth for the benefit of existing and future residents,

businesses and visitors. They range from major rail infrastructure and station improvements - to accommodate significant increases in the number of commuters travelling to and from Croydon via public transport - to the development of a new health centre. Croydon Council are now working to develop and deliver the programme, in partnership with Transport for London (TfL), Network Rail, the GLA and the private sector, alongside key representatives from the community and voluntary sector.

- 3.4.4 In December 2017, Cabinet approved a budget of £4 million to develop these projects further and begin implementation from April 2018. These funds were allocated from the initial £7 million Government grant. 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. In October 2018 Cabinet approved a subsequent £166.051 million budget to progress projects in line with a proposed delivery programme up to 2023. In addition to this a further £1.721 million was approved by cabinet in July 2019 relating to Smart Cities and Digital Transformation, bringing the total approved funding to £167,772 million.

3.5 The Growth Zone – Achievements to date

- 3.5.1 The Growth Zone programme is already having impact at a local level, and is viewed within the sector as an ambitious and innovative approach to city-centre scale enablement of regeneration, development and sustainable growth.
- 3.5.2 This year the council's work has been recognised via awards for the town centre 'meanwhile' programme of public realm interventions, and for innovative construction logistics and utility coordination projects.
- 3.5.3 One example of a project delivered under the 'meanwhile' programme is the creation of a temporary public square adjacent to Croydon College. This utilises a previously derelict area to test a new civic space, including a collection of innovative urban furniture that can be configured in a variety of ways, enabling a number of activities from seating to market stalls, or a stage. Over the last year College Square has become a busy public space and meeting point.
- 3.5.4 The construction logistics programme has successfully managed to coordinate and manage the significant uplift in construction traffic through the town centre, and ensure that, despite the volume of demolition and construction activity in the area, residents, businesses and visitors can carry out their day to day activities as normal.
- 3.5.5 In 2019 the cultural programme attracted 22,000 people to Wandle Park over a single weekend, brought families to play in a sandy beach on the High Street and supported the launch of the Ends festival, including opportunities for young local musicians to showcase their talent on the Future Stage. Building on these achievements helped us successfully bid for the 2023 London Borough of Culture.
- 3.5.6 We secured £9.56 million of TfL 'Livable Neighborhoods' funding for the Old

Town and Roman Way area, £540,000 for taking forward bus priority transport projects across the borough, and £325,000 GLA LEAP funding for a 'Business Low Emission Neighborhood' programme for London Road, all of which will help the council to deliver improvements to public transport, walking and cycling provision in the town centre and surrounding areas.

- 3.5.7 The Growth Zone funding for Croydon Works, and their extension into construction training and employment support has contributed towards helping over 1,000 local people into new jobs.

3.6 Growth Zone programme 2020-23 – Forward Planning and Next Steps

- 3.6.1 The proposed Growth Zone funding for the next three years continues to be spread across physical infrastructure projects that are necessary to enable the transformation of the town centre, the development of new social infrastructure that will support existing and new town centre communities and activity, and programming to ensure that Croydon continues to be seen as a great place to live, visit, work and invest. We are planning a broadened cultural programme and more attractive and innovative 'meanwhile' activity, in order to maintain excitement and momentum in the town centre during the early stages of redevelopment and regeneration.
- 3.6.2 The Council have worked with external financial consultants 31Ten to develop an overall financial model for the Growth Zone programme. This includes regular scenario testing and sensitivity analysis to ensure that the broad regeneration programme and Growth Zone capital funding can be supported by the development pipeline in the town centre and the accompanying projected business rates growth.
- 3.6.3 Positively, over the last 2 years the uplift in business rates income from the Growth Zone area has been above the baseline assumed for the TIF model, in particular due to early letting of the new commercial and office space at Ruskin Square.
- 3.6.4 A significant proportion of the major development sites in the COA are progressing, although the Croydon Partnership (Westfield) Whitgift Centre redevelopment has yet to commence (although enabling works to create new large-scale utility supplies have taken place). It is now anticipated that the scope and scale of the planned Croydon Partnership development will change (subject to planning), with a greater emphasis on a wider mix of recreation, leisure and employment uses with less reliance upon retail. Recent discussions have suggested that some existing buildings and structures will be retained, refurbished and in some cases converted, and the parking provision significantly reduced. This would help to create a more sustainable development than the previously proposed full demolition. Mean time uses are being introduced and the Croydon Partnership have committed to shorter term upgrades and improvements the existing centre. The Council is continuing to liaise with the Partnership to ensure that we plan accordingly.

3.6.5 This report sets out re-profiled funding allocations profiled against financial year distributions from 2019/20 to 22/23 to ensure that the Growth Zone programme is viable and sustainable. This reflects a more detailed understanding of likely delivery milestones for major infrastructure activities, informed by the council's experience of running the Growth Zone programme over the last two years, and the changing timescales for delivery of key town centre redevelopment sites. This re-profiled expenditure does not reduce the overall funding commitments altogether - the original total infrastructure funding as set out in the Growth Zone Delivery Plan, (approved by Cabinet in October 2018), remains the same. Further funding requests will be later delineated for the future programme beyond 2022/23, profiled in more detail as the town centre developments come forward.

3.7 Growth Zone – reprofiled budget 2020-23

3.7.1 The detail of the re-profiled Growth Zone programme is set out in the section 4 of this report and provides more detail on specific projects and initiatives split by different workstreams the summary.

3.7.2 The table below summarises the previous approved expenditure (column A) broken down by themes, (combining October 2018 and July 2019 Cabinet approvals), and the revised budget (column B). There are significant short term reductions in funding for major transport projects, which will continue to be delivered, but over a longer timescale, reflecting the updated planning and implementation programmes planned with key partners TfL and Network Rail. The expenditure planned for both the culture, social infrastructure and energy workstreams is increasing over the next 3 years. The cultural programme in the town centre will expand, developing on the successful activities and events delivered to date, and reflecting our recently announced status as London Borough of Culture for 2023. Key elements of the social infrastructure programme will come forward in the next 3 years, including investment in community facilities and children's play provision and starting the long term refurbishment and upgrade of the Clock tower and Town Hall civic complex.

