

**Appendix to item 8 - Cabinet 12 October 2009**

**Wish You Were Here – Croydon’s Culture & Sport Partnership Strategy**

Priority	Actions	Target Date	Partnership or Lead Partner	Lead Officer
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**1. Wish You Were Here**

1	<p>Create a “Croydon Calendar”, a planning and delivery tool to include:</p> <ul style="list-style-type: none"> <li>• Free Croydon Summer Festival celebrating its 10<sup>th</sup> anniversary in 2010</li> <li>• Croydon Fashion Festival - programme of workshops, films and a Clocktower fashion fair targeting young people and small creative businesses and Croydon Food Festival - a healthy eating programme of events and a “ministry of food” cooking campaign targeting young people; BME communities</li> <li>• Croydon Jazz Festival - performances (Clocktower and outdoor), dance classes and film targeting young people and women</li> <li>• An events programme for Croydon’s Black History Month working with a local community steering group</li> <li>• Support Older People’s Week with a participatory programme, working with London Mozart Players</li> <li>• Green festival/events such Eco Expo supporting council-wide initiatives with a focus on targeting hard-to-reach groups</li> <li>• Support corporate celebrations of major religious festivals including Eid al Fur, Diwali and Christmas</li> <li>• A Croydon Heritage Fair in partnership with local societies targeting families</li> <li>• Events and projects linked to the Cultural Olympiad and the Olympic &amp; Paralympic Games, culminating in a series of events in 2012 in the lead up to and during Games time.</li> <li>• Events and projects linked to other actions plans within the strategy – Healthy Living, Towards 2012 and Fresh Minds &amp; Loops.</li> <li>• The Kickstart Plan for sport and physical activity</li> </ul>	March 2010 then and ongoing	<p>Croydon council /CEDC/ Culture &amp; Sport Partnership</p> <p>BME Forum, Equalities and Cohesion Partnership. London Mozart Players</p> <p>Equalities and Cohesion</p> <p>CYPL, Participle, Go South Go</p>	Ros Morgan, Katherine Glass, Rachel Baker, Rosemary Sloman, Sharon Baldwin
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	Develop communications plan to ensure regular updates of events across the borough, and easy access to calendar to update with events.	March 2010	Croydon council, CEDC	Katherine Glass, Rachel Baker
	Develop a <b><i>Wish You Were Here website</i></b> which will capture 1,000 events a year up to 2012 to document and celebrate our culture	March 2010	Croydon council, CEDC	Ros Morgan, Katherine Glass
	Deliver the first Croydon Film Festival in 2010 leading to a network of filmmakers in the borough and the David Lean Cinema Club, which will reinvigorate filmmaking and viewing in Croydon and draw down additional funding and sponsorship	Feb 2010 & Beyond	Croydon council CEDC	Rachel Baker Katharine Glass
	Promotion of Croydon's links to London's cultural and sport offer only a short distance away, through our websites and marketing, ensuring that residents benefit from the wider metropolis. Making sure, for example, that our sports clubs can easily access the Olympic Park, not only during Games time in 2012, but also beyond to reap the benefits of the park legacy and world class facilities; or that local schools and community projects benefit from the Victoria and Albert Museum's world class exhibition programme. We will ensure our own websites promote these programmes as well as work through Visit London and their Village London scheme which showcases events and activities		CEDC, LOCOG, London Councils, Visit London, Arts Council, Sport England, Pro-Active South London	John Bownas

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**2. Developing Croydon’s Cultural Capital – Participation**

<b>1</b>	<p>Promote and develop our new and existing facilities and opportunities:</p> <ul style="list-style-type: none"> <li>• Thornton Heath Library</li> <li>• Fairfield Halls</li> <li>• Wellesley Road, College Green, the historic quarter and Old Town, East and West Croydon station, and south central Croydon area</li> <li>• cultural activities in the district centres e.g. Purley, New Addington, Coulsdon</li> <li>• historic quarter/Old Town, the Pumping Station; and with the BRIT School, and Crystal Place Football Club in Selhurst and in other district centres e.g. Upper Norwood</li> <li>• Library refurbishment programme</li> <li>• Leisure and sport facilities</li> <li>• Transforming Croydon Schools</li> <li>• Outdoor sports facilities and open air play opportunities</li> </ul>	Sept 2009 & ongoing	Croydon council, CEDC, CVA, CCURVE	Pauline Scott-Garrett
	Engage our communities through the council’s Participatory Budgeting elements of the Parks to be Proud Of scheme.		Croydon council	

