Regeneration & Economic Development Portfolio

Introduction

This briefing note for the Members Scrutiny Committee is to give an overview of the strategic projects within Regeneration and Economic portfolio for which Cabinet Member Councillor Tim Pollard is the lead. The projects deliver on a number of the Councils Visions Values and Priorities.

Croydon Enterprise – Croydon’s Local Enterprise Growth Initiative (LEGI)

1. Introduction

1.1 Croydon Enterprise is the delivery brand that has been adopted by the partners in Croydon’s Local Enterprise Growth Initiative (LEGI) programme. This is an ambitious ten-year programme to regenerate the deprived areas in Croydon and narrow the gap between these areas and the rest of Croydon using entrepreneurship as the key driver. It offers a wide range of services that support a journey from business pre-start through start to growth.

1.2 The programme has been in operation for eighteen months and is continually developing to engage with and address the needs of the diverse communities within the borough. The Members Scrutiny Committee was briefed on the programme in July in relation to the following:

- Outline of the programme
- Progress so far
  - Delivery framework
  - Scope of projects being implemented and delivered
  - Key examples of projects
- Monitoring arrangements and governance

1.3 We can now build on this information and highlight key achievements across the programme for the first half of this financial year (2007-08).

2 Headline targets

2.1 The Croydon Enterprise programme feeds into the outcomes of the Economic Development and Enterprise Block of the Local Area Agreement. Performance has been reviewed for the first six months of 2007/08 and highlighted below is performance against some of our key targets.
2.2 We have recorded 1957 people (from March to September 07), contacting the programme either via the business hotline or individual projects, who are considering going into business. This is a key indicator for measuring the programmes success at promoting and marketing the range of services available and recruiting clients to the programme.

2.3 There has been a total of 42 business start ups reported for this financial year to date, 37 of these are in Neighbourhood Renewal areas. This brings the overall total since the programme started to 136 new business start ups.

2.4 We have recorded 604 businesses (including social enterprises) who have been assisted to improve their performance in the first 6 months of this financial year and predict that this number should rise considerably by March 2008.

3 Project achievements

3.1 Theme 1 – Latent and potential entrepreneurs
The Croydon Enterprise programme focuses on recruiting clients from target groups as well as target areas. Projects in this theme continue to work to raise awareness of the programme among key target groups. At the end of September 2007 we were meeting our targets for young people, lone parents and clients over fifty and exceeding our target for recruiting clients from BME communities.

SLEMBAs YES! project referred 479 people to the programme through a range of outreach activity during the first six months of 2007/08. This includes awareness events, marketing campaigns and a weekly presence at two job centres in the borough. In quarter two (July – September) the project reported that 80% of clients were from BME communities.

The first ‘graduates’ of the Wellbeing Works ‘training the trainers’ programme, received their certificates in November. The aim of this project is for graduates from the course to gain employment or self employment providing training on mental health issues.

CVA’s Commensse Project is providing a range of support to encourage VCOs to start social enterprises. The project has reported working with 66 clients between April – September 2007 and four VCOs have received business start up support capital.

Croydon Enterprise is developing the potential of young people through an enterprise curriculum which aims to become a mainstream part of the curriculum in all primary and secondary schools. A total of 12 schools and 739 young people (8-19 years) are now involved in enterprise activities.
3.2 Theme 2 – Business creation and business growth
Projects are delivering a range of interventions for pre-start and start up clients and existing businesses. These include workshops, one to one’s, business diagnostics, accredited courses in construction skills and beauty therapy, and specialist support services including franchising and international trade.

A total of 86 workshops have been delivered in this financial year to date, including pre-start up, intellectual property, food hygiene and marketing. These were attended by 886 clients. Franchise 4 Croydon is delivering workshops for potential franchisors and franchisees. This year the project has already delivered 10 workshops to 81 beneficiaries.

22 clients have received course accreditation and 46 clients have entered employment as a result of the programme so far this year.

The International Trade and New Markets Project have organised a number of trade missions, which aim to support business growth. Three missions have taken place this year, 2 Croydon businesses attended a mission to Holland and 4 Croydon businesses went on a mission to Bulgaria. In November a total of 13 businesses went on a Caribbean mission, 6 of which were from Croydon.

The Finance for Enterprise project was also launched in November and will be providing business loans from £2,001 to £50,000 to start ups clients and existing businesses.

3.3 Theme 3 – Business Environment
Projects in this theme are focusing on creating the right business environment for business to start up in the borough, retain existing business and attract inward investment to Croydon.