Workstream	(A) GZ funding approved 19/20- 22/23 (£000's)	(B) Updated funding requested 19/20- 22/23 (£000's)
Transport	115,748	35,434
Public Realm	44,363	23,526
Construction Logistics	1,840	1,474
Parking	1,200	1,125
Culture	1,500	3,500
Smart Cities	1,721	2,721
Social Infrastructure	500	8,400
Employment and Skills	800	800
Energy	100	1,020
Total	167,772	78,000

4. GROWTH ZONE PROGRAMME – by Sub-Group Workstream

4.1 This section covers progress made so far on delivering the Growth Zone programme and details projects to be delivered by March 2023, as set out by themed workstream, reflecting the Growth Zone's sub-group governance structure.

4.2 Social Infrastructure

4.2.1 In 2018/19, the social infrastructure sub-group was formed and a review of the social infrastructure themes and initially proposed projects was undertaken. The sub-group is responsible for agreeing the vision and definition of 'social infrastructure', informing themes for activity and investment, including coordination and consistency with a broader potential borough-wide approach to social infrastructure needs analysis and planning. Part of the sub-group's work is to develop and strengthen partnerships with key external stakeholders, community networks and commercial organisations to ensure that the town centre social infrastructure programme is sustainable beyond the life-time of the Growth Zone programme. This workstream is also responsible for the establishment of a baseline framework and regular review of the town centre regeneration's social impact, and any associated benchmarking, to ensure that this is considered as part of the broader infrastructure and development activity undertaken by the Council, its partners and local stakeholders.

4.3 Progress to Date

Croydon Clocktower and Town Hall

4.3.1 The Clocktower refurbishment project (incorporating elements of the Town Hall) 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 Museum of Croydon, 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, principally via Heritage Lottery Funding.

Children's Play Provision

4.3.2 New and expanded play provision for children and young people is required across the town centre area, to ensure children and young people both living in and visiting the town centre have sufficient and varied places to play. New outdoor play spaces and equipment will be provided as part of the planned improvements to open spaces at the Minster and at Queen's Gardens, and informal play provision will form part of the new high quality Fair Field public realm.

4.3.3 Building on the masterplan developed in 2017 for Park Hill, one of the town centre's two major parks, 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 digital visitor counters will be installed soon to monitor footfall in order to gauge the impact of future improvements. Interim improvements to the public toilets in the park will be completed in the coming months. We have undertaken a condition survey for the park's Victorian water tower and a radar survey of the underground reservoir.

- 4.3.4 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. The Council's Placemaking team are developing a brief for new entrance gateways at the two main entry points into the park, alongside local wayfinding improvements.

Primary and Community Health Care

- 4.3.5 The social infrastructure sub-group are working with the Croydon Clinical Commissioning Group and South London and Maudsley Mental Health Trust to clarify the requirements for new primary and community health space in the town centre, and associated capital funding.

School Places and Further Education

- 4.3.6 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 same format in the town centre area, as this provision is being created for the short to medium term at the Croydon College Coulsdon site. However, we are liaising with education colleagues to capture any relevant requirements for school places, early years provision or SEN.

Croydon Creative Campus

- 4.3.7 The Council are now developing the feasibility stage scope and spatial brief for an expanded higher education offer in the town centre, following the announcement of a partnership with London South Bank University.

Community Facilities

- 4.3.8 We have recently appointed consortium partners We Made That, PRD and Migrants Bureau to engage with our local voluntary and community sector stakeholders and undertake 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 (VCS) Strategy.

Social Impact Baseline and Monitoring

- 4.3.9 The social infrastructure sub-group is commissioning consultants Social Life in partnership with University College London 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 Summer 2020.

4.4 Updated proposals for the next 3 years

Meanwhile and 'precursor' activity and programming

- 4.4.1 Across a number of project themes, collaborating with other Growth Zone workstreams, we will develop and deliver innovative and appropriate meanwhile activity in the town centre, testing ideas and building evidence towards social infrastructure objectives, particularly in relation to the engagement and outreach required to develop the Clocktower and Town Hall refurbishment project, and for testing proposals for new community spaces and children's play provision.

Croydon Clocktower and Town Hall

- 4.4.2 The council will confirm the vision, objectives and programme for Clocktower and Town Hall refurbishment project, including the associated timeline for external fundraising (including targeting Heritage Lottery funding). We will undertake short term improvements to the building, including to signage and wayfinding, upgrading public toilets, and improving access control arrangements. The Council will develop and implement a new archiving policy for the museum and library services, and progress with seeking reaccreditation for the Croydon Museum, including planning for associated works to the building where appropriate. We will procure a multi-disciplinary project management, design and consultancy team to take the project forward and ensure robust and sustainable business planning including all the services operating from the building.

Children's Play Provision

- 4.4.3 An implementation, fundraising and phasing plan for Park Hill will be confirmed in 2020. We anticipate completing first phase works (entrance improvements and wayfinding) by 2021, with later phases of works to the park running from 2021-2023. Other children's play provision across the town centre (including in Minster Green and Queen's Gardens) should complete over the next 2 years.

Primary and Community Health Care

- 4.4.4 The Council will continue to support Croydon CCG and local NHS partners with the development and implementation of a Croydon NHS Estates Strategy. We will assist in clarifying the proposals for and part-funding of a new health centre as part of Brick x Brick's Fairfield Homes development, alongside a number of extension and refurbishment projects to existing health centres and GP surgeries in the town centre area, in order to meet projected demand.

Croydon Creative Campus

- 4.4.5 We anticipate a phased development of a new university offer in the town centre, and over the next year will be working with London South Bank University and other potential academic partners to define the programme, funding and investment requirements for the new Creative Campus.

Community Facilities

- 4.4.6 Working with We Made That and collaborating with the council's community and voluntary sector partners we will develop a community space strategy and Growth Zone funding proposals for the town centre. We will report back to VCS networks and infrastructure organisations, with publication of the We Made That report in summer 2020. Dependent on the outcome of the report, we may plan for further capital projects or funding programmes from 2021 onwards.