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**3. Animating Croydon**

<b>1</b>	Create a strategy/action plan for animating public space across the borough to include One Mile Squared programme and other major projects i.e. Wellesley Road, District Centres that connects to the public realm strategy.	Dec 2009	CEDC, Croydon council	Pauline Scott-Garrett
	Develop “One Mile Squared” global arts programme <ul style="list-style-type: none"><li>- Determine location of the neighbourhood:</li><li>- Identify artist, ecologist and communities</li></ul> Record images and stories on internet platform to enable worldwide communication	Jan 2010	CVA, Visiting Arts , BME Forum, Croydon council	Rachel baker, Nero Ughwujabo

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**4. Healthy Living**

2	Develop partnership agreement for the Healthy Living Hub, between Croydon Council and NHS Croydon	Sept 2009	NHS Croydon Community Services	Steve Morton / Aileen Cahill
	Develop a communications plan to raise awareness of the hub and it's benefits and create a high profile launch	Sept 2009	NHS Croydon Croydon council	Steve Morton / Aileen Cahill
	Integrate the Stop Smoking Service within the hub to have a permanent and high profile presence in Croydon Clocktower.	December 2009	NHS Croydon, Croydon council	Steve Morton / Aileen Cahill
	Identify partner agencies including voluntary sector groups, the UK Border Agency, local businesses such as, Waitrose, Nestle, schools and colleges to promote healthy living.	March 2010	NHS / Croydon, Community Services /CVA	Steve Morton / Aileen Cahill
	Active Lifestyle Team to provide an 'Exercise on Referral Scheme' to low and medium risk people. This includes linking the ER service to all GP Practices, to provide 1300 referrals opportunities and 2 additional community exercise sessions. Increase the number completing the 12 week course.	2009 - 2010	Croydon council	Rob Brown
	Promote Active Lifestyles' 'Walking for Health', - a weekly programme of 9 walks with two additional monthly walks to increase use of the green spaces in Croydon and fitness and health.	2009 - 2010	Croydon Council	Rob Brown

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	Ensure the promotion of health and wellbeing outcomes within projects linked to Culture & Sport throughout the 12 action plans including: <ul style="list-style-type: none"><li>• Events targeted older people, disabled people (Wish You Were Here)</li><li>• Physical activity project for children and young people (Fresh Minds and Loops)</li><li>• Kickstart plan for sport and physical activity</li></ul>	2009 - 2012	Croydon Council	

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**5. Fresh Minds and Loops**

3	Learn from the experience of the Loops project to change how we deliver services to young people in the borough.		CYPL, Participle	Simon Townend
	Enhance a network with Head Teachers linked to the Cultural Champions action plan (12) and further groups such as the Music Network Group.		Croydon Council Croydon Schools	Alan Potter, Pauline Scott-Garrett
	<p><b>Undertake research</b> to determine what activities young people want to increase participation amongst young people (up to 16 years) by 14% (LAA target)</p> <ul style="list-style-type: none"> <li>• Develop the action plan</li> <li>• Launch activities</li> <li>• Work with local partners to achieve “5 Hour Offer” for after school &amp; weekend which complement the free swimming programmes.</li> </ul>		Fusion, Pro-Active South London, School Sport Partnerships, Croydon Schools	Verena Trend, Alan Potter
	<p><b>Physical Activity Project for Children and Young People.</b> In conjunction with Croydon Schools Sports Partnership provide physical activity schemes including lunchtime sessions to 15 schools, breakfast exercise to 4 schools and free exercise sessions at 6 targeted schools. A scheme for BME and young females, and after school provision for primary and secondary schools to encourage physical activities.</p>	07.09 - 03.10	Croydon council, Croydon schools, School Sport Partnerships	Debbie McCormack, Ayesha Lahia-Taylor (CS)