The DCM team are working to strengthen Business Partnerships and assisting in the development of the Partnership Action Plans for each district centre which will be used as a tool to deliver a range of activities aimed at improving the business environment of each centre. The team is also involved in the delivery of seasonal events to maximise trading over the Christmas period.

The Business Friendly Planning Service has granted a total of 17 applications for vacant units in the first six months of 2007/08 and 94 clients have accessed the Property Brokerage service which identifies appropriate, affordable business premises for potential entrepreneurs.

The Shop Safe initiative has visited 36 shops within the borough that are vulnerable to commercial burglary and as a result 19 shops have benefited
from the installation of target hardening equipment such as CCTV units, raid control units, locks, bolts and grills.

3.4 Theme 4 – Business Premises
We reported previously that initial investigations have taken place for the establishment of up to four Enterprise Opportunity Centres which will provide premises for small businesses, and the development of a specialist centre for social enterprises has been agreed with Croydon Voluntary Action.

However, the uncertainty of the future of the programme has created an issue developing these capital projects. The potential Enterprise Opportunity Centres (EOCs) would require revenue support for the first two to three years of operation until the required level of income to achieve sustainability is reached. If LEGI funding stops, alternative sources of funding would have to be identified to cover the running costs of the centres for that period of time.

Despite this issue the following has been achieved:
- The footprint and design of the New Addington EOC has been agreed
- The social enterprise units within the Healthy Croydon Resource Centre will be available and occupied at the opening of the centre, not expected in May 2008
- The support for the EOCs within the Barratts development on the Purley way has in principle been agreed, subject to further discussions
- Discussions with developers for the Portland Road Centre continue, the outcome depending on viability of the expected proposal for a mixed development scheme
- The exploration of suitable sites in North West Croydon is continuing.

4 Key events

4.1 Enterprising Britain
We reported previously that the programme’s success was recognised by the Department of Business, Enterprise and Regulatory Reform, which selected Croydon as the London Region winner of the ‘Enterprising Britain Award’. In September, Croydon was highly commended at the national Enterprising Britain ceremony, identifying Croydon as one of the top four areas for enterprise in the United Kingdom.

4.2 Enterprise Week
Enterprise Week took place between 12th and 18th November. The purpose of this event was to raise awareness of the programme and ensure that as many people as possible are aware of the opportunities and support available to aspiring entrepreneurs and existing businesses.

A range of events were organised including a Women’s Conference, Social
Enterprise evening, Football Workshop and a Young Entrepreneurship Masterclass.

Early analysis of calls to the business support hotline demonstrates the success of this initiative, as the number of calls increased from 129 the week before Enterprise Week, to 339 calls by the end of the week.

4.3 Park Place – St George’s Walk
An arts and crafts market will be opening in St Georges Walk on 1st December. Minerva has given permission for vacant units to be used for activities in the interim period before work begins on the Park Place development. To be named 'The Market Place' the first initiative is an arts and crafts Christmas market. Traders have been invited from Croydon Enterprise target areas and people who have received business advice through the programme, as well as from other well known markets including Greenwich Market.

This is an excellent example of partnership work between local businesses and Croydon Enterprise partners. St George’s Walk has been deep cleaned in preparation for the Christmas market which was paid for by the Business Improvement District Company and Minerva have refilled the planters and contributed 50% of the costs towards new Christmas lights. The Business Friendly Planning service has been working with this project to help to reduce the vacancy rate by encouraging new businesses and shoppers to this run-down part of Central Croydon.

5 Programme development

5.1 The programme has continued to build on success in year 1, implementing the delivery plan for 2007/08. We have conducted an internal review, to identify new areas of work and highlight gaps in current service provision and overlaps between services.

5.2 We are ensuring the programme remains on track in terms of spend and performance through six monthly project reviews, this will highlight issues and allow adequate time for any appropriate remedial action to be effective before the year end.

5.3 A comprehensive communications plan has been developed and is delivering a range of promotional activity for the programme. This includes the publication and distribution of the CE magazine, facilitating local and national press coverage and the sponsorship of local awards such as Croydon Champions led by the Croydon Guardian and the Oriental and Curry Chef Awards which was led by Croydon Council.
6. Conclusion

There is uncertainty about the future of LEGI funding following the Comprehensive Spending Review in October and we expect to hear the final position on LEGI funding as part of the local government settlement in December. However, the Croydon Enterprise team will continue to work on existing priorities and develop the programme for the next financial year.