Social Impact Baseline and Monitoring

- 4.4.7 We will complete and publish the baseline report and accompanying monitoring framework for the town centre regeneration social impact measurement/analysis in 2020, including future proposals for regular re-assessment and reporting.

Project/Initiative	GZ funding approved 19/20-22/23 (£000's)	Updated funding requested 20/21-22-23 (£000's)
Project Development	500	3,400
Clock Tower	0	5,000
Total	500	8,400

4.5 Culture and Meanwhile

- 4.5.1 The Growth Zone-supported cultural programme has delivered well on its objectives to raise the profile of the borough, enhance its reputation and improve the case for inward investment. Croydon now has a strong and growing reputation for cultural activity and creative industry, with excellent home-grown talent and creative community and business networks.

4.6 Progress to Date

Fairfield Halls

- 4.6.1 Fairfield Halls reopened with the first of many fantastic opening events on 16th September with Dame Judi Dench launching the Ashcroft Playhouse, followed by an official opening of the civic complex by with the Mayor of London. London Mozart Players opened the Phoenix concert hall with a gala concert that also celebrated their 70th birthday and Dance Umbrella, partnering with Dance Festival Croydon, took over Fairfield Halls over 2 days in October, presenting a range of dance genres and events, including many free, inclusive

public activities and workshops.

Croydon Music City

- 4.6.2 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. We are now building local partnerships and the starting to create a Music Strategy that sets out the creation of an inward investment programme, developing creating a new music industry network and development of a clear budget and action plan. So far 4 Croydon Music City support grants have been provided to key events in the town centre, including 'Croydon Rocks' festival at Fairfield Halls.

Croydon Art Store

- 4.6.3 The Croydon Art Store, an arts focused meanwhile community hub and exhibition space in the Whitgift Centre, has continued to run public programmes in 2019/20, and the Croydon Partnership have now offered several other units around the existing CAS space for community or arts-led meanwhile use, with potential to build on the success of the CAS programme to date.

Summer Programme and Street Live

- 4.6.4 In summer 2019, the culture programme continued with the Council and Croydon BID delivering a programme of events and activities on the High Street and beyond, building on the success of 'Street Live' the previous year. The High Street was transformed by 12 weekends of free, inclusive events and performances, including live music, dance, drama, crazy golf, craft markets, an urban beach, and a big screen for Summer Sports. From June to September, over 15,000 people engaged with the 2019 Street Live activities. Croydon Business Improvement District (BID) were encouraged by the way these activities attracted visitors to the High Street - for example the 'Made in Croydon' Craft Market saw a 71% rise in footfall. The Growth Zone has supported other high profile events such as Croydon Pride and Mela, both in Wandle Park, which together had 22,000 people attending over one weekend in July, and also two new festivals, CroCro Land and The Ends.

Creative Enterprise Zone

- 4.6.5 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. The CEZ grant of £500,000 is supporting the growth of Creative Industries in the borough through provision of space (such as Nexus and ASC Art House), skills and support (such as the paid creative internships programme and 40% workspace discount scheme for under 25's), policy and developing creative community networks.
- 4.6.6 Subsequently, the borough will benefit from training and development for new

creative entrepreneurs and 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 targeted business rate relief.

Croydon Lit

- 4.6.7 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. The first phase of Croydon Lit is the lighting projections for the building façade and surrounding pavements developed as part of the Fairfield interim public realm works.

Museum of Croydon

- 4.6.8 With the Social Infrastructure Sub-Group, the Culture Sub-Group is supporting proposals for the Clocktower refurbishment, including developing an engagement and outreach programme for the Museum of Croydon, to be taken forward in the year ahead. This will involve a year of experimental programming led by local artists, community groups and voluntary organisations to deliver 9 temporary exhibitions along with a programme of activities and a trial of Museum Lates. The programme will allow us to understand current and future audiences and how the Clocktower functions as an arts and community-led venue. The programme will be evaluated to review and inform the future evolution of the museum service, and planning for future exhibitions, engagement, programming and outreach, particularly to encourage a more diverse and representative audience.

4.7 Updated proposals for the next 3 years

- 4.7.1 Planning for the town centre cultural programme in 2020 is now underway, particularly focused on sports programming including celebrating the Croydon Harriers 100th Anniversary and partnering with the GLA and other local partners for events in the lead up to and during the Euro 2020 football championship. We are now preparing and planning for the programme of activity to accompany Croydon becoming London Borough of Culture 2023.

Borough of Culture

- 4.7.2 We are delighted to be London's Borough of Culture (BOC) for 2023 – we have been recognised as a London cultural leader not only for putting culture at the heart of regeneration and investing in cultural infrastructure, but also for our ambition for our cultural future. As Borough of Culture we will create an open access fund for local community and cultural projects as well as deliver a year of large scale events and initiatives designed and delivered with our arts community and young people. A number of foundation projects will begin during 2020, including the Croydon Map of the World that plans to identify 23 communities and countries that make up our collective cultural DNA, and the Beacons project which will select 23 locations for artist-decorated beacons that will form a trail during 2023. We will also be recruiting 23 community leaders to

join our Cultural Champions and Ambassadors who will help develop and shape the 2023 programme. We will create an open access fund for local community and cultural projects as well as deliver a year of large scale events and initiatives designed and delivered with our arts community and young people.

Culture Programme

- 4.7.3 The Council will continue to invest in the key flagship events such as Mela, Pride, The Ends and the Croydon Food & Music Festival, alongside the further development and funding of music events via the Croydon Music City programme.
- 4.7.4 Street Live 2020 is already being planned for the period from June to August which will take it to its third year. Whilst there may be fewer events due to large sporting activities such as Euro 2020 and the Olympics – those planned will be more impactful and there will be more themed weekends. Wimbledon screenings will return to the High Street as well as the Beach weekend which was so successful in 2019.
- 4.7.5 We are seeking further spaces to curate and display public art, including planning for the hoardings around the Fair Field site, and installations for the plinths at Carolyn House.

