

# **SCRUTINY REVIEW OF THE NIGHT-TIME ECONOMY**

## **FINDINGS & RECOMMENDATIONS**

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# **1 - INTRODUCTION**

## **1 BACKGROUND**

1.1 At the Scrutiny Committee's first meeting on 30th July 2001, the Committee asked the Regeneration and Environment Sub-Committee to conduct a review of Croydon's Night-Time Economy.

1.2 The final recommendations have been reached as a result of work carried out by two Scrutiny Members' Working Parties. The first Working Party, which was involved in the review up to the Local Elections of May 2002, comprised:

Councillor Sean Fitzsimons (Chair)

Councillor Ian Atkins

Councillor Martin Tiedemann

Councillor Roy Grantham

Councillor Paul McCombie

Councillor Paul Mee

1.3 The Members of the Working Party which was set up following the Local Government Elections in May 2002 are:

Councillor Timothy Godfrey (Chair)

Councillor Ian Atkins

Councillor Charlotte McAree

Councillor Julian Storey

Councillor Brian Udell

## **2 THE GROWTH OF THE NIGHT-TIME ECONOMY**

2.1 In the last ten years, night-time leisure activity in Croydon, as in many areas across the country, has grown considerably. This is partly explained by market forces, changing life-styles, influenced in part by European practice, as well as people's desire to use more of their disposal income for leisure activities.

2.2 The growing importance of the night-time economy countrywide has been acknowledged by the Office of the Deputy Prime Minister's Housing, Planning, Local Government and the Regions Urban-Affairs Sub-Committee, which has recently resolved to undertake an inquiry into The Evening Economy and the Urban Renaissance. Croydon's Scrutiny Committee may take this opportunity to feed their findings into this inquiry.

2.3 In Croydon's town centre, the growth in the local night-time economy is reflected by a 115% increase in the number of premises licensed for public entertainment between 1995 and 2003: they now number 43. On a Saturday evening, Croydon's town centre draws about 25,000 visitors, three quarters of whom return home at 2 a.m. or later.

2.4 The importance of Croydon's Night-Time economy is recognized in a report produced for the Greater London Authority in June 2002 on the planning and management of the Late-Night Economy of Greater London. Economic data compiled by the Office for

National Statistics through its Annual Business Inquiry (ABI) shows Croydon to be:

- an area of high density of employment in Night-Clubs as well as Restaurants and Licensed Premises

- an area with a high concentration of employment in the evening economy.

2.5 Through this review the Regeneration and Environment Scrutiny Sub-Committee aimed to explore the opportunities for local development, as well as the issues it raises, and provide recommendations for the future.

### **3 DEFINING THE REVIEW – TERMS OF REFERENCE**

3.1 The Sub-Committee agreed to focus on night-time activity in Croydon's town-centre. The Sub-Committee also agreed that their review would cover activity taking place from the end of the normal office working day – this being on the basis that the level of activity during these hours naturally fluctuates from day to day, peaking on Fridays and Saturdays.

3.2 The working party agreed the review's terms of reference as follows:

- To investigate opportunities to co-ordinate the effective development of the night-time economy, to ensure that all Croydon's citizens may benefit from it.
- To examine the potential for encouraging businesses which are not reliant upon the sale of alcohol as their main attraction
- To develop a variety of entertainment
- To examine ways of reducing the perceived fear of crime
- To examine ways of enhancing access to and from the Town Centre through means of public transport, as well as by taxi and mini-cab.
- To assess the economy and social benefits of the night-time economy

3.3 The second working party which addressed this review decided to focus on evening tourism and its promotion, as well as on transport, leaving aside the study of the economic and social benefits in order to focus on recommendations for tangible improvements within the short time-frame available to it. These two themes in themselves aim to attract a larger and more varied number of visitors to various parts of Croydon's night-time economy and thereby benefit the community and the economy of the area.

### **4 THEMES**

4.1 In order to address the above goals, the following areas were investigated:

- The location of the Night-Time Economy
- Safety
- Transport
- Attracting the Customer to Croydon in the Evening
- Street Cleansing and Lighting
- Planning and Partnership Working
- Funding Issues

## **5 VISITS**

5.1 The following visits took place to gain first-hand observations of issues relating to the night-time economy:

- Members of the first working group attended a conference on Tuesday 27<sup>th</sup> November 2001 entitled "Managing Night-Life in Urban Areas", and carried out a late-night site visit around Croydon night-clubs, transport interchanges and town centre streets on Friday 7<sup>th</sup> December 2001, followed by a visit to the CCTV control room in Taberner House
- On Friday 1<sup>st</sup> November 2002, Members of the second working group undertook a similar late-night visit around Croydon comprising newly established premises, such as Tiger Tiger. This was followed by a visit to Leeds on 14<sup>th</sup> and 15<sup>th</sup> November 2003 to observe recent developments in managing the night-time economy.

## **6 CONSULTATION**

6.1 The Recommendations of the review were circulated among all agencies involved in Croydon's night-time economy and were discussed at the following meetings:

- On Wednesday 8<sup>th</sup> January 2003, inviting representatives of the various Council departments and other relevant organisations, including Transport for London, the Police and Croydon Marketing and Development
- At the meeting of the Night-Time Economy Steering Group of 27<sup>th</sup> January 2003, bringing together Council officers, Croydon police officers, as well as a representative of Croydon Magistrates Court.
- On Thursday 27<sup>th</sup> February 2003, inviting comment from Cabinet Members Cllrs Maggie Mansell (Public Safety), Ian Payne (Economic Development and Employment), Gerry Ryan (Highways, Transport and Public Services), Adrian Dennis (Planning, Urban Regeneration and Environment).
- A further meeting was convened to discuss recommendations with Director of Cultural Services, Steve Halsey, and Cabinet Member for Culture Raj Chandarana .

## **7 MONITORING**

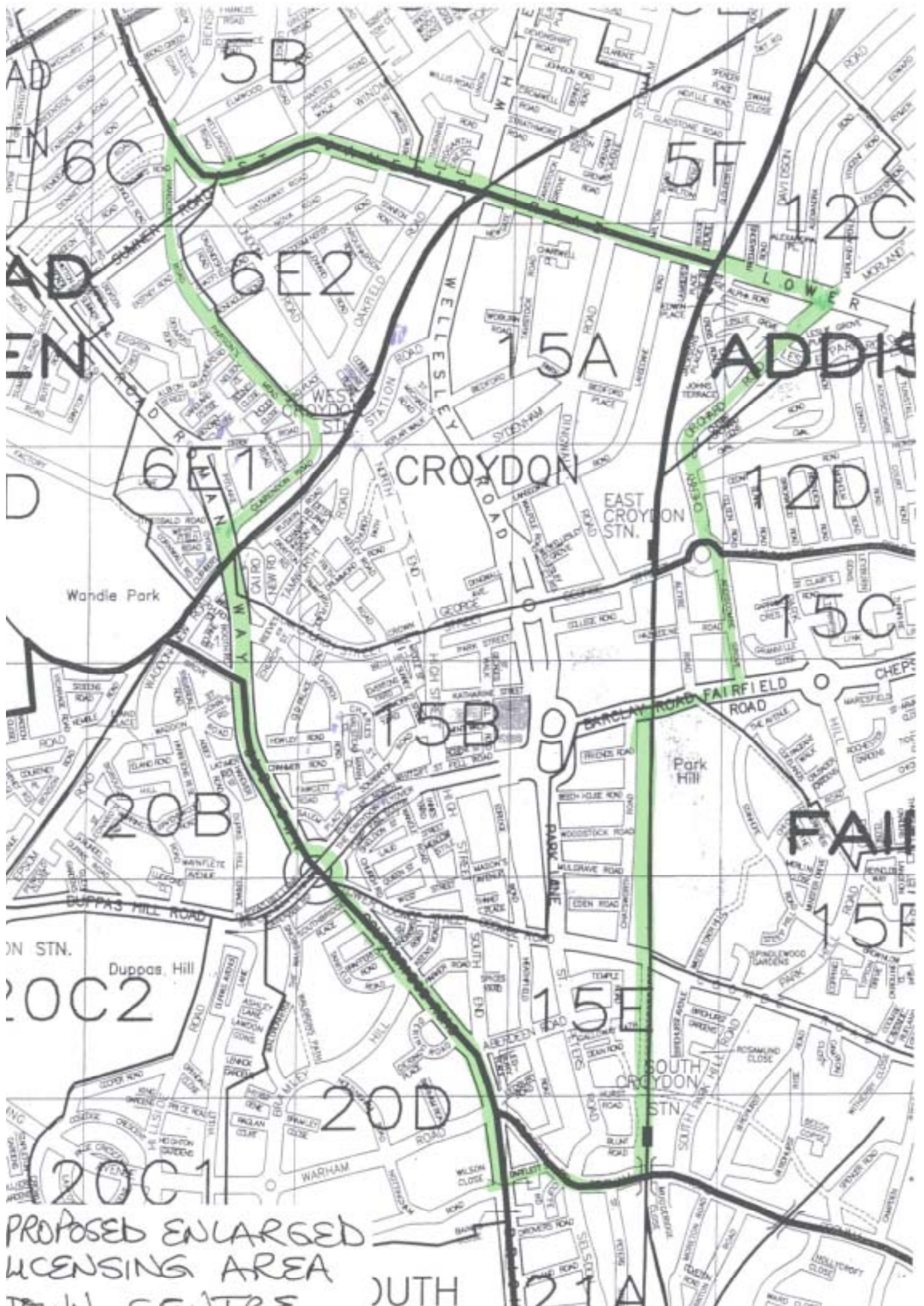
- 7.1 A timetable setting out short-term and long-term action points and deadlines will be produced and agreed on the basis of the recommendations, and will be monitored in the forthcoming municipal year.