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	<p><b>Provide opportunities for young people to take part in physical exercises</b></p> <ul style="list-style-type: none"> <li>• Preparing 11-17 yr olds for the London Youth Games, mini games, mini marathon.</li> <li>• Provide sports programmes for 148, 8-18 yr old young people with disabilities and special needs as part of Aiming High</li> <li>• Prepare outside summer activities programme for 340, 8-16yr olds.</li> </ul>	<p>07.09-04.10</p> <p>2009-10 for 3 years</p>	<p>Croydon Council CSPAN Local Sport clubs</p>	<p>Rob Brown</p>
	<p>Provide diversionary physical activity programmes for young people through the Kickz football projects in collaboration with Crystal Palace, Community Sport Trust for 500 children aged 12-18 and coaching activities for Croydon housing estates in collaboration with DASH and Crystal Palace Community Sports Trust.</p>	<p>09.10-ongoing</p>	<p>Crystal Palace Community Sports Trust Croydon Council</p>	<p>Rob Brown</p>
	<p>Deliver programme of formal and informal learning for young people through the Museum of Croydon</p>	<p>2009-2012</p>	<p>Croydon Council</p>	<p>Rachel Baker</p>
	<p>Deliver heritage-based youth project targeting hard-to-reach young providers</p>	<p>March 2010</p>	<p>Croydon Council</p>	<p>Rob Shakespeare</p>
	<p>Development of the Arts Ambassadors, Croydon Clocktower’s youth-led arts group. Arts Ambassadors come together to learn skills and build confidence in the performing arts and arts event management, producing the highly successful IGNiTE programme.</p>	<p>Ongoing</p> <p>2010 - 2012</p>	<p>Arts Ambassadors / Community Services</p>	<p>Rachel Baker</p>
	<p>Deliver and develop Croydon Music Business – a network of music providers – to increase coordinated opportunities for young people at risk of offending to participate in high quality music activity</p>	<p>March 2010</p>	<p>Croydon Music Business</p>	<p>Rachel Baker</p>

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	Develop the arts offer in the Summer and Winter Universities through a site-specific large-scale young people’s visual arts project	March 2010	Croydon Voluntary Action & Colleges	

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**6. Croydon Theatre Consortium**

4	Consult on the development of the arts in Croydon building on the development of the Culture and Sport Partnership Strategy. Explore the options of working in a partnership approach with the Warehouse, particularly in relation to their proposed new venue on the Stanhope site.	March 2010	Fairfield Halls Croydon Council	Rachel Baker
	Initiate a clash diary; establish potential to share facilities and resources such as joint conference and hire promotions; shared mailing lists; cross-audience offers; investigate potential for joint purchase such as bar stock; staff training.	March 2010	Croydon Council Fairfield Halls CEDC	Rachel Baker
	Develop a creative project which will build capacity and add quality and depth to the programme of each venue, including the night time culture offer, and secure funding. For example, Arts Council England recently provided £40,000 funding to Bexley Council for the “BeXfactor”, a festival promoting training opportunities for young people.		Croydon Council	Rachel Baker
	Develop joint commissioning and branding for “Croydon Theatres” and a long-term funding strategy. For example a new joint brand for the performing arts in Croydon comprising of the two venues “Clocktower Croydon” and “Fairfield Croydon” which co-promotes different components of the same project or a series of events or performances.		Croydon Council Fairfield Halls	Rachel Baker
	Commence negotiation with the Arts Council of England (ACE) for further financial support and to build new relationships with other funding bodies including independent trusts for the funding and development of the performing arts in Croydon.		Croydon Council Fairfield Halls	Pauline Scott-Garrett