Meanwhile Activity

- 4.7.6 Following the success of the meanwhile interventions and activity over the last two years, our focus during 2020/21 will be principally on Northend and the Whitgift Centre, to ensure that these spaces remain vibrant and attractive, and drive footfall to our high street businesses. These activities will be curated by the Council's culture, economic growth and placemaking teams, including developing further proposals for empty shops, and providing a testbed for innovative business, community and art-led uses in the town centre.
- 4.7.7 The table below sets out the updated budgets for the Culture and Meanwhile Programme over the next 3 years.

Project/Initiative	GZ funding approved 19/20-22/23(£000's)	Updated funding requested 20/21- 22-23(£000's)
Borough of Culture	0	250
Croydon Lit	1,000	800
Sports Events	0	200
Culture Programme	500	2,250
Total	1,500	3,500

4.8 Employment and Skills

- 4.8.1 Supporting the Council's training and employment service, Croydon Works, is an essential part of the Growth Zone programme. With the additional investment provided by the Growth Zone funding 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. In addition, our Economic Growth team work closely with local, regional and national businesses to support existing businesses and attract inward investment into the borough.

4.9 Progress to date

- 4.9.1 To date, the Croydon Works service has supported over 1,500 Croydon residents into jobs, training or work experience, and made positive links with over 500 employers. This year, this included the first Croydon Works Women in Construction training programme, with 8 women completing work placements, and 2 already finding work. The next cohort of the 'She Constructs' programme launched this month. Croydon Works has been expanding its outreach and partnership approach across the borough, targeting residents who are long-term unemployed, or young people not in education, employment or training, in particular through the positive partnerships developed with the job centre plus network locally.
- 4.9.2 Under the umbrella of the Choose Your Future Campaign, a programme of activities has been delivered by the Croydon Apprenticeship Academy – a one stop partnership with Croydon Works, training providers and the council to deliver quality information and guidance to residents seeking to become apprentices and businesses looking to recruit.
- 4.9.3 Croydon Works has worked closely with the Economic Developments Apprenticeship Team to provide supported recruitment into good quality apprenticeship schemes. Launched on Choose Day Tuesday in March 2019, the council launched the 100in100 campaign which sought to deliver 100 apprenticeship opportunities for local residents with employers across the borough in the 100 working days between 5th August and 20th December 2019.
- 4.9.4 These successful campaigns has created 122 new apprenticeship opportunities and more than 40 upskilling apprenticeships (existing staff retraining through apprenticeship standards) across a breadth of apprenticeship standards.
- 4.9.5 In the last year, several new organisations have located their headquarters or regional centres in Croydon town centre, ranging from HM Revenue and Customs becoming the first anchor tenant at Rusking Square with 184,000 square feet of new office space, to Green Network Energy, with their head office based on Dingwall Road.

4.10 No change to the proposals for the next 3 years:

- 4.10.1 The Growth Zone programme has currently allocated £800,000 to support the Croydon Works service until 2023 . No change to the approved funding profile is sought against this workstream.

Project/Initiative	GZ funding approved 19/20-22/23(£000's)	Updated funding requested 20/21-22-23(£000's)
Croydon Works	800	800
Total	800	800

4.11 Place and Public Realm

- 4.11.1 Improvements to streets and public spaces are required, alongside better local connections to facilitate a public realm that is befitting of a modern, prosperous Town Centre. Appendix 3 contains a map of the planned Growth Zone public realm investment and the relationship with the Croydon Opportunity Area Masterplan Areas.

4.12 Progress to Date

Meanwhile Projects

- 4.12.1 A number of award-winning 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.
- 4.12.2 This provided an important platform for collaboration and the development of further projects, 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. A key achievement this year was winning the 'Meanwhile' category at the New London Awards 2019 for the town centre meanwhile activity

Minster Green

- 4.12.3 The design brief for the green open space and the forecourt adjacent to the Croydon Minster was established in 2018. The brief frames 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.
- 4.12.4 The Minster Green project is nearly designed to RIBA Stage 3, with specialist play designers Erect Architecture appointed to undertake the detailed design for play equipment within the new landscaped space. Engagement on the design proposals has included constructive dialogue with the Diocese and a site tour to explain the designs, along with a public exhibition of the proposals in March last year, inviting feedback from the local community. 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. Construction of this project is due to start in 2020.

Fair Field

- 4.12.5 Interim public realm improvements to the area around Fairfield Halls were delivered in part through the consented College Green redevelopment and in time for the Fairfield Halls re-opening in Autumn 2019. The Council has commissioned a world class design team, led by MICA Architects, for the permanent Fair Field public realm and landscaping proposals 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 commission is underway with the first round of public engagement scheduled for early 2020.

4.13 Updated proposals for the next 3 years

COA Masterplans – Public Realm projects

- 4.13.1 We will continue to prioritise the Old Town and Mid Croydon Public Realm projects and Masterplan components. Following the commencement of the delivery of Minster Green and the development of design proposals for the Fair Field public realm in 2020 the focus will be on public realm and placemaking on St John's Road, Waddon Road, Rectory Green and Katharine Street, Mint Walk and Fell Road (subject to dependencies related to associated development activity).
- 4.13.2 In addition we will continue to provide spatial planning and placemaking guidance and oversight to planned improvements to Queen's Gardens.

Public realm elements and collaboration with other Growth Zone workstreams

- 4.13.3 The council's placemaking team will be involved in the development of key public realm proposals as part of major transport projects including the Growth Zone Transport Corridors, the Old Town/Roman Way Liveable Neighbourhoods programme. Similarly, we will have joint oversight of the developing plans and programme for the implementation of the masterplan for Park Hill Recreation Ground.