## **2 - MAPPING THE NIGHT-TIME ECONOMY**

- 2.1 The Sub-Committee agreed to focus on night-time activity in Croydon's town-centre, with a view to using lessons learnt from the review to inform the maintenance and development of district centres.
- 2.2 However, consultation with the Police and within the Council has revealed that there are different understandings of what the town centre constitutes, which can impact on coordination and use of resources, and did not necessarily include main areas of evening and night-time activity.
- 2.3 The Greater London Authority's Technical Report on London's Late-Night Economy produced in June 2002, recommends that local authorities designate areas with significant amounts of late-night entertainment activity, referring to such areas as "Entertainment Management Zones" (EMZs). These should be managed through a coordinated approach bringing together planning, maintenance, police and other relevant stakeholders and pooling resources effectively.
- 2.4 Croydon Council has recognised this issue and put forward options for a proposed town centre map, as part of its proposals to designate an area where the consumption of alcoholic drinks is to be banned under the Criminal Justice and Police Act 2001. A proposed map, shown on the following page of this report, was agreed at the Cabinet Consultative Committee of 4<sup>th</sup> December 2002, and is due to undergo an extensive consultation process with the local community. It is anticipated that the resulting final map will form the basis of a ban to be implemented in the second part of 2003.

### **2.5 RECOMMENDATION**

That the Regeneration and Environment Scrutiny Sub-Committee be kept informed of progress in agreeing a cross-agency, commonly recognised map of Croydon's Entertainment District with stakeholders and the local community, with a view to pooling resources and improving coordination in managing the said area, and introducing a ban on the drinking of alcoholic drinks in the streets within that zone.



PROPOSED ENLARGED LICENSING AREA

TRAIL CENTRES SOUTH

# 3 - SAFETY IN CROYDON

## 1 INTRODUCTION

- 1.1 Croydon's night-time economy is one of the 5 main themes of the borough's Crime and Disorder Reduction Strategy, emerging from a 200% growth between 1996 and 2002 in the number of visitors to Croydon on Friday and Saturday evenings.
- 1.2 Safety is an important issue for Croydon residents. Croydon's 6<sup>th</sup> Talkabout Survey (conducted in November and December 2001) showed that 76% felt the night-time economy would be improved by measures to improve public safety and cut crime.
- 1.3 In addition, Croydon's 7<sup>th</sup> Talkabout Survey<sup>1</sup> (conducted during May and June 2002) provided information on Croydon residents' fear of crime in various parts of the town centre at various times of day, showing some uneasiness about using Croydon's varied amenities in the evening:

	15.00 - 17.00	17.00 - 20.00	20.00 - 23.00
West Croydon	19%	34%	71%
East Croydon	9%	31%	65%
Town Centre	16%	22%	67%

Percentage of residents feeling unsafe in different areas at different times

## 2 WHAT ACTION HAS BEEN TAKEN ?

### 2.1 PRESENCE IN THE STREETS OF CROYDON

2.1.1 Croydon Town Centre will benefit from the appointment of new staff who will start working in the borough in April 2003:

- 10 Police Community Support Officers, who will patrol the streets and focus on controlling low-level anti-social behaviour and have the power to detain offenders for half an hour
- 7 Street Wardens to be managed by Croydon Marketing and Development, who will have environmental management responsibilities and work in the town centre as well as South Norwood and Thornton Heath.

2.1.2 Although it is likely that these posts will involve some night-time duties, their precise nature and extent is still being developed at the time of reporting.

### 2.2 TECHNICAL SUPPORT

2.2.1 Croydon already benefits from

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<sup>1</sup> Talkabout Croydon, the panel of 1000 representative residents, was set up to provide the Council with reliable feedback on important local issues. All Council services and other local agencies such as Croydon Primary Care Trust are encouraged to use the Panel for their consultation exercises. Eight Talkabout Croydon surveys have been conducted thus far.



- CCTV coverage, with over 522 cameras, including a number owned by Transport for London
- Surveillance of the town centre and district centres from Taberner House control centre
- Link of Croydon Radio Against Crime<sup>2</sup> - most night-clubs in Croydon are linked to Taberner House Security and to the Police
- Security Footage taken by CCTV assisting the Police in mounting cases against offenders

## 2.3 REGULATORY FRAMEWORK

2.3.1 The following arrangements are currently in place:

- Trained and Registered door supervisory staff (responsibility for regulating door entry staff to be transferred to a national Security Industry Authority as a result of the Private Security Industry Act 2001)
- Licensing of mini-cabs by the Public Carriage Office - the Council may take this opportunity to work with Transport for London (TfL) on enforcement and good practice
- Penalty notices for anti-social behaviour since August 2002

2.3.2 In addition, the following developments are under way:

- Forthcoming licensing legislation, which places the responsibility of licensing premises on local authorities opens the opportunity to extend the range of **licensing conditions**. Areas where the possibility of setting conditions will be explored include:
  - training of staff
  - the use of "Croydon Radio Against Crime" apparatus and linkage to Council security control room as well as police, which is already the case with most Croydon night-clubs
  - linkage to the Council via CCTV, currently used by most Croydon night-clubs
  - safe dispersal of customers after closing hours

Officers await further guidance on this legislation to identify what opportunities for better management practice it offers.

- A forthcoming ban on drinking alcoholic drinks out of doors in the town centre. The proposed town centre area covered by this ban was agreed by council and police officers at a meeting of the Cabinet Consultative Panel of 4<sup>th</sup> December 2002, and is now due to undergo an extensive consultation process with the community .
- A new Alcohol Co-ordinator has been appointed to join Croydon's Drug Action Team and run initiatives aimed at curbing excessive alcohol consumption in the borough, starting in

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<sup>2</sup> Croydon Radio Against Crime is a radio system linking a number of shops, night-clubs and other premises to the Police and to Taberner House security staff, enabling these establishments to report incidents and share information about potential problems very promptly.

March 2003. It is hoped this work will bring reductions in levels of anti-social behaviour, as 40% of violent crime, 78% of assaults and 88% of criminal damage case are estimated to have been committed while offenders are under the influence of alcohol.

### 2.3.3 GOOD PRACTICE

Croydon licensing officers have put the following systems in place:

- Good management guidelines
- Detailed safety guidance for mini-cab drivers drawn up in consultation with mini-cab operators
- Pubwatch - a network for pub and night-club managers, with a view to sharing information, experiences and good practice

Partnership work includes:

- regular meetings of Croydon's Night-Time Economy Officers' Group to exchange updates in this field, co-ordinate activity and monitor progress
- multi-agency visits to establishments with a poor management and safety track record to address breaches of regulations

### 2.3.4 TRANSPORT

Maximising safety at night includes providing efficient night-time transport for visitors, and ensuring that at the end of the night, customers find safe, reliable transport home. A detailed overview of night-time transport provision is provided in section 4 of this report.

## 3 **GOOD PRACTICE ELSEWHERE IN THE COUNTRY**

- **Manchester**

The City put together its "City Centre Safe" - an alcohol-related "crime toolkit" to address the growth in anti-social behaviour which followed the opening of a large number of licensed premises in the run up to the Commonwealth Games in 2002. This included the following measures:

- banning of street drinking and the carrying of bottles and glasses in public
- CCTV coverage
- the "top ten" initiative through which local agencies prioritise the ten least well managed establishments in town, provide assistance in improving practice, and take enforcement action if this is not successful
- police and private bus-loading teams at key bus stops

- bottle bins at late-night bus stops
- a marketing campaign to challenge the culture of binge-drinking and promoting safety messages through radio advertising, posters, hoarding and venue-based advertising
- the “City Centre Safe” website providing useful information and reinforcing safety messages to young readers
- bail conditions for people arrested for offences linked to alcohol abuse, involving alcohol-counselling
- Police teams focus on hot spots: taxi ranks, late-night bus stops and takeaways
- a local, well publicised good practice award
- emphasis on partnership and team work among all agencies involved in maintaining safety in Manchester’s city centre.

- **Leeds**

Leeds has implemented a number of measures similar to Croydon’s such as a registered door staff scheme, extensive CCTV coverage, night buses, etc.