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**7. Towards 2012**

<b>4</b>	Attract an international Olympic team to use our facilities as a training base and promote the borough as a destination for sport in the lead up to London 2012,. South London Partnership's Go South Go task group is leading this initiative in partnership with Croydon Council, the Whitgift School and Croydon Judo Club, Croydon Business, and the Conference Croydon group.	March 2011	South London Partnership / Croydon Judo Club / Whitgift School / CEDC	Ed McDermott (CS) Ian Smith (SLP)
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	<p><b>Kickstart Plan – Develop “Mass Participation” sport and physical activity events</b> and opportunities in the borough’s green spaces with a specific focus on coordinating the delivery of outdoor mass participation events linked to high profile national and international sporting events, and encourage cycling, walking, and general physical activity opportunities in our green and open spaces.</p> <p>An annual calendar of sports events in Croydon will be produced based on the following high profile international sporting events (potential Croydon based events listed underneath):</p> <p><b>2010</b> Summer 2010 – Football World Cup (All Nations Futsal Competition)</p> <p><b>2011</b> Summer 2011 – Tour de France (British ‘Team Sky’ entry) (Croydon Family Duathlon (Running and Cycling))</p> <p><b>2012</b> Summer 2012 – London Olympic and Paralympic Games (Croydon Street Games)</p> <p>Outcomes:</p> <ul style="list-style-type: none"> <li>• 2500 Croydon residents involved in outdoor/mass participation events each year.</li> <li>• 1 programme of events distributed throughout Croydon on an annual basis.</li> </ul>	2009 - 2012	CSPAN, Community Services	George Sarkodie
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	<p><b>Kickstart Plan – Grant funding to boost local voluntary sports providers</b> who can demonstrate an ability to boost opportunities for adult participation in sport. Revenue grants of up to £1k would be available to build capacity within voluntary sports organisations. It is expected that for every successful bid of £1000, the club’s capacity would be increased by at least 15 extra places. Examples of areas where sports clubs could apply for include:</p> <ul style="list-style-type: none"> <li>○ coach education courses for volunteers</li> <li>○ website development</li> <li>○ non capital facility improvements</li> <li>○ engagement events such as free taster sessions.</li> </ul> <p>This is aimed at achieving 1600 extra regular participants in sport by March 2011.</p>	2010	Croydon council	Rob Brown
	<p><b>Kickstart Plan – Sport Unlimited (5 hours of quality sports and physical activity)</b></p> <p>Local commissioning to raise the profile of Sport Unlimited programme within the borough. The programme is targeted at young people who may have some interest in sport, but are not engaged with community or club sport.</p> <p>The programme will work with young people to establish what sports young people actually want to do. Local clubs to organise 10 week courses to inspire participants to sign up to local clubs in the community.</p> <ul style="list-style-type: none"> <li>● 65% retention rate across funded activities</li> </ul>		Pro Active South London, School Sport Partnerships, Croydon Schools	Deborah McCormack, George Sarkodie

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	<p><b>Kickstart Plan</b> – Create <i>First Step</i>, a family physical activity programme for adults. Classes for target groups such as parents, the elderly, and exercise referral clients. Develop a series of health, fitness and wellbeing sessions in Croydon parks called ‘<i>Outdoor Energy</i>’ using activities such as Tai Chi and Capoeira:</p> <ul style="list-style-type: none"> <li>• 1500 adults engaged in the programme each year</li> </ul>	2010	Croydon council, Healthy Croydon,	Rob Brown
	<p><b>Increase the opportunities for basketball</b> by producing a development plan and employing a basket ball development officer:</p>	2009-2012	Croydon council	Robert Brown (CS)
	<p>Promote sport and physical activity within the borough through a brand development and a promotional campaign</p>	Ongoing	Community Services	George Sarkodie
	<p>Develop CSPAN ( Community Sport and Physical Activity Network) To co ordinate the initiation, delivery and monitoring of outcomes of physical activity programmes in the Borough</p>	2009/10	Croydon Council	Rob Brown
	<p>Develop an agreed Sport and Physical Activity plan to lead the development of SPA across the borough.</p>	April 2010	CSPAN	George Sarkodie
	<p>Increase the Capacity within the Workforce to Deliver Physical Activity Opportunities.</p> <p>Working with Pro-Active South London to provide volunteers, deliver coaching education and 10 new Community Sports Leaders (16-19 yrs)</p>	2009-2010	George Sarkodie/Pro Active South London	Rob Brown (CS)/Christine Double

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	Develop funding opportunities for the delivery of sports in partnership with Fusion: <ul style="list-style-type: none"><li>• Create a database and put into place a process for generating and submitting funding proposals.</li><li>• Develop additional programmes e.g. learn to swim, for children and adults through the Free Swimming initiative, targeting 1000 new adults and children</li></ul>		Croydon council, Pro-Active & County Sports Partnerships, Fusion	Verena Trend (Fusion) & Rob Brown (CS)