Project/Initiative	GZ funding approved 19/20-22/23(£000's)	Updated funding requested 20/21-22-23(£000's)
P1 – Old Town Public Realm	5,715	5,230
P2 – Mid Croydon Public Realm (incl. North End & Crown Hill)	22,662	10,496
P3 – East Croydon Public Realm	4,586	100

P5 – West Croydon Public Realm	1,400	450
P8 – Fair Field	10,000	7250
Total	44,363	23,526

4.14 Transport and ‘Corridors’

4.14.1 The Growth Zone includes a significant investment towards the local transport network to cater for the projected growth in residents and visitors. Through the assessment of future growth and travel patterns, a range of schemes have been developed which will ensure people can travel in, out and around Croydon safely and efficiently. These include projects that are located in the town centre, including major infrastructure works to the two central Croydon stations, and schemes that have a broader geographic scope, to improve access to and from the town centre from the wider borough and beyond, whilst also focusing on reducing car use and increase provision and accessibility for walking, cycling and public transport.

4.15 Progress to Date

Brighton Main Line & East Croydon Station

4.15.1 Currently the Brighton Main Line suffers from a severe bottleneck at Croydon which causes immediate and knock-on delay across the network every time an incident occurs and restricts capacity to run more trains to meet future passenger growth, which will cause significant overcrowding in the years ahead unless action is taken. Network Rail has a design team working on the Brighton Main Line upgrade and the Council is working closely with Network Rail and their consultants on the emerging details to bring forward major changes to the railway network in central Croydon to address the governing operational constraints. This will provide more reliable, more frequent and faster services, and expand capacity to allow for higher numbers of commuters to and from Croydon and beyond. Network Rail is currently working towards the submission of an Outline Business Case to the Department for Transport for the scheme in early Summer 2020, followed by public consultation on the proposals in June / July 2020.

4.15.2 London Continental Railways (LCR) has been commissioned to support Croydon’s work on the project. LCR offer station-orientated commercial development and regeneration expertise and are working with the council on the following key areas:

- East Croydon Strategic Regeneration Framework;
- East Croydon Economic Development Study;
- Croydon Area Remodeling Scheme Industrial Estate Relocation Study.

4.15.3 These pieces of work are expected to be completed by mid-2020 and the Strategic Regeneration Framework is expected to form an evidence base document for Croydon’s Local Plan

West Croydon Station

- 4.15.4 The Council 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.
- 4.15.5 Over the last 6 – 9 months Croydon has been working with Network Rail and Transport for London to better understand the future operational requirements for the rail and tram network in the West Croydon area. Whilst this is not fully resolved, some further design work on the station site is due to commence in early 2020.

Trams

- 4.15.6 The Council and TfL are continuing to investigate further options to improve the tram network capacity, including a potential second tram depot, in response to projected significant increases in patronage once the major developments have been realised in the Town Centre over the next few years. The TfL Business Plan allocates circa £100m for replacement of the original tram fleet, and this provides an opportunity to acquire additional trams to increase capacity. A number of options are being assessed, with a decision on next steps due in 2020.

Buses

- 4.15.7 A combination of strategy, design and delivery work has been undertaken in relation to the bus network in Croydon 2019. TfL also implemented a number of route changes affecting services in central Croydon. The Council is working with TfL on wider bus priority measures that support bus access improvements to and from the town centre. Several bus priority schemes were designed during 2018 and 2019, with the intention to commence delivery of some small scale projects in 2020. 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.

Fiveways

- 4.15.8 TfL and Croydon Council consulted on major proposals for the Croydon Fiveways junction in 2017. Cabinet Members endorsed the Fiveways scheme design in September 2018. As the project has progressed, the junction design proposals have been amended to improve the pedestrian environment and public realm, include sustainable drainage and improved acoustics, and more comprehensively accommodate the needs of cyclists in support of the Mayor's Transport Strategy. Over the last year, TfL have been preparing planning application documents for the redesigned junction, and preparing a business case for their internal governance and sign off process. We are working with TfL and Network Rail to secure the land necessary for the upgraded junction proposals. A planning application is expected in the first half of 2020.

Brighton Road / Mitcham Road / London Road Corridors

- 4.15.9 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 and better deliver the Mayor and the Council's [Healthy Streets](#) objectives. The nature of interventions are being 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 both the [Council's Cycling Strategy](#) and the Mayor's Transport Strategy focus on prioritising 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 with a local engagement programme starting in early 2020. Outline design work and modelling is nearing completion for the Mitcham Road corridor, incorporating 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.

Walking and Cycling

- 4.15.10 New cycle paths have been installed at Bedford Park and at Fairfield, (the latter, as part of the enablement works to support the opening of the Halls). Cycle schemes have been completed in Lloyd Park, Wandle Park and Park Hill Recreation Ground.
- 4.15.11 Further proposals have been developed for walking and cycling improvements in the Town Centre – for the High Street, Old Town and East Croydon – which will be progressed further this year. Design work is being progressed for routes connecting into the Town Centre including as part of the 'Corridors' programmes. The proposals will improve conditions for walking and enhance the pedestrian experience by enhancing crossings, signage, footpaths etc.
- 4.15.12 As noted above, £9.56million of TfL 'Livable Neighbourhoods' funding has been secured for the Old Town and Roman Way area, to be used for improvements to walking and cycling infrastructure, public realm, freight consolidation and travel behaviour change.

4.16 Updated proposals for the next 3 years

- 4.16.1 Reflecting the programme of development in central Croydon, and also responding to the extended time and resource required to progress some of these key projects via the required business planning and governance processes at TfL and Network Rail, the Council are proposing to significantly reduce the profile of expenditure for many of the major transport infrastructure projects in the short term, with major expenditure anticipated

after 2023.

Brighton Road / Mitcham Road / London Road Corridors

- 4.16.2 Survey, design and planning work will progress on the three Corridor programmes, including prioritisation of the Liveable Neighbourhoods programme as part of the Mitcham Road corridor. The Council have appointed a design and engagement team led by Carver Haggard to work with local communities to develop corridor-wide placemaking and identity proposals for the London Road, along with more detailed plans for two key public realm sites in Broad Green and Norbury, which will be tested on an interim basis over the coming year. As plans for walking, cycling and bus priority improvements are developed for the Brighton Road, we will be starting to engage with local residents and businesses, and plan for the phased implementation of improvement works.