In addition, the local “Let’s Dance Safely” scheme provides security, facilities such as drinking water, as well as health and safety information to encourage responsible attitudes to having a good night out among young people.

- **Wolverhampton**

Wolverhampton’s night-time safety initiatives include:

- the mandatory use of safety glass in licensed premises and the use of plastic glasses in outdoor premises.
- late-night cleaning shifts
- the Licensing Crime Initiative, which works in the same way as the well-established Retail Crime Initiative. Anyone convicted of a violent crime, inside or outside licensed premises and which is alcohol-related, can be issued with an order excluding them from any of the licensed premises in the scheme. The scheme has been well publicised with a poster campaign and has proved to be a successful deterrent.

## **4 AREAS FOR IMPROVEMENT AND DEVELOPMENT**

The following issues emerge from Members’ visits in Croydon and the outcome of surveys:

1. During evening visits around Croydon, Members felt that signage to highlight CCTV presence needs to be more prominent.
2. A security presence would be helpful at places where anti-social behaviour arises frequently and where it is perceived to be, e.g. bus stops
3. Action needs to be taken to address local residents' general perception of Croydon's crime rate (the sixth Croydon Talkabout survey results showed that 76% of respondents would be encouraged to visit Croydon more in the evening if effective measures to improve public safety and cut crime were implemented)
4. Staffing levels at CCTV centre have an extensive range of other duties which puts a significant burden on their resources. Night-time duties for a team of two will cover:
  - being responsible for releasing cars from the local car pound out of hours
  - appearing at council premises to open these if an incident has taken place at night
  - staffing 4 telephone lines and 9 radio channels simultaneously. The main Taberner House line took 3905 calls from 1<sup>st</sup> January 2003 and 25<sup>th</sup> February 2003 between 10 pm and 4am.
  - liaising with emergency services to deal with 999 calls received
  - covering the CCTV cameras for over 500 borough-wide sites
  - carrying out administrative duties to record incidents and emergency telephone calls taken

## 5 - RECOMMENDATIONS - SAFETY ISSUES

1. That, having regard to the on-going Best Value Review on the Street Scene, the Council should consider the possibility of introducing more visible signage regarding CCTV coverage, as well as improved promotion of its use, particularly in bars, clubs and take-aways.
2. That the work already undertaken with partners in making the town centre safer – notably the Police – in the development of Croydon's next three-year Crime and Disorder Strategy be welcomed.
3. That Croydon's Pubwatch network should engage a growing number of Croydon licensees in developing safe and effective management practices in Croydon's town centre

4. That Licensing Officers incorporate emerging good management practices into licensing conditions when their effectiveness has been demonstrated.
5. That, new licensing legislation and guidance permitting, membership of Croydon Radio Against Crime (CRAC) should become a licensing condition for *all* night-clubs and bars in Croydon.
6. That officers should be asked to evaluate the success of innovative measures used in other boroughs such as Manchester e.g. good practice awards and pro-active measures with poor premises, and the advantages and disadvantages of adopting them in this borough .
7. That discussions should take place on the feasibility of allocating policing resources to patrolling areas with high crime rates / high fear of crime e.g. late night cafes and transport pick-up points at crucial times (e.g. 2 am) and evaluate the demand for such patrols as night-time trends evolve
8. That the outcome of on-going work on the development of relationships between police officers, wardens, and marshalls in controlling anti-social behaviour be publicized.
9. That future strategies to reduce fear of crime should include the media publicising improved safety measures and enforcement of regulations relating to the town centre.
10. That the Council expedite the introduction of the proposed ban on the consumption of alcoholic drinks within a designated area within Croydon's town centre and that this new development be advertised through the press, Croydon bars and night-clubs, as well as posters around the town centre.
11. That, in view of the growing night-time economy and workload to be covered at night-time (CCTV, liaising with the Social Services Emergency duty team, answering all night-time calls to Taberner House), that the Council consider providing additional staffing support in the Security and Emergency Planning Section.

## 4 - NIGHT-TIME TRANSPORT PROVISION

### 1 NIGHT-TIME BUS AND TRAIN AVAILABILITY FROM CROYDON

- 1.1 Croydon is served by two train franchises that run late night and early morning services to East Croydon from central London and Gatwick Airport.
- 1.2 Southcentral run an all night service connecting Gatwick with London Victoria Airport and Thameslink runs some late night and early morning services connecting Gatwick Airport with Kings Cross and parts of North London
- 1.3 There are three all night bus services two starting from Central London and serving the outer suburbs via East Croydon and one suburban service running between central Croydon and Lewisham via Sydenham and Catford, all run at half hourly intervals. A number of other bus services have some late night journeys.

#### Late night and early morning train services from East Croydon between midnight and 5.00am

Time at East Croydon	Destination Northbound	Operator
00.06	Clapham Junction and Victoria	SC
00.34	London Bridge, Kingscross, Luton & Bedford	Thameslink
01.27	Clapham Junction and Victoria	SC
02.27	Clapham Junction and Victoria	SC
03.00	London Bridge, Kingscross, West-Hampstead, Cricklewood, Luton & Bedford	Thameslink
03.27	Clapham Junction and Victoria	SC
03.45	London Bridge, Kingscross, Luton & Bedford	Thameslink
04.27	Clapham Junction and Victoria	SC
04.30	London Bridge, Kingscross, Luton & Bedford	Thameslink

Time at East Croydon	Destination Southbound	Operator
00.06	Purley, Coulsdon S, Merstham, Redhill, Horley, Gatwick Airport, Threebridges, Crawley & Horsham	SC
00.19	South Croydon, Purley Oaks, Purley, Kenley, Whyteleafe, Whyteleafe South & Caterham London	SC
00.25	Gatwick Airport, Haywards Heath, Brighton, Lewis and Eastbourne	SC
00.33	Purley, Coulsdon S, Merstham, Redhill, Gatwick Airport & Threebridges,	SC
01.20	Purley, Gatwick Airport & Brighton	SC
01.33	Gatwick Airport & Threebridges	Thameslink
02.09	Gatwick Airport & Threebridges	Thameslink
02.20	Purley & Gatwick Airport	SC
03.20	Purley, Gatwick Airport	SC
04.20	Purley, Gatwick Airport & Brighton	SC
04.36	Gatwick Airport, Threebridges, Haywards Heath, Brighton,	Thameslink
05.00	Gatwick Airport, Threebridges, Haywards Heath, Brighton,	Thameslink

## All Night Bus Services

<b>Bus &amp; departure point</b>	<b>Route</b>	<b>Times</b>
N68 East Croydon	Thornton Heath, Upper Norwood, Tulse Hill Elephant, Waterloo & Tottenham Court Road	00.15 & 45 until 04.45
N68 East Croydon (see 60)	South Croydon, Purley, Coulsdon and Old Coulsdon	01.15 & 45 until 05.15.
N159 East Croydon	Thornton Heath Pond, Norbury, Streatham, Brixton, Kennington, Trafalgar Square & Marble Arch	01.05 until 05.15
N159 East Croydon	Addiscombe Road, Shirley roundabout Addington Village & New Addington	00.59 & 01.29 until 04.59
N 75 Fairfield Halls (see 75)	Selhurst, South Norwood, Penge, Sydenham, Catford & Lewisham	01.12 & 42 until 05.12

## Other late night Routes

60 Park Street	South Croydon, Purley, Coulsdon and Old Coulsdon	00.10,30 & 50
75 Fairfield Halls	Selhurst, South Norwood, Penge, Sydenham, Catford & Lewisham	00.20, 00.40. 1.00
119 East Croydon	Addiscombe Road, Shirley West Wickham Bromley	0017 & 0037
157 West Croydon	Wallington, Carshalton Morden	00.19 & 00.39
157 West Croydon	Selhurst, South Norwood, Penge, Crystal Palace	00.14,34&54 until 01.54
407 West Croydon	Purley, Kenley, Whyteleafe & Caterham Valley	00. 23 & 00.53
407 West Croydon	Beddington, Carshalton & Sutton	00.03, 00.33 & 01.03

- 1.4 This information, correct at the time of going out to press, was compiled by Charles King of the London Transport Users' Committee and made available to Croydon residents in the December issue of Croydon Reports. It could easily be adapted to be linked to Croydon Council's website and to appear on a brochure on Croydon's night-life.
- 1.5 In addition to the above night-time bus routes, TfL are planning to introduce three new night-time routes in 2003 to fill gaps in current provision.
- 1.6 To provide greater security, all night buses should soon have CCTV on board.

## 1.7 NIGHT-TIME TRAM SERVICES

1.7.1 Trams on all three lines stop by 1 am and do not resume until 4.30 am.

## 1.8 BLACK TAXIS

1.8.1 Most black taxi drivers operate from a rank in East Croydon, somewhat removed from the heart of the night-time economy. Recently, however, a few have started using a small rank situated in High Street, much closer to night-clubs and bars, including the new Grants complex.