Contact officers: Stella Okeahialam, Croydon Enterprise Programme Director, 020 8090 1687
<table>
<thead>
<tr>
<th><strong>Strategic Project</strong></th>
<th><strong>Vision 2020 - London’s Third City</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Local people were invited to a series of workshops to help devise a 21st century vision for Croydon.</td>
<td></td>
</tr>
<tr>
<td>Will Alsop’s personal vision was presented to an invited audience in the Braithwaite Hall on the 13th November 2007.</td>
<td></td>
</tr>
<tr>
<td>The vision will help formulate the town centre’s new statutory plan and Croydon’s bid to be London’s Third City. It includes linking up the open spaces in and around the Town Centre in a green chain and looking for opportunities to uncover the River Wandle as a setting for new and historic buildings. Key projects to take forward will include breaking down the barriers to East-West movement across the Town Centre – for example by reconfiguring Wellesley Road as a pedestrian corridor.</td>
<td></td>
</tr>
<tr>
<td>Alsop’s vision balances the ultra modern with respect for the town’s heritage. It will be a powerful device for stimulating interest and debate. A public consultation on the vision is planned as are presentations to the Greater London Authority, London Development Agency, Transport for London and English Partnership.</td>
<td></td>
</tr>
</tbody>
</table>

| **Creating an Urban Regeneration Vehicle** | |
| The Council are going through the selection process for the preferred private partner (PSP) with the view to creating an Urban Regeneration Vehicle. The vehicle (CCURV) will be 50/50 by the Council and a PSP. The Council will provide in the first instance the assets, while the PSP provides the development expertise and the funding. The first phase assets are Taberner House, Fell Road/Mint Walk, College Green and Tamworth Annex. Additional assets can be included at a later date. As part of their bid submissions developers will be |
submitting proposals for the Taberner House site. The likelihood is that proposals will include the demolition of Taberner House and the building of a new development on the site.

As part of Phase 1, it is proposed that new civic office accommodation is built, most probably on the Fell Road site, thereby freeing up the Taberner House site for re-development.

Final bids to be submitted in February 2008 which are to be evaluated over March and April. It is envisaged that a recommendation will be submitted to Cabinet in May 2008. The URV is expected to be in place in July 2008.

The two short listed consortia being considered for the next stage are John Laing and Land Security Trillium.

<table>
<thead>
<tr>
<th>Gateway Site &amp; Warehouse Theatre</th>
</tr>
</thead>
<tbody>
<tr>
<td>The substantive site for the Gateway development is on Lansdowne Road. Stanhope and Schroders who own the substantive site were granted planning permission to develop the site in June 2006.</td>
</tr>
<tr>
<td>A conjoined Call in and CPO inquiry commenced on the 18th September 2007. The Inquiries concluded on the 19th November 2007 and a decision is expected in June 2008.</td>
</tr>
<tr>
<td>Provision for the Warehouse Theatre is included within the Arrowcroft scheme on the basis of a viable business plan being submitted. Arrowcroft also have plans to relocate the Theatre during the construction period.</td>
</tr>
<tr>
<td>The Arrowcroft Scheme also includes:</td>
</tr>
<tr>
<td>An arena with conference and sports facilities</td>
</tr>
<tr>
<td>A new public plaza</td>
</tr>
<tr>
<td>Commercial offices</td>
</tr>
</tbody>
</table>
| **Food store**  
| **Health & fitness club**  
| **Restaurants/cafes/ bars**  
| **Community Health Centre**  
| **Park Place** Following the confirmation of a Compulsory Purchase Order in March 2007 the Council are working with Lend Lease and Minerva to progress the scheme. Discussions with the GLA are planned between November 2007 and March 2008. The provisional date for submission of the revised Planning application is March 2008.  
| **Fairfield Halls** An options appraisal is being carried out taking into consideration the Councils commitment to improving cultural provision and the provision of a Cultural Quarter within the town centre. Other developments within the town centre will also need to be taken into consideration  
| **East Croydon Station** East Croydon Station is reaching its capacity during peak time and new developments taking place within Croydon will increase commuter numbers.  
| Croydon Business are looking to get a number of the empty units in St George’s Walk reoccupied in the short term and a craft market is being planned for within the development area.  
| Current facilities are to be improved through the allocation of a £300K capital grant by the Council  
| Discussions between the Council, Network Rail and Arrowcroft over the Gateway project have been positive. Network Rail withdrew their objection to the Gateway scheme and are working with Council officers on putting together a station improvement scheme. |
| **Producing District Centre Regeneration Strategies** | The District Centre Regeneration Strategies are being piloted over a period of six months in four districts:

New Addington and Fieldway
Addiscombe
South Norwood / Portland Road
Coulsdon

The pilots are to form the basis for future District Regeneration Strategies (DRS). The DRS will form part of the District Community Strategy (DCS) for each district.