Brighton Mainline CARS project

- 4.16.3 We will have more detail on the proposals to significantly re-model the railway line and associated infrastructure between East Croydon and Selhurst over the coming year, following the Network Rail submission of their Outline Business Case to the Department for Transport this summer. We are bringing forward the Council's proposed expenditure to reflect Network Rail's updated programme for the project.

Chepstow Road junction with Addiscombe Road

- 4.16.4 This is a critical junction, providing access to the Growth Zone from the east, 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. Work on this scheme was been put on hold in 2019/20, but initial scoping and modelling will progress in 2020/21.

COA Traffic Management

- 4.16.5 There is a need to better manage the change in traffic demand and flow following the town centre redevelopment, to reduce congestion and direct drivers to available parking, whilst also, where possible, helping travellers to change from using their cars. We will align with upcoming smart technologies such as those developed for Smart Parking to ensure a future-proof and sustainable infrastructure for the town centre.

Project/Initiative	GZ funding approved 19/20-22/23 (£000's)	Updated funding requested 20/21-22-23 (£000's)
Trams – 1st Phase Network Enhancements and additional studies	26,775	1,245
Trams - George Street Tram Stop	1,081	140

Rail – West Croydon Station	11,410	1,810
Rail - Brighton Main Line (CARS), including East Croydon Station	1,000	2,000
Buses – Bus Priority	4,900	760
Buses – Bus Route Upgrades	10,000	200
Walking & Cycling Programme	14,194	3,400
Traffic Management/Variable Message Signs	1,000	1,000
Streets – A232 Chepstow Road / Addiscombe Road	4,120	90
Streets – Brighton Road Corridor	4,900	3,910
Streets – London Road Corridor	8,280	4,210
Streets – Mitcham Road Corridor	6,503	2,600
Streets – Fiveways	19,985	13,060
Streets - Wellesley Road Crossing	1,500	909
Delivery & Servicing Management	100	100
Total	115,748	35,434

4.17 Parking

4.17.1 The Parking workstream looks at assessing current and future demand, supply and displacement for parking as will be impacted by new developments and ensuring the on-going provision of a balanced and accessible parking arrangement in the Town Centre and surrounding areas. It also aims to explore advancements in technology and how these may be used to make parking easier and more efficient to manage.

4.18 Progress to date

4.18.1 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 3 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 local air quality.

4.19 Updated proposals for the next 3 years

4.19.1 Over the next 3 years, the Council will plan, consult on and implement changes to and extension of existing Controlled Parking Zones, to better manage the impact of parking on the town centre. We will also invest in smarter parking

technologies that better manage the flow of traffic to available parking spaces, in order to reduce congestion levels and hence reduce air pollution.

Project/Initiative	GZ funding approved 19/20-22/23(£000's)	Updated funding requested 20/21-22-23(£000's)
Comprehensive assessments of existing & potential Controlled Parking Zones / Design and Implementation	1,000	1,000
Parking – on and off street technology	200	125
Total	1,200	1,125

4.20 Construction Logistics

4.20.1 The Council as a local traffic authority has a Statutory Duty to facilitate expeditious movement of traffic on our roads and a dedicated officer has been appointed to oversee this area of work in the Growth Zone. A Construction Logistics sub-group is responsible for planning and overseeing measures that minimise the impact of the construction activity in the Town Centre and on adjoining roads. The Council works with contractors to ensure sites are safe and take into consideration other road users including pedestrians, cyclists and those with mobility or sensory impairments.

4.21 Progress to Date

4.21.1 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. This contains a range of measures that are required from all developments taking place within and near to the town centre, to ensure vehicle movements are planned efficiently and in a manner that minimises the impact to residents and visitors. This document is 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.

4.21.2 In preparation for 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, including improved communications around planned disruption the transport network (including the launch of the 'Croydon Travel' twitter account); a monthly Construction Logistics Forum with contractors and developers; monitoring and enforcement of HGVs in relation to emission levels and parking and/or traffic offences; limiting HGV traffic in peak periods and the 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.

4.21.3 The Council has completed an innovative 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.

4.21.4 Successes and achievements over the last year include winning the following awards for the council's construction logistics programme:

- 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

4.21.5 We have also been shortlisted for three further awards under the London Transport Awards 2020:

- Most effective road safety, traffic management and enforcement
- Transport team and Partnership of the year
- Excellence in technology

4.22 Updated proposals for the next 3 years

4.22.1 The funding requested for the next 3 years continues much of the work already established by the Construction Logistics workstream, including further development of travel demand and navigation management approaches, HGV consolidation, utility co-ordination and associated signage, communications and enforcement activities.

Project/Initiative	GZ funding approved 19/20-22/23 (£000's)	Updated funding requested 20/21-22-23 (£000's)
Growth Zone navigation app + updates/Urban Data Platform	150	150
Vehicle Consolidation Centre	400	400
CCTV monitoring	270	155
Utility Co-ordination	150	65
Travel Demand Management	200	179
Vehicle Management Signage	200	135
HGV Emission Control and Monitoring	160	140
Enforcement	110	90
LBC/Utility/Developer Co-ordination Workshops and Forum	50	50
Communications	50	40
HGV Holding Areas	100	70
Total	1,840	1,474

4.23 Smart City

4.23.1 The Smart City workstream's primary objective is to ensure that the Council makes the best use of technology and data opportunities to better respond to the challenges inherent in the regeneration of central Croydon, build capability and attract further investment.

4.23.2 The priority areas for the Smart City workstream are digital connectivity, the Internet of Things and capture and best use of data. In July 2019 the Council set out its Digital Strategy 2019-2024, which offers an ambitious vision of a truly digital Council and borough under three core themes, and an additional cross-cutting theme:

- Digital Council
- Digital Services
- Digital Borough
- Data and collaboration

4.24 Progress to Date

Digital connectivity

4.24.1 Exploratory work has been undertaken in relation to improving digital connectivity in the Growth Zone and pan-Croydon, leveraging both public and private investment. The Council engaged with fibreoptic 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.

The Internet of Things (IoT)

4.24.2 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.

Urban Construction Asset Management Project

- 4.24.3 The Council was awarded an £80,000 grant by Department for Transport of 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 Construction Logistics Workstream.