## 1.9 MINI-CABS

1.9.1 There are currently 104 registered mini-cab firms in the borough, including about 20 in the town centre.

1.9.2 There is a growing recognition that mini-cabs represent an important element of night-time transport, and that this situation is abused by a number of illegal mini-cab “touts”. In response to this, the Mayor of London recently launched a safety campaign entitled “Know what you are getting into” to promote the use of mini-cabs licensed by the Public Carriage Office, good practice in making bookings, and the dangers presented by illegal mini-cab drivers. Promotional material linked with this campaign is now being disseminated around night-clubs in Croydon .

## **2 LOCAL PERCEPTIONS**

2.1 A number of surveys were conducted as well as examined to obtain the views of transport users as well as black taxi and mini-cab drivers:

- Information on transport users’ views was obtained from a specially designed short questionnaire in Croydon Reports and the Council’s website, as well as from Croydon’s seventh Talkabout survey which set a number of questions on transport
- In addition, a survey commissioned by Croydon Council’s Crime Reduction Team is currently being conducted by “Outlook Research LTD” with night-club customers to ascertain the precise destinations they need to go to after a night out, and where a new transport need may lie.
- Black taxi drivers and mini-cab drivers were interviewed regarding a number of issues affecting their current night-time work.



## SCRUTINY SURVEY OF NIGHT-TIME TRANSPORT USERS

The survey aimed to obtain the following information:

- Frequency of visits to Croydon at night
- Return times
- Type of transport used
- Whether respondents travel alone or in a group
- Respondents' age, gender and post code
- Further comments

### Profile Of Respondents

- 171 replies from Croydon Reports were received, and 101 from the website
- Respondents were mainly from the CR0 post code area (CR0 4, CR0 7, then CR0 9)
- 54% of Respondents were aged 40 or below, and 74% of website respondents

### Travel Habits

The following figures summarise the findings of the survey:

- 73% spend an evening in Croydon at least once a month
- Most users relied on the bus to get home, followed by the mini-cab and taxi
- 41% return home before midnight.
- Of those who return home after 1 am, 84% are aged 40 and under
- 54% of under 25 year olds find it difficult to get home at night, against 26% of those aged 61 and above
- Difficulty with night-time transport was expressed by
  - 49% of bus users
  - 45% of mini-cab users
  - 52% of taxi users

### Comments Made

Only 50 respondents made **no** comment or suggestion on night-time transport

The majority related to the need for more late services (82 comments), particularly to the south of the borough, and for improved security(132 comments).

- 16 requested security staff to keep transport safe at night, 13 requested a greater police presence on the streets and 9 expressed a need for better lighting on the streets

- 19 expressed concern about regulating mini-cabs and ensuring that there were no touts plying for trade in the evening. Requests were also made for clear identification of licensed mini-cab for safety reasons.

- 17 commented on the high cost of night-time transport

The results of this survey, which drew 643 responses, confirm some of the perceptions regarding safety expressed in the smaller Scrutiny Survey.

Between 8 pm and 11 pm,

- 84% of questioned felt unsafe on a bus
- 93% of respondents felt unsafe in a mini-cab
- 78% felt unsafe in a train
- 79% felt unsafe on a tram

Figures, although still high, are less negative between 11 pm and 7 am, perhaps as many do not go out at those times:

- 42% felt unsafe in a mini-cab
- 48% felt unsafe on a bus
- 68% felt unsafe on a train
- 47% felt unsafe on a tram

Concerns expressed included:

- a fear of being mugged or robbed (93%)
- a fear of sexual assault (25%)
- a fear of being physically attacked (77%)
- a fear of being verbally abused (59%)
- a fear of racial abuse (27%)

In addition, when questioned as part of the Talkabout survey on Croydon's night-time economy, 48% of 680 respondents stated that they would be encouraged to come to Croydon more often if public transport were improved.

The Transport survey also provided information on respondents' views of security measures. They felt that safety would be greatly improved if there were

- more staff on transport (75%)
- more staff at stops and stations(68%)
- CCTV on all transport (71%)
- CCTV at stops and stations
- Improved lighting at stops and stations (55%)
- More frequent services (48%)

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- more staff at stops and stations(68%)
- CCTV on all transport (71%)
- CCTV at stops and stations
- Improved lighting at stops and stations (55%)
- More frequent services (48%)

## **BLACK TAXI SURVEY**

In 2002, a bid was put forward as part of the Borough Spending Plan to provide an additional black taxi rank in Surrey Street to cater for the customers of numerous night-clubs in the vicinity. This bid was unsuccessful, but the Council's Planning and Transportation Department plan to put in a further bid, which might benefit from evidence of support both from black taxi drivers and visitors.

A survey was therefore carried out to gauge support for a town centre taxi rank.

- 23 taxi drivers were questioned
- Half of respondents already work in the town centre at night, while the other half only work days
- Half of respondents seemed to think that the high street rank was already being used at night, pointing to an existing demand
- A little more than half would be interested in using a new taxi rank in the town centre, which ran counter to existing officer impressions
- Sites suggested for such a rank might be Surrey Street (9 respondents), High Street (4 respondents) or Park Lane (1 respondent).

Interestingly, while respondents who use night-time transport felt there was not enough transport provision, a number of black taxi drivers felt that business was dwindling. This may be due to the fact that the few times when demand may outstrip supply significantly during weekend nights, leading to a long wait and a grim end to a long night out, are not enough to earn a satisfactory income to the large numbers of taxi and mini-cab drivers operating in Croydon's town centre.

## **MINI-CAB SURVEY**

A telephone survey was carried out to find out about working practices among mini-cab firms and to gauge support for the following propositions:

- sharing and taking up good practice
- networking
- sharing resources to acquire safety equipment.

10 licensed firms based in the town centre were questioned. Although it is difficult to ascertain exactly how many are based in this area, an examination of mini-cab firms' telephone numbers suggests that there are approximately 20 such firms operating in the area.

- 60% conduct about half of their business between 10 pm and 4 am
- 50% obtain most of their business through telephone bookings, and 30% carry out bookings by phone or at the mini-cab office
- 50% stated that some destinations were more popular. 6 mentions were made by these southern destinations (Purley, Coulsdon, South Croydon and Caterham).
- 60% stated that they advertised by word of mouth, and 70% stated that advertising was done through leafleting and card drops.
- 50% have arrangements with late-night venues. Of these, two quoted specific night-clubs and one quoted Warners Brothers.
- 90% stated that they had concerns about safety at night, drunken and unruly behaviour being the greatest threat.
- 90% stated they would find it useful to be a member of a network of mini-cab drivers and operators.
- 60% would be interested in pooling together to obtain resources e.g. security equipment at a cheaper cost.
- 70% would also be interested in sharing information as well as training with other agencies.

### 3 RECENT AND FORTHCOMING INITIATIVES

- 3.1 A number of initiatives have recently appeared to respond to the growing need for safe night-time travel.
- 3.2 Transport for London (TfL) has issued good safety advice for night-clubbers, to be issued by the establishments where they spend the evening. It is important, however, that this information be available in highly visible locations such as exits or cloakroom areas, or that door supervisors be able to issue the advice in person when necessary.
- 3.3 The Cannon Cars mini-cab firm (based in Hayes, Kent) has linked its telephone system to its computer booking system through "Computer logging Interface", a system allowing the booking system to display the telephone number of every customer with the exception of withheld numbers, and bring up customer's details, i.e. name and address if the booking system recognizes the number. When the job is allocated to a specific driver, his/her driver and registration numbers are then sent electronically to the customer via their mobile phone so that it may be checked when the driver arrives.

Representatives of Croydon's Night-Time Economy Steering Group have inspected this system and are keen to see other mini-cab firms take up this technology. It is hoped that discussions through some form of mini-cab network may encourage a number of local firms to adopt this innovative equipment.

- 3.4 A number of people have expressed concerns about walking home at night - a view also reflected in the Scrutiny Review of Night-Time Transport and felt uneasy about the walk home after a night bus ride. The "Last Mile Home" project aims to address this fear, through well-lit waiting areas at bus stops and facilities for booking mini-cabs to avoid having to walk home.
- 3.5 In Canary Wharf, plans have been drawn up to provide sheltered, well lit waiting areas with either a CCTV or a human security presence, and a high-tech booking kiosk allowing people to book a mini-cab from a large licensed mini-cab operator. Similar arrangements are being made in Bexleyheath, with the addition of connections to night-buses and the Dial-a-Ride service.
- 3.6 At present, there is no onus on clubs to ensure the safety of their customers once they have left the club. In the longer term, however, it is hoped that through Borough licensing regulations, clubs will be required to provide links to licensed mini-cab operators. Indeed, this responsibility may lead to an increase in partnerships between night-clubs and mini-cab operators which already exists in Croydon, albeit on a small and informal scale. Such arrangements could in time be extended to other night-time venues such as restaurants and theatres, and also include businesses which employ night-time staff.