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**8. Croydon’s Cultural Capital – the place**

5	<p>Undertake Fairfield Halls feasibility study that also takes account of the needs for small scale performing arts and the options for a studio/small scale theatre in central Croydon, linked to future plans for a university or higher education facility within the Fairfield/College Green masterplan, and the East Croydon masterplan, and the regeneration of Wellesley Road and Park Lane.</p> <p>The main outputs of the project are:</p> <ul style="list-style-type: none"> <li>• The identification of what type, form and scale of facilities should be developed to provide the optimum cultural venue capable of undertaking a range of performing arts activities and productions to replace not only the current programme promoted by the Fairfield Halls, but to take account of current and future market trends, bearing in mind product availability and competition from other facilities in both south London, and central London, and the southeast.</li> <li>• The development of some costed outline designs (RIBA stage B) to show how the provision of these facilities could be achieved on the site.</li> </ul>	2009/10	Croydon council, CCURVE, Fairfield Halls Board, Croydon College.	PSG
	Launch a programme of cultural activities that animate public spaces and help attract inward investment aligned to Croydon Council's new spatial plan (LDF), emerging planning framework for Croydon metropolitan centre, and its capital programme.	2009-2012	Croydon Council	
	Work with partners to develop a strategy and a programme of cultural activities that enliven the district centres, help attract inward investment and encourage community cohesion.		Croydon Council, CEDC	

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	<p>To preserve and develop Croydon's cultural heritage by championing the cultural significance of a location that is being developed, working with artists where possible on site specific commissions.</p> <p>Work with partners such as the Whitgift Foundation, the MLA and the Heritage Lottery Fund to gauge interest in creating public access archive centre and “exploratory” to reveal Croydon’s archives and “Hidden Treasures” as well as its contemporary histories and stories to the public.</p>	Ongoing	Croydon Council	Rachel Baker
	Initiate a library refurbishment programme to create fit for purpose buildings at the heart of Croydon's communities. This includes Thornton Heath Library with Big Lottery funding by 2010, and exploring options for new libraries in Purley, New Addington and modernisation of other libraries		Croydon Council	Aileen Cahill
	Provide high quality leisure and sport facilities, and health and fitness provision throughout the borough in line with the current Leisure Centres Strategy. Use the emerging study from KKP (due late 2009) on indoor and outdoor leisure demand to inform future strategy and the provision of new facilities within the LDF Core Strategy and standards for the <i>Transforming Croydon Schools</i> programme and the Academies programme.		Croydon Council,	George Sarkodie
	Create a network of outdoor sports facilities and open air play to promote healthy lifestyles, new green routes and corridors between open spaces. Use the emerging open spaces audit from KKP (due late 2009) to establish standards to inform future supply of open space that is accessible and of sufficient quality.		Croydon Council	George Sarkodie

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**9. Parks to be Proud of**

5	<p>A sustained branding and awareness campaign, including the development of a communications plan for the scheme, and the design of a new brand for promoting our parks in Croydon. Development of robust communications plan and voting system to ensure high levels of community participation within scheme. The scheme is designed to improve customer experience and satisfaction, increase usage, achieve better value for money, and help deliver LAA targets, and it is planned to increase the current 70% customer satisfaction level by 5% from 2010 to 2012.</p> <p>This will include high levels of community engagement and consultation and using existing community groups and the development of new Friends groups to drive the project forward.</p>	<p>Aug – Oct 09</p> <p>Ongoing awareness campaign</p>	<p>Croydon Council, Friends of Parks Groups</p>	<p>Parks to be Proud of Manager</p>
	<p>Development of master plans each park to integrate existing and new uses into an improved landscape setting to create a place or destination. This will be done with the community to engage them with issues such as ongoing maintenance and management and encourage local ownership.</p>	<p>July 2010 – Dec 2011</p>	<p>Friends of Parks Groups, Croydon Council, CEDC, CVA</p>	<p>Parks to be Proud of Manager Tom Sweeney</p>
	<p>Development of investment strategy to include funding improvements options, researching management options which could include local management through the voluntary sector.</p>	<p>Oct 2009</p>	<p>Croydon Council, CVA, CEDC</p>	<p>Parks to be Proud of Manager</p>
	<p>Delivery of improvement projects. Will include ongoing engagement with the community as part of the project to ensure local communities are kept informed of progress.</p>	<p>April 2011 – Dec 2011</p>	<p>Croydon Council Friends groups</p>	<p>Parks to be Proud of Manager</p>