Digitisation of CCTV

- 4.24.4 Feasibility studies were conducted which identified that the existing CCTV infrastructure was at the end of its life and due to its predominant analogue nature would not integrate nor be sustainable in a Smart City environment. Due to the priority of this upgrade, in October 2019 Cabinet approved a further £1M capital funding to ensure that CCTV digitisation improvements are secured across the whole borough.

4.25 No change to the proposals for the next 3 years (including uplift for CCTV approved in October 2019):

Project/Initiative (Numbers refer to actions in Digital Borough theme under Smart City commitments)	GZ funding approved 19/20-22/23 (£000's)	Updated funding requested 20/21-22-23 (£000's)
1-4 & 11. Coordination and facilitation of business growth events and activities to support tech sector and skills	127.5	127.5
7. Digital challenge - growth themed innovation	135	135
8-9 & 16 smart city innovation pilots and delivery of ongoing projects	1,458	1,458
Digitisation of CCTV	0	1,000*
Total	1,721	2,721

*Cabinet approved in October 2019

4.26 Energy

- 4.26.1 This workstream is focused on opportunities for improvements to the town centre energy network, including scope for more efficient energy production, storage and management, and the harnessing of more sustainable energy sources including renewable technologies.
- 4.26.2 The existing density and mix of property types within the COA Planning Framework are already well suited to the development of district heating as a

means of providing low carbon, low cost heat. The council has long recognised the opportunity provided by this scale of development to deliver an extensive heat network as a means of moving from natural gas as the dominant fuel for space heating to a low carbon/lower cost renewable alternative.

4.27 Progress to Date

4.27.1 The proposal for a town centre district heat network would be to supply both existing civic buildings and major new developments, future proofing capacity for further development of the network and expanding supply. 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. In particular this flagged the potential for an energy centre located in Wandle Road car park, adjacent to the Brick x Brick development site. Specialist consultancies WSP and Arup were appointed via the Mayor of London's Decentralised Energy Enabling Project (DEEP) to undertake initial feasibility studies and assess the viability of the project, both commercially and technically. This report is due in Spring 2020. Currently, expert advice indicates the most viable option for developing the network is to connect to the Viridor Beddington waste facility to capture the heat that would otherwise be vented to the atmosphere. However, if established, the network could take heat from any future low or zero carbon source in future – e.g. large scale heat pumps using zero carbon electricity, advanced waste management technologies (anaerobic digestion or pyrolysis).

4.27.2 Alongside the analysis of proposals for a new energy centre/network, other decentralised energy projects including community energy are being further developed with the aim of reducing carbon emissions and lowering energy costs.

4.28 Updated proposals for the next 3 years:

4.28.1 The heat network viability report being prepared by consultants WSP and Arup will be issued in Spring 2020, and a decision on whether to proceed with proposals is likely to be taken in the summer. If progressed, the design and build of the network would commence later in 2020.

Project/Initiative	GZ funding approved 19/20-22/23(£000's)	Updated funding requested 20/21-22-23(£000's)
Feasibility/Viability	100	0
Future works (subjected to review)	0	1,020
Total	100	1,020

5. CONSULTATION

5.1 Engagement activities continue to be delivered in alignment with the Growth Zone programme and the 5-year Stakeholder Engagement Strategy. 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.

- 5.2 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 are set out below:

Croydon High Street Pedestrianisation Scheme

- 5.3 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

- 5.4 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

- 5.5 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.

Park Hill visitor survey

- 5.6 Building on the consultation undertaken during the development of the high level masterplan for Park Hill Recreation Ground, the Council undertook a survey of visitors to the park in the summer of 2019, to build baseline data of the existing profile of park users. This will be used to monitor against attendance, interaction and feedback to the upcoming programming and play

events in the park, and further surveys will be undertaken to gauge any changes to visitor numbers and demographics over coming years as the phased implementation of the masterplan takes place.

5.7 Future Growth Zone Engagement and Consultation Plans

There will be numerous opportunities for engagement and consultation on the planning for and implementation of Growth Zone projects over the coming years. Highlights in the coming year include:

- Network Rail formal public consultation on the proposals for upgrades to the Brighton Mainline, and the associated plans for changes to East Croydon station
- Local community and business engagement as part of the London Road Transport Corridor placemaking and identity project, led by Carver Haggard and The Means
- Croydon Museum exhibition outreach and engagement programme, which will include a particular focus on reaching young people
- Park Hill Park pop up play events programme and evaluation
- Town centre subways ideas competition (shortlist to be announced in February 2020)
- Social impact consultation and research report
- Town centre community facilities research, including engagement with the voluntary and community sector and key local community infrastructure stakeholders

6. PRE-DECISION SCRUTINY

- 6.1 The Growth Zone programme was reviewed by Scrutiny and Overview Committee on 29th October 2019, but the updated funding and expenditure profile presented in this paper was not reviewed at that meeting. Feedback from Scrutiny has informed the content of this report. The Committee reviewed each workstream in some detail. In particular, discussion at Committee related to the Growth Zone financial structure and management, how the programme can best respond to a changing external environment and flex to accommodate amendments to development proposals for the town centre. Recommendations for the programme's risk analysis and risk management have been reflected in this paper.

7. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

7.1 Revenue and Capital consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3 year forecast		
	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000
Capital Budget available	8,314	21,458	60,000	78,000
Re-profiling of budget	-3,444	-7,028	-29,000	- 50,300
Revised Budget	4,870	14,430	31,000	27,700
Effect of decision from report				
Expenditure	4,870	14,430	31,000	27,700
Remaining budget	0	0	0	0

7.2 The effect of the decision:

The recommendation in this report will re-profile the budget from £167,772 million to £78 million for financial years 19/20 through to 22/23. This is so that the capital budget remains in line with anticipated expenditure. The overall program size across its life remains unchanged.