## 4 CONCLUSIONS

1. While there are a number of night-time services available from Croydon, residents seem to have entrenched concerns about the availability of services and levels of safety in public transport. This might be addressed through the introduction of highly visible and effective security measures as well as local press coverage to encourage a more positive attitude of night-time transport.
2. As there are a number of services available at night, there is reason to believe that a number of visitors to Croydon are not aware of what *is* available to them, or of how to find out about this information. This means that current night-time services may be underused. This needs to be addressed with effective dissemination of information on time-tables in highly visible places where customers are more likely to use them than traditional, poorly lit bus stop timetables.
3. To address some of the issues raised through the above surveys and provide better night-time services, the Council has set up two small working groups to work with taxi and mini-cab firms, as well as with bus and tram representatives.
4. The results of the survey currently being conducted by by “Outlook Research LTD” with night-club customers will be fed back to the working group focusing on night-time transport provision and used to provide effective promotion, and to lobby for improved night-time bus services where there appears to be a need for these.

## **5 - RECOMMENDATIONS - TRANSPORT**

### **BUSES**

1. That the Council and CMD should advertise night bus routes, time-tables and main bus stops in a variety of different ways accessible to users, e.g. posters, Croydon Council's website, night-time brochures (pocket size and large formats) , local media, night-clubs (communal areas and door supervisory staff), and by advertising the 24/7 020 7222 1234 telephone service provided by Transport for London (TfL).
2. Using the evidence obtained from surveys, that Croydon Council should lobby TfL to set up new/more frequent night bus services and bus-stops conveniently sited in the entertainment centre of Croydon.
3. That Croydon Council should work with TfL to explore the potential of a range of night-time travel options e.g. a varied bus fleet to provide a measured response to demand for new routes.
4. That, to provide better security and a greater take-up of night time buses, Croydon Council should lobby Transport for London to provide;
  - better lighting at bus stops
  - security staff / marshalls on night buses and bus stops
  - CCTV at appropriate locations
5. That Croydon Council and TfL work together to provide convenient, centrally located bus stops for night bus lines
6. That The Council's transport officers explore and feed back to the Regeneration and Environment Scrutiny Sub-Committee on the possibility of obtaining "pump-priming" to set up new night-time bus lines while their financial viability is being assessed.
7. That Croydon Council lobby TfL to install clearly visible electronic boards at all town centre bus stops indicating night bus numbers, information on routes and waiting times

### **TAXIS**

8. That, in line with support expressed both by black taxi drivers and the public, the Council should consider the possibility of providing a new taxi rank to be located in the town centre, near main night-time venues.
9. That good signage and lighting should be provided for such a taxi rank

### **MINI-CABS**

10. That Croydon Council licensing officers liaise with Croydon mini-cab firms to:
  - disseminate good practice in this field, e.g. Croydon's personal safety guide, mobile phone booking systems, security equipment for mini-cabs, etc

- explore the possibility of creating a network/co-operative of mini-cab firms to share good practice, secure economies of scale when acquiring new equipment e.g. in-car CCTV or booking booths, liaise effectively with the council and the police and lobby TfL for resources to implement chosen improvements.

- explore the possibility of linkages between mini-cab firms and night-clubs to promote safe mini-cab bookings and discourage the use of illegal mini-cabs

11. That Croydon Council's Planning and Transportation Department should lobby the Public Carriage Office to begin enforcing the licensing of mini-cab drivers as soon as possible.
12. That, for safety reasons, Croydon Council should lobby the Public Carriage Office to allow licensed mini-cab operators to display details of their firm on their vehicles.
13. That Croydon Council should explore the possibility of lobbying TfL to enforce good practice through licensing conditions for mini-cab firms and drivers.
14. That Croydon Council should explore the feasibility of promoting good practice by encouraging local mini-cab firms to compete for the Gold Award with the National Private Hire Association.
15. That officers investigate examples of good practice in providing safe mini-cab travel and promote these with operators

## **TRAINS AND TRAMS**

16. That transport liaison panels should be used to explore the possibility of providing later services to areas with a high demand for train services, or of providing more stopping services at later hours along existing lines.
17. That discussions should take place with tram operators to explore the possibility of extending tram operations later into the night at the weekend, and publicising and promoting such new timetables widely.

# **5 - ATTRACTING VISITORS TO CROYDON IN THE EVENING**

## **1 INTRODUCTION**

- 1.1 Although situated only 10 miles from London and the extensive range of entertainment it offers, Croydon is recognised as a significant centre of entertainment in its own right, as shown in a study on the late-night economy in Greater London.
- 1.2 Yet, it is also surrounded by other smaller centres such as Bromley, Sutton, Reigate and Redhill which offer their own range of restaurants, pubs, cinema and live events, but whose residents may occasionally wish to visit Croydon.
- 1.3 In this competitive environment, how does Croydon attract customers to its evening economy? And how might it further develop this aspect of its economy and attract new groups of visitors?

## **2 STEADY GROWTH OF PREMISES IN CROYDON**

- 2.1 Croydon offers a wide variety of attractions to the evening visitor, which include:
  - The Fairfield Halls complex, comprising a 1789-seat concert hall, and the 763-seat Ashcroft Theatre, as well as a number of meeting rooms. This complex is soon due to undergo major works to provide Croydon with significant improvements in local entertainment
  - The Clocktower complex. This houses the David Lean Cinema, which shows a wide variety of films, from “Art-House” and foreign productions to major feature films, as well as the Braithwaite Hall, home to a wide variety of live events.
- 2.2 These venues were added to in early 2002 by a Warner Village 10-screen cinema in the High Street’s Grants Complex, in the very centre of Croydon.
- 2.3 In addition to the above entertainment and to pubs playing live music such as the Cartoon in West Croydon, the town has a wide variety of restaurants and night-clubs. South End, the southern extension to the High Street, is lined with a wide variety of pubs and restaurants, from Oriental to Mediterranean.
- 2.4 At the northern end of the centre, Broad Green restaurants, pubs and food outlets provide a taste of Oriental and West Indian cuisine which reflects the diversity of the borough’s population.
- 2.5 In addition to the above, Croydon provides a number of original attractions:
  - Croydon’s Mela festival and the World Party are held together in Lloyds Park outside Croydon during a July weekend each year. These events are sponsored by the Croydon Advertiser and advertised through a wide variety of means including the national press and radio, the British Council as well as at grassroots level in South-East London, and attract sponsorship from a number of local and national firms.



- Every year, a number of local chefs take part in the “Croydon Curry Chef of the Year” contest, as part of a national competition organised by the Chartered Institute of Environmental Health . The winning chef receives a silver trophy, and progresses to the regional final, and then hopefully to the national final.
- The Skyline project which involved lighting major buildings to provide a bright, attractive and unique night-time environment. Its development was funded by a Millenium Commission grant of £1 million as well as sponsorship by owners of various buildings in Croydon, including Direct Line, Nestlé UK, Croydon Council, Croydon College, Fairfield, Seymour Developments, Royal and Sun Alliance, CIT Holidays, Whitgift Barclays, and the Home Office. The project’s main source of income is currently private hire of the equipment.

### **3 THE VIEWS AND NEEDS OF VISITORS**

Despite the growing variety of outlets in Croydon, there is still a perception that more could be done to improve the town’s image and vitality.

#### **3.1 TALKABOUT CROYDON SURVEY FINDINGS**

- 3.1.1 680 local residents responded to the 6<sup>th</sup> Talkabout Croydon Survey which included questions on spending the evening in Croydon. The findings may be summarised as follows:
- 3.1.2 64% of residents questioned visit Croydon town centre in the evening. The most popular type of activity revolves around food and drink. 55% of respondents go to restaurants and cafes at least once a month, and 52% go to the pub at least once a month. Far behind these came the cinema, with 35% going to the pictures at least once a month.
- 3.1.3 Interestingly, while a number do enjoy going to the pub, 48% felt that there were too many pubs, and 47% felt that there were too many night clubs.

Respondents felt that Croydon town centre needed:

- More entertainment (40% of respondents)
- better public transport (47%) of respondents)
- measures to improve public safety and cut crime (76% of respondents)

#### **3.2 CULTURAL STRATEGY YOUTH SURVEY**

- 3.2.1 In addition to these findings, the working group also received information regarding young people’s views regarding evening activities. These were obtained through interviews with 36 young people, as part of consultation exercises carried out to draw up Croydon Council’s Cultural Strategy. This showed that young people were happy with the idea of a 24 hour city while this was much less attractive to those who had retired. Young people had a good awareness of sports facilities in the borough, and felt a need for more music and dance events in the borough, as well as restaurants.