An extensive consultation process will be undertaken as part of the DRS development including an online survey.

The new District Strategies will build on work and consultation that has already taken place and develop a framework to protect what’s best about an area and shape the future with local people’s involvement. |
| --- | --- |
| **Purley District Centre** | Purley Hospital legal agreement has been signed. Consultants have been appointed to review the regeneration strategy adopted in 2004 and produce a spatial plan for the area to show how these different developments should work together.

The Council may have to exercise its Compulsory Purchase powers to re-unify the levels of lease on its High Street site. This is because the Council has learned that the present owner of the former Sainsbury’s store site is negotiating the sale of the lease with another party. This information is yet to be confirmed.

Any action taken by the Council will be after careful consideration and if it is in the public interest. |
| **Regeneration of New Addington District Centre** | The scheme has been revised following feedback from Design for London and from residents at the New Addington District Centre EXPO 07 event held in June of this year.  

The Planning application for the revised scheme is expected to be submitted by Tesco in early December 2007. Work on providing temporary facilities for existing council services in Central Parade including the ACA as part of the proposed ‘One Phase’ scheme has begun. The ‘One Phase’ construction will minimise disruption to local people during the construction period which has now been reduced.  

Negotiations between the Council and Tesco on the Development Agreement are now complete. The Development Agreement is to be signed in the coming weeks.  

Tesco has carried out a public consultation on the 8\(^{th}\), 9\(^{th}\) and 10\(^{th}\) November 2007. A leaflet outlining the revised scheme and inviting residents to the consultation events was sent to every household in New Addington and Fieldway.  

The consultation events were held in a mobile unit set up in the Council car park in Central Parade.  

The proposed scheme is expected to be completed by early 2010. |
| **CALAT Building Central Parade New Addington** | The new £3.5m CALAT building which is partly funded through a grant from the Learning Skill Council is expected to be ready by March / April 2008. The building will house:  
CALAT class rooms and office accommodation  
Early Learning Children’s Centre  
Job Centre Plus  
Youth Service  
Work with users on the transition of services is on going. This will be a flag ship building with modern learning facilities. |
### Coulsdon & Cane Hill

Consultants have been appointed by English Partnerships (EP) to carry out a public consultation on the future use of the site. Newsletters were issued in October and November 2007 and EP are holding a public exhibition on different development options for the site on 7th and 8th December (Methodist Church Hall, Brighton Road – Friday 7th 3-8pm and Saturday 8th 1.30-5.30pm).

Permission was granted by Planning Committee on 1st November of this year to redevelop Coulsdon North Industrial Estate. This positive outcome for the town will create around 100,000 sq ft of new employment work space with direct access to and from the new Coulsdon by pass (Farthing Way).

### Coulsdon Town Centre Environmental Improvements

A public exhibition was held in July on the improvements being planned for the Brighton Road. A detailed report can be found on the Council website at the Internet location below.

[http://www.croydon.gov.uk/content/departments/570803/570946/feedbackreport](http://www.croydon.gov.uk/content/departments/570803/570946/feedbackreport)

TfL have committed £2.9m towards the cost of the improvements.

A report on the consultation, feedback and progress on design will be put to Formal Cabinet in early 2008. The scheme is expected to start on site in the Autumn of 2008 and complete before Christmas 2009.

### Waddon Waylands

A £100m regeneration scheme that will provide much needed community facilities and improve schools in the area. The project is centered around the redevelopment of six sites along the Five Ways Junction, Purley Way.

The Hyde Group are the developer for the scheme which will provide £15m community facilities.
Initial discussions took place with the GLA in November around affordable housing, massing of the scheme, sustainable design, transport and play space.

Council stakeholders have been consulted on the outline design of the scheme. The first phase of public consultation is being planned for mid December. Events will be publicised in the local press.

The proposed scheme which will be in two phases with the community facilities which are the first phase completed in 2010 and the overall scheme completed in 2014.

<table>
<thead>
<tr>
<th>South Norwood</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Council are looking at providing an Enterprise Centre in Portland Road. The proposed scheme will be delivered by the Council’s private developer partner and will be located on the Council owned Socco Cheta site and will include the public house site which is owned by the private developer.</td>
</tr>
<tr>
<td>A financial appraisal of the options has been carried out and negotiations with the private developer are in progress.</td>
</tr>
</tbody>
</table>