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	Develop ongoing maintenance and sustainability plans for improvement projects. Ensure integration with other projects being developed such as the Wandle Park project to encourage greater usage of the park including sports facilities.	July 2011	Croydon Council, Friends Groups	Parks to be Proud of Manager, George Sarkodie

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**10. Croydon’s Hidden Treasures**

5	<p>Work with partners such as the Whitgift Foundation, Nestle, MLA, CCURVE, and other Croydon partners such as the BME Forum and the Local Studies Forum, to gauge interest in creating a new concept public access archive centre and “exploratory” to reveal Croydon’s archives and “Hidden Treasures” as well as its contemporary histories and stories to the public.</p> <p>Research best practice in contemporary community and public archives e.g. Birmingham &amp; Hackney Exploratory, Docklands Museum (The Sainsbury Archive).</p>	Oct – Dec 2009	Croydon Council, Whitgift Foundation, BME Forum, CVA, Croydon Local Studies Forum	Rachel Baker
	<p>Scope the project and develop an outline business case based on research, need, viability, potential sites, funding and partners (including other local authorities in South London).</p> <p>Work through the London Cultural Improvement Group to identify potential partners and bid for research funding. Discuss funding opportunities with MLA and Heritage Lottery Fund and put together an outline funding strategy.</p>	Jan – March 2010	Croydon Council, MLA, National Archives Council, Croydon Local Studies Forum	Rachel Baker

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**11. Croydon’s Got Creative Talent**

6	Work with partners such Croydon Voluntary Action, Croydon Volunteer Centre, Pro Active South London, Croydon Community Empowerment network, BME Forum, MENCAP, Age Concern and other culture providers, to create a programme of cultural skills development.	March 2010	Croydon Voluntary Action / Croydon Volunteer Centre	Rachel Baker
	Through the Wish You Were Here Action Plan action plan and Croydon Volunteer Centre create a bank of volunteering opportunities to enable people gaining these skills to access volunteering easily i.e. in events organisation, fundraising etc.	March 2010 – onwards	Croydon Volunteer Centre	Rachel Baker
	Develop pathways and opportunities through our network of local culture and sporting providers (see the Croydon’s Culture Champions Action Plan) to build the capacity within the sector. These will include opportunities to develop and enhance skills through the volunteering and job opportunities inked to London 2012 and other major events in the capital working with London Councils as a partner.	March 2010 onwards	CVA, CEDC, Go South GO	Ed McDermott

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**12. Croydon’s Cultural Champions**

6	Culture & Sport Partnership Board agree pledge to act as borough champions for Culture & Sport	Oct – Dec 2009	Culture & Sport Partnership	Culture & Sport Partnership Chair
	Develop a communications plan – Cultural Champions have a voice	Oct – Dec 2009	Culture & Sport Partnership	Culture & Sport Partnership manager
	Form 12 working groups to lead and develop the Action Plans within this Strategy through the executive group.	Oct 2009	Culture & Sport Partnership	Culture & Sport Partnership manager
	Develop a network of local providers across the community who can act as champions and providers of culture and sport activity in our communities. including, Crystal Palace FC, CSPAN, Addington High School Specialist Community Group, Greenlink	2009 - 2012	LSP, Culture & Sport Partnership	Culture & Sport Partnership manager
	Work with Crystal Palace Football club, one of the boroughs biggest sporting assets and brands to encourage sporting participation, increase customer satisfactions and to spread the benefits of the club ad their facilities to Croydon’s communities	2009 onwards	Culture & Sport Partnership Crystal Palace FC	Culture & Sport Partnership manager
	Facilitate new groups to champion different elements of Culture i.e. Friends of Parks groups through the Parks to be Proud Of project	2009 - 2012	Culture & Sport Partnership	Culture & Sport Partnership manager
	Review Culture & Sport Partnership Board & Executive Group membership and working	March 2010, 2011, 2012	Culture & Sport Partnership	Culture & Sport Partnership manager

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