### 3.3 THE VISITOR FROM OUTSIDE CROYDON

- 3.3.1 One group which is not represented in the above results is the visitor from outside Croydon. The draft Cultural Tourism Strategy, drawn up in June 2001, included a survey of visitors, and provided details of where these came from, as well as what they knew of Croydon attractions.
- 3.3.2 Of trips taken to Croydon, research conducted to inform the draft Cultural Tourism Strategy showed that
- 11% of visitors came for business
  - 20% came for holidays
  - 59% came to visit friends and relatives
  - 10% came for other reasons
- 3.3.3 Figures show that 34% of visitors come from other London boroughs, 27% from Surrey, 16% from Kent, and 16% from the rest of the United Kingdom.
- 3.3.4 Results also showed that while 65% of residents were aware of at least one cultural attraction or facility in Croydon, only 32% visitors from outside were aware of at least one attraction. Asked about Croydon's yearly Mela, 56% of residents and 8% of visitors are aware of it, with only 3% taking part in it. When asked whether they were aware of the local tourist Information Centre, 34% of visitors answered that they were aware of it while 50% of residents knew of this service. To conclude, 75% of visitors, as well as 55% of residents felt they did not receive sufficient information with regard to the cultural facilities and attractions in Croydon.
- 3.3.5 Since such a large number of visitors have a link to local residents, it is particularly important that good information on local attractions be widely available, to "add value" to the visit.
- 3.3.6 A positive statistic shows that 70% of residents will make a return visit to the cultural attractions and facilities in Croydon if they are more aware of them and if more detailed information is available. This would suggest that Croydon's attractions are valued, and that more widely available information should draw more local visitors.

## 4 AREAS FOR DEVELOPMENT

### 4.1 PROMOTION

#### 4.1.1 CROYDON'S TOURIST OFFICE

- Croydon has a dedicated tourist office, which a number of neighbouring councils such as Sutton or Bromley do not have. It has a section which advertises a number of local events, including productions by local amateur organisations. Discussion at the office revealed that a regular sources of enquiries focused around weekend visits to Croydon combined with a show, particularly when a well-known company or star was due to give a performance.
- As shown in the table below, Croydon's Tourist Office responded to 44238 enquirers in 2001-2002, of whom
  - 22,903 came in person
  - 8656 rang the office

	VISIT TO THE OFFICE	PHONE CALL
LOCAL ENQUIRERS	19,940	5174
REST OF UK	689	3210
OVERSEAS	2274	272
TOTAL	22,903	8656

- However, as previously stated, research conducted as part of Croydon's draft Cultural Strategy shows that only 34% of visitors answered that they were aware of Croydon's Tourist Information Centre, while 50% of residents knew of this service. In addition, 75% of visitors, as well as 55% of residents felt they did not receive sufficient information with regard to the cultural facilities and attractions in Croydon.
- A number of changes could add to the effectiveness of the Tourist Office in promoting Croydon and its evening economy:
  1. The tourist office is not prominently situated and would be easy for a visitor to the area to miss. In addition, sign-posting to the office from large transport interchanges such as East Croydon might be improved by indicating this destination above the exit, and again on the way to the tourist office.
  2. Furthermore, to support the work of the tourist office and promote the town's activities to the newly-arrived visitor, some form of advertising such as posters showing a map, attractions and forthcoming shows in Croydon might be prominently displayed at major railway stations and other major meeting points in the town centre. Croydon Council might also consider installing electronic screens, already in use in neighbouring Bromley as well as in many European towns, giving visitors access to the local website and information on the locality.

3. The most recent brochure of Croydon, produced by Croydon Marketing and Development in 2001-2002, is currently out of print, and an updated replacement is required. A good model to follow might be the Leeds model, which offers a large size brochure, as well as a pocket size reference publication giving useful addresses and information such as night-time transport. Croydon Reports produced a one page night-time transport information table in their pre-Christmas issue, which might easily be used in such a publication, as well as on the council's website.
  
4. While the tourist office does advertise a number of local events, these could be displayed more prominently. While the tourist office is regularly used by local residents, its use as a destination for visitors would benefit from further development.
  
5. To supplement the work of the Tourist Office in promoting local events, Cultural Services might make use of systems such as electronic booking and weekly or monthly advertising through e-mail, which is used by organisations such as Warner Village Cinemas. Leeds City Council offers another example of good practice: its Department of Leisure Services is currently successfully promoting clubbing breaks on the Internet, including hotel accommodation, travel and club packages. It is anticipated that the forthcoming new contract for Croydon's Customer Focus Initiative will offer opportunities to explore such possibilities in further detail.

#### 4.1.2 CROYDON COUNCIL'S WEBSITE

- Croydon Council's website has a variety of information available for the potential evening visitor to Croydon, which includes programmes of activities at the Clocktower complex.
  
- Croydon Council's website also advertises major cultural events on its home page, thus directing the reader to it effortlessly, and showing the Council to have a wider (and more interesting) remit than maintenance services, important as they are. In addition, the Cultural Services home page gives the reader the opportunity to join its mailing list and receive regular updates on local events. Indeed, the Cultural Services website has one of the highest hit rates of all sites managed by Croydon Council.
  
- However, the web pages present some disadvantages to the reader unaware of the Croydon Council infrastructure and of the names of attractions available in Croydon. If living in another council, he or she may not know that a number of cultural activities are managed by the Cultural Services department, or be familiar with the names of our entertainment complexes.

An internet user would gain easier access to this information if the home page displayed an additional heading such as “What’s on in Croydon” to the home page linked to headings such as “theatre”, “live events”, etc, thus providing the potential visitor with information on Croydon’s wide range of information, and the Council with an extended customer base.

For instance, neighbouring Sutton provides a web page on “Visiting Sutton”, with links directing viewers to theatre, hotel transport and other information required to have a good day/night out. Other websites produced by councils such as Leeds and Glasgow give easy access and outlines of the attractions available locally, akin to detailed tourist guides. Indeed, current technology would make it easy for Croydon to produce any future local guide both in hard copy and in electronic format

#### 4.1.3 PARTNERSHIP WORKING ON PROMOTION

- While a number of staff in the Cultural Services Department and Croydon Marketing and Development (CMD) are currently involved in promoting discrete aspects of Croydon’s attractions, it is currently relatively difficult to obtain promotional material on Croydon’s night-time economy.
- A Tourism Steering Group bringing together a number of officers from the Council and CMD has met to look at various aspects of tourism, but this work is still at an embryonic stage.
- Croydon’s draft Culture Strategy, produced in June 2001, pointed to friends and relatives as a particularly important client group, which might take a greater part in Croydon’s night-time economy if better informed.

This research needs updating, however. In addition, Council departments and agencies concerned need to:

1. Identify the needs of local residents, including families and young people, and establish how the development of the night-time economy and environment might benefit them as well as the local economy
2. Identify customer groups, in the borough as well as outside it, which are most likely to respond to promotion of local evening events and attractions, and target advertising at these
3. Monitor the effect of promotion and develop advertising and marketing accordingly

#### 4.1.4 ADDING VITALITY AND A SENSE OF COMMUNITY

- The Night-Time Economy Scrutiny Working Group felt there was a need to provide more variety of entertainment to cater for all sectors of the community and to steer the main focus of the evening away from alcohol consumption.
- One way of developing the image of the town centre is by adding life to its streets and open spaces, as in the run-up to the Christmas festivities, or by holding festivals. Although countries such as Spain might be better known for such activities,

the festivals and fairs held in such towns as Leeds (a Christmas Fair and many other events), Lincoln (a Christmas Fair) and Edinburgh (festival and Hogmanay), even during the coldest part of the year, prove that such events can be a real success in this country and create a sense of community and identity.

- As stated above, Croydon has some experience of organising successful events: in addition to the Mela and World Party, it ran successful fortnight-long summer festivals in 2000 and 2001 as well as a New Year's Eve Firework display held in 2000 in Lloyd Park, which drew about 9000 people in cold and wet December weather. £97,000 out of the £120,000 budget for the latter event came from a grant from the Millenium Commission. Sponsorship and trading income would have supplemented this had enough time been available to organise this (a regular challenge when organising such events).
  - While considerations such as high insurance costs and limited space must be taken into account when considering whether to hold such events, one might also take into account the fact that creative solutions might be found to overcome these.
1. Location might be mixed, making use of such venues as Fairfield Halls meeting rooms as well as outside venues for small stalls - North End has hosted a French market in the past, and should be able to accommodate events where attractions are set out in narrow stalls . In Edinburgh's Fringe Festival - which this review does not recommend to emulate! - small venues for performances are to be found in a variety of different places for hire, health and safety, and access issues permitting, which add to the uniqueness and excitement of the event. The Sutton Festival, held last year from 6<sup>th</sup> July to 14<sup>th</sup> July, held evening events in pubs, churches, meeting rooms in their civic offices as well as the local Charles Cryer and Secombe theatres.
  2. Festivals lend themselves to a very creative use of resources. Apart from Council grants, they can attract external grant funding, business sponsorship, income from sales or hire, voluntary donation of time, expertise, equipment and produce from parties interested in taking part, sharing costs on joint projects, and these are the very challenges which begin to give such events a sense of ownership and pride.
  3. Examples of significant earnings from charges are the successes of the Leeds Town Centre team, which organises over 50 events a year, and Lincoln, whose Christmas market has been running since 1982 and which makes a substantial profit from stall rental and fees from funfair attractions. In 1997, this drew an income of approximately £100,000 per year, leaving a profit of £10,000 which was used to fund a local festival.
  4. The cost of festivals need not be high: Since May 1997, Romford has held a yearly festival, on which the Council spent £4,000 in its first year. Sutton's first festival in July 2002 cost the Council £5,000, to which were added £580 as part of a sponsorship deal. In addition, some 40 voluntary groups gave of their time to help organise the Sutton festival.
  5. Costs such as cleansing and insurance, as discussed in working group meetings, need not be prohibitive: cleaning costs for the large scale Fire of Wall firework display held in 2000 and attended by 9000 came to £1,500 out of a total budget of £120,000. Insurance costs will depend on the danger element of events being organised. Both elements can be largely "budgeted out" depending on the nature of events to be staged.