7.3 Risks:

The Growth Zone is subject to a governance process where the risks are reviewed on a regular basis. The key risks of the Growth Zone are set out below:

- The Growth Zone financial model is based on anticipated future business rate income, which would enable the Council to repay its borrowings. Any significant changes to future income streams will impact on the viability of the Growth Zone. Sensitivity analysis has been undertaken to provide confidence that the modelling can respond to unforeseen circumstances to include changes to interest rates, increases in costs and reduction in income from business rates uplift. Financial modelling will continue throughout the life of the Growth Zone. The borrowing levels depend on the satisfactory progress of developments occurring in the Town Centre which will bring about the uplift in business rates used to repay the debt. If these developments slip, the amount to be borrowed in future years could be affected and if so this variation will be reported to Cabinet
- 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 and Working 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 and stakeholders to ensure clear understanding of roles and responsibilities. Regular meetings of the Growth Zone Steering Group and Working Group is a practical method of monitoring project management and the early identification of any delivery issues for attention.

7.4 Options

The only option proposed is to amend the profiled budget to better align to the timescales of development sites.

7.5 Future savings/efficiencies

As further work is undertaken in the Growth Zone, a specific aspect will be the consideration of procurement routes and the packaging up of individual projects to identify and achieve cost efficiencies. The Growth Zone Steering Group brings all partners together to ensure the sharing of information and this will be the forum to facilitate much of these activities.

Approved by: Ian Geary, Head of Finance for Resources & Corporate Finance

8. LEGAL CONSIDERATIONS

- 8.1 The Head of Litigation and Corporate Law comments on behalf of the Director of Law and Governance that in taking any decisions pursuant to the proposed delegation, the officer decision maker will need to adhere to the Decision Making Protocol within Part 4G of the Constitution, the provisions of Part 4B of the Constitution in relation to Access to Information 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, including ensuring that any such decision is not contrary to the Council's policy framework and is not contrary to and is wholly in accordance with the budget approved by Full Council.

Approved by: Sandra Herbert Head of Litigation and Corporate Law on behalf of the Director of Law and Governance and Deputy Monitoring Officer.

9. HUMAN RESOURCES IMPACT

- 9.1 There are no direct staffing implications for LBC as a result of these recommendations.

Approved by: Sue Moorman, Director of Human Resources

10. EQUALITIES IMPACT

- 10.1 A key priority for the Council is to work with our partners to make Croydon a stronger fairer place for all our communities. Croydon's Opportunity and Fairness Plan 2016-20 outlines actions to tackle inequalities such as

educational attainment, health, homelessness, unemployment, crime and social isolation, particularly in the borough's 6 most deprived wards. 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, fairness and better outcomes for all.

- 10.2 An Equalities Analysis was completed in September 2020 (see Appendix 1) for the Growth Zone programme as a whole. This 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.
- 10.3 Further Equalities Analyses are being undertaken for each individual Growth Zone project as these progress through the design stages. The Growth Zone programme governance sets out that individual workstream 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. In addition, in exercising any delegated decision making, the officer in question will ensure that equality and inclusion issues are appropriately explored and considered by the decision maker prior to such decisions being taken.

Approved by: Yvonne Okiyo, Equalities Manager

11. ENVIRONMENTAL IMPACT

- 11.1 Projects included in the Growth Zone are being delivered in line with current environmental requirements and the Local Plan policy which promotes, as part of sustainable development, the consideration of environmental impacts. For example, the Growth Zone transport, corridors and public realm projects include specific objectives focussed on improving air quality, increasing urban greening, tree planting and shading and provision of sustainable drainage. We are enhancing facilities for healthy and sustainable transport, targeting the shift from car use to walking, cycling and public transport in line with the Mayor's Transport Strategy targets and Healthy Streets indicators. The Energy, Smart City, Parking and Smart City workstreams are all focused on making best use of available data and technology to reduce the environmental impact of the town centre regeneration, and future population and visitor growth. In response to the Council's Declaration of a Climate and Ecological Emergency, we are reviewing where relevant projects could contribute more to tackling climate change.

12. CRIME AND DISORDER REDUCTION IMPACT

- 12.1 The Borough Commander is aware of the Growth Zone and has requested regular progress reports to enable future planning for policing. The design of public realm schemes will involve liaison and consultation with the Metropolitan Police Service to reduce the risk to personal safety.

13. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 13.1 The decision to progress with the Growth Zone was taken by Cabinet in July 2016 and the Mayor of London in September 2016. Subsequently, Cabinet in December 2017 agreed the Growth Zone work programme for 2018/19. Furthermore, the Government approved the Regulations for the Growth Zone funding mechanism and area in February 2018. Since the inception of the Growth Zone and the initial Development Infrastructure Funding Study (January 2014), it has been understood that the infrastructure required to mitigate the growth planned 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 growth planned (Croydon Local Plan 2018, Croydon Opportunity Area Planning Framework 2013 and London Plan) for the benefit of existing and future residents, businesses and visitors. The Growth Zone is an innovative approach to fund and deliver this critical and essential infrastructure.

14. OPTIONS CONSIDERED AND REJECTED

- 14.1 As part of the justification for the Growth Zone outlined in the July 2016 Cabinet report the option of not forward funding infrastructure, but to depend upon the market and the provision of infrastructure only through public sector capital funding, CIL and s106 was considered, but deemed unable to deliver the critical and essential infrastructure to mitigate planned growth. This remains the case today, the absence of the Growth Zone is very likely to lead to the accommodation of growth, especially in the Croydon Opportunity Area, without the critical and essential infrastructure identified in the approved Delivery Plan.

15. DATA PROTECTION IMPLICATIONS

- 15.1 WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?

NO

- 15.2 HAS A DATA PROTECTION IMPACT ASSESSMENT (DPIA) BEEN COMPLETED?

A DPIA has not been completed as the work of the Growth Zone programme includes no use or analysis of personal data. There are therefore no data protection implications.

Approved by: Louise Edwards, Information Manager

CONTACT OFFICER:

Paul Forrester – Head of Growth Zone
07923272923

APPENDICES:

Appendix 1 – Equality Analysis

Appendix 2 – Growth Zone governance structure
Appendix 3 – COA public realm projects map

BACKGROUND PAPERS:

None