6. Croydon has good experience of making successful bids for events. It may however require additional staffing support to gain access to external funding, but this might be considered a worthwhile use of funding: one staff earning in the region of £25,000 per annum spent two weeks (about 1/25 of the year, i.e. £1,000) putting together a successful bid for £95,000. Such a staffing resource might be used **Council-wide** to disseminate support and advice to various departments on fund raising, and build on existing good practice
7. Earnings from sponsorship and trading are needed to supplement grants, but time is needed to develop contacts and relationships with businesses, local and further afield. If festivals take place regularly, these relationships can be strengthened as businesses can rely on them to obtain useful advertising as well as income.

## 5 - RECOMMENDATIONS FOR CROYDON MARKETING AND DEVELOPMENT (CMD)

1. That Croydon stakeholders work together to consider how best to plan for and promote the development of a more varied night-life in response to residents' expressed request for variety and concern with the current consumption of alcoholic beverages in the town centre at night. The aim of such work would also be to give Croydon a unique identity distinct from other night-time destinations (such as London's West-End) which would make it worth travelling to in its own right. This work might be carried out by the town Centre group, and include producing a clear vision of Croydon's image, a short/medium term action plan to bring this about and identifying sources of funding and sponsorship to bring this about.
2. That such an expanded variety of evening entertainment include the provision of family-friendly events facilities (e.g. the "ballroom" available to children in IKEA during the day and evening)
3. That the Council (as part of its work on SRB6), CMD and local businesses in West Croydon explore the possibility of developing and promoting the local flavour of West Croydon as a focal point of the evening economy reflecting some of Croydon's ethnic diversity.
4. Following examples such as Glasgow's city centre representatives which combined training and employment initiatives with town centre improvements, that the Council and other agencies involved in the local night-time economy feed any relevant projects into regeneration plans to create increased wealth and jobs in the borough.
5. Drawing from good practice in Croydon as well as other boroughs such as Lincoln, Leeds, Bromley and Sutton, that CMD and the Council work together to seek funding to organise and run evening events to increase the amount and variety of footfall in Croydon Town Centre in the evening, and that, building on good practice acquired through day-time events such as Croydon's Country Show, that they formulate a strategy to make these evolve into self-financing events
6. That CMD and the Council work together to draw up and implement a plan to make the best possible use of *existing resources* to develop evening tourism and the evening economy and to ensure that strong links between the Council, private and voluntary sectors are used to promote Croydon as an attractive evening and night-time venue.
7. That CMD and the Council identify *new resources*, sources of income and potential partners to expand Croydon's evening and night-time tourism.
8. That CMD should investigate options to extend opening hours in line with local needs and market forces in consultation with local businesses and customers.
9. Using good practice in areas such as Leeds, that CMD and the Council explore ways of pooling resources and maximising coordination between agencies as well as the business and voluntary sectors, in order to offer the Croydon visitor a clean, well maintained, attractive and safe environment at night.



10. That Croydon Marketing and Development put together proposals for a guided tour around Croydon, including details of pubs and evening attractions.
11. That the Council and CMD work together to advertise Croydon events, venues and evening services e.g. transport, *to new and potential visitors* through a variety of means e.g. :
  - using Croydon's advertising columns and bus stop poster sites
  - highly visible advertising in Croydon's own Tourist Office as well as the tourist offices and libraries of neighbouring boroughs
  - through the website, and by flagging up attractions through home page and easy to use web links
  - through an attractive and comprehensive regularly updated Croydon tourist brochure as well as a small easy to carry format to use while visiting Croydon
  - through e-mail advertising on the model of Warner Cinemas
  - to hotels and businesses for the business customer

## 6 - RECOMMENDATIONS FOR THE CULTURAL SERVICES DEPARTMENT

The Working Party are aware that the following recommendations echo aspects of the Department's Service Plan which address tourism and promotion, and will follow up these aspects with particular interest as they monitor the implementation of their recommendations.

1. Drawing from the organisational and resourcing experience of other boroughs such as Leeds, Lincoln, Sutton and Bromley, that the Council and CMD work together to seek funding and sponsorship to run a number of self-financing evening events, festivals or fairs to increase the amount and variety of footfall in Croydon in the evening and that, building on good practice acquired through day-time events such as the Country Show, that they formulate a strategy to make these evolve into self-financing events.
2. That the Council and CMD work together to:
  - draw up and implement a plan to make the best possible use of existing resources to develop evening tourism and the evening economy
  - ensure that strong links between the Council, private and voluntary sectors are used to promote Croydon as an attractive evening and night-time venue
3. That the Council and CMD work together to advertise Croydon events, venues and evening services e.g. transport, *to new and potential visitors* through a variety of means e.g. :
  - using Croydon's advertising columns and bus stop poster sites
  - highly visible advertising in Croydon's own Tourist Office as well as the tourist officers and libraries of neighbouring boroughs
  - through the website, and by flagging up attractions through home page and easy to use web links
  - through an attractive, comprehensive and regularly updated Croydon tourist brochure as well as a small easy to carry format to use while visiting Croydon
  - through e-mail advertising on the model of Warner Cinemas
  - to hotels and businesses for the business customer
4. That the Council investigate the potential for Croydon to install free-standing electronic information points throughout the town centre, as used by neighbouring London Borough of Bromley.
5. That, when putting together funding for events, the Council and Croydon Marketing and Development build on the good practice developed through the Mela to:
  - encourage a sense of continuity in seeking funding and sponsorship for future events which will attract further funds from regular partnerships
  - make decision-making on council funding as prompt as possible in order to give organisers as much time as possible to obtain varied sponsorship and resources "in-kind"

6. In order to start drawing more visitors to spend leisure time in Croydon, that the Council improve the quality and size of signage to Croydon's Tourist Office and important areas of entertainment and culture from major transport points and in important areas of congregation, e.g. East and West Croydon stations
7. That Croydon Council implement a Brown Tourist Sign-Post policy to key services (Tourist Information Centre, theatres, etc).
8. That Croydon Council consider the possibility of guiding walkers to main sites around Croydon, with clearly visible itineraries drawn on pavements..
9. That Croydon Council exploit the CFI project and link the new multi-function box office and on-line bookings to other night-time economy providers so that bookings for all evening arts events can be made in one place, be they for events in Fairfield, the Clocktower, etc
10. That the Scrutiny function conduct a review of Tourism in the forthcoming Municipal Year (2003-2004).

## **7 - RECOMMENDATION FOR THE ECONOMIC AND STRATEGIC DEVELOPMENT UNIT**

In line with the aims of the SRB6 project and Vision 2020 Supplementary Guidance, that the Council and other agencies such as CMD provide support to the evening economy of West Croydon and help promote the unique ethnic flavour of its shops, which are often open until late and its large range of eating places.

## **8 - RECOMMENDATION FOR THE ENVIRONMENTAL SERVICES DEPARTMENT**

That the Council take advantage of the full extent of advertising options to advertise Croydon's Curry Chef of the Year competition, as well as its final result.

# 6 - STREET CLEANSING AND LIGHTING

## 1 OBSERVATIONS MADE DURING VISITS AROUND CROYDON

1.1 After the visits conducted on 7<sup>th</sup> December 2001 and 1<sup>st</sup> November 2002, the following observations were made on cleansing and lighting issues:

### 1.2 Visit of 7<sup>th</sup> December 2001

- Members highlighted the feasibility of improving street lighting away from main streets and South End (south of the flyover)
- As a result of the lack of street cleaning and refuse collections from bins at night, discarded glass bottles could be used as missiles or weapons. Better street cleaning and more frequent emptying of bins would remove many potential weapons from the street and help minimize injuries.
- On this visit, members noted the condition of the streets. It was felt that businesses should take responsibility for the pavement area adjacent to their outlet, and that enforcement of current regulations should encourage better maintenance and waste disposal in Croydon town centre at night.

### 1.3 Visit of 1<sup>st</sup> November 2002

- Members felt that the central shopping and office areas of Croydon Town Centre were well lit, but other areas such as High Street, South End and side streets need significantly improved lighting. In addition, Members suggested that *attractive* lighting and columns could bring significant improvements to the night-time streetscene. Such improvements may bring new visitors to the town who currently find it unattractive.
- Members noted the number of empty glass bottles lying in the street, highlighting the difficulty of street maintenance at night, as well as the safety risk such litter represents.
- While Vision 2020 has led to the building of a number of attractive shopping areas and residential developments, Croydon's High Street and side streets are disappointing by contrast.

## 2 SUMMARY OF ACTION TAKEN TO DATE

- 2.1 Street cleansing, refuse collections and lighting have recently been examined as part of the Street Scene Best Value Review which has involved the participation of a wide range of stakeholders, with the Environmental Services Department playing a lead role. This process has led to the production of an extensive service improvement plan addressing night-time street maintenance and lighting. Action points which will impact on the night-time economy include:
- An extensive programme to improve street lighting across the borough over the next ten years. It is hoped that Scrutiny Members will have an opportunity to feed comments on the type of lighting and designs to be used in the town centre, at the appropriate point in this extensive project.
  - The provision of a more effective and efficient street cleaning service, capable of responding to changing demands e.g. the growth of the night-time economy as part of a new contract to be implemented on 3<sup>rd</sup> August 2003.
  - The expansion of the Trade and Commercial Waste service. It is planned that by working with businesses will result in a more co-ordinated approach to the collection of trade waste.
- 2.2 Scrutiny Members have contributed their views and suggestions to the review, and recommendations will focus on monitoring the progress of the improvement plan as it relates to the night-time economy.
- 2.3 Street Wardens are being introduced in the town centre, Thornton Heath and South Norwood in April 2003. Their duties will include reporting defects and problems and liaising with agencies to get problems resolved.
- 2.4 The forthcoming bye-law banning the drinking of alcohol in designated streets in the town centre will mean a decrease in the number of empty bottles littering the streets at night.
- 2.5 Croydon is exploring the possibility of adopting services used successfully in other boroughs, such as mobile urinals used by Westminster and Hammersmith and Fulham. Westminster City has introduced mobile urinals and recently ordered urinals at a cost of £15,000 each which rise out of the ground at night.

### 3 RECOMMENDATIONS - STREET CLEANSING AND LIGHTING

1. Following Councillors' evening visits around Croydon, that the Council needs to consider how best to take forward the need to improve Street Lighting in South End, High Street and side streets in the town centre, using columns and forms of lighting to create a safe and attractive night-time environment.
2. To introduce street cleansing rotas which caters effectively with the evolving night-time economy.
3. To follow the example of Westminster City Council in bringing in regulations restricting rubbish being left out until set hours at night.
4. Officers should also be asked to consider how best to improve public conveniences in the town centre, particularly during the weekend, being mindful of recent innovations brought in by neighbouring boroughs such as mobile units and rising pissoirs.
5. Officers should consider investigating and using a new range of bins, fixed to the pavement and preventing access to litter, which would prevent access to discarded glass bottles and other potential missiles.
6. That Croydon's Licensing and environmental management officers should make full use of the powers vested to Local Authorities under the Environmental Protection Act 1990 to:
  - ensure businesses and landowners clear litter from outside premises and wash down the pavement on a regular basis
  - enforce regulations through prosecution as necessary
  - In implementing forthcoming licensing legislation, that licensing conditions and effective enalties be drawn up regarding the maintenance of the area adjoining restaurants, pubs, take-aways, etc

# **7 - PLANNING AND PARTNERSHIP WORKING**

## **1 ISSUES ARISING OUT OF MEMBERS' VISITS AROUND CROYDON**

- 1.1 Members welcome the recent investments in Croydon's town centre by companies such as Tiger Tiger and Edwards. However, members noted the concern of the Police that safety is more difficult to control in larger bars, and that locally based licensees tend to be more responsive to such concerns than national chains of outlets.
- 1.2 Croydon has recently acquired a number of new bars and night-clubs forming part of national chains. While such new establishments bring temporary novelty to the town, Croydon is in danger of losing its identity if this trend is to continue.
- 1.3 In addition, members taking part in the visit of 1<sup>st</sup> November 2002 noted that while many new establishments were very busy, business in a number of other night-clubs was unexpectedly quiet.
- 1.4 Members observed the plain appearance of the streets. They felt that a more attractive night-time environment, including such features as smartly designed lighting columns, and intelligent use of lighting to focus on attractive features such as High Street listed façades, might draw more visitors to the town centre in the evening.

## **2 VISIT TO LEEDS AND CONSIDERATIONS ARISING FROM THIS**

- 2.1 Councils such as Leeds have made particular efforts to offer a varied night-life and attract a wide range of visitors. While the boom in café bars, restaurants and clubs continues, the town also offers a wide variety of cultural activities as well as its own events programme, which includes an international concert season. Making use of its Millenium Square, it stages a number of large scale events which include major rock concerts, drawing thousands of Leeds residents and visitors each year, and providing the City Centre with a growing reputation for variety and sophistication.
- 2.2 Within the Prime Officer Quarter, many of the new bars are taking vacant ground floor space previously occupied by office users such as banking halls. These developments bring extra life into business areas, especially at night, and help provide further amenities for the office community during the day time.
- 2.3 In addition to a number of recent building developments, Leeds has developed a neat and attractive streetscape to complement these. This, in addition to good night-time cleansing and maintenance services makes the town centre a pleasant place in which to spend an evening.
- 2.4 Croydon is developing along very different lines from Leeds. Its town centre is more compact and its night-time economy is more geographically concentrated than that of Leeds. This gives the town centre a buzz in the evening, but this needs to be managed when night-clubs close and large numbers of visitors need transport home, while such an effect might be more diffused in Leeds.

- 2.5 Architecturally, while Leeds has attractively converted warehouses and other old industrial buildings, Croydon's High Street presents a number of attractive façades. These features need to be highlighted through lighting to form a more prominent element of the streetscape for visitors to enjoy.
- 2.6 The newer buildings in Croydon, many of which line Park Lane (Taberner House, Fairfield Halls, the Nestlé building, etc) are imaginatively and colourfully lit at night through the Skyline project. The focus of Park Lane at ground level, however, is the thoroughfare transporting vehicular traffic through the town centre.
- 2.7 While Vision 2020 Supplementary Planning Guidance has addressed both building development and the town centre streetscape, less focus seems to have been put on the latter, particularly in areas such as the High Street, South End and Park Lane. Developing attractive walking areas in the town centre would be of benefit not only to evening visitors, but to shoppers as well as the local working population, and stands to play an important role in attracting further inward investment.
- 2.8 This has been the experience of Romford town centre, which has attracted increased inward investment through an upgraded streetscape, encouraged people to spend time milling around, and addressed the problem of the "dead" transitional period after offices close and before the evening economy starts, by offering an attractive environment in which to relax for a couple of hours.

### **3 OPTIONS FOR ENCOURAGING GREATER VARIETY OF ENTERTAINMENT**

- 3.1 Members observed that attracting new visitors into Croydon may require a wider range of attractions catering for a broad range of interests, rather than a growing number of night-clubs targeting a narrow section of the population.
- 3.2 Croydon would benefit from attracting independent businesses offering more distinctive entertainment and catering in the evening.
- 3.3 To develop its own identity further, planning guidance and marketing might encourage the development of zones within Croydon which have their own "local buzz" and flavour. In London, such examples include Covent Garden and China Town. Croydon cannot replicate these models, but might endeavour to develop certain areas further. Croydon already has one "gastronomical centre" in South End - both sides of which are lined with restaurants and pubs, which contrasts with its night-clubbing hub, located in High Street/Crown Point/Park Lane.
- 3.4 While the cost of leases and rates payable in developments such as the Grants Complex is likely to limit the range of evening outlets to large enterprises, there are other areas which would benefit from promotion with smaller developers. One such area is Surrey Street, which is singled out in Vision 2020 Supplementary Planning Guidance as an area for evening-time development.
- 3.5 Another area which merits further development is Broad Green, which offers a good variety of Oriental and West Indian food outlets, restaurants and pubs, reflecting the diversity of Croydon's population, but currently suffers from a run-down appearance.



3.6 Croydon Council needs to make use of a number of mechanisms to attract small and independent developers and specific businesses in line with Vision 2020 objectives, and making the proposition of setting up a business here as attractive and easy as possible. These might include:

- Keeping an up-to-date database of potential businesses keeping them informed of opportunities for development in Croydon and networking regularly to understand their evolving business needs.
- Promoting assistance and benefits available when setting up business and working in Croydon, geared to the needs of smaller developers
- Liaising effectively with organisations such as Croydon Marketing and Development to attract the businesses which can develop its identity and broaden its attractiveness as an evening destination
- Providing an attractive urban environment and identity which can regularly attract a large number of visitors

#### **4 THE POLICY BACKGROUND: VISION 2020**

4.1 The development of Croydon's town centre is set out in the aims of the Vision 2020 Project, whose objectives are aligned with the current Unitary Development Plan and the draft Croydon Plan. This project provides a civic and commercial vision which aims to:

- Build upon the strategic commercial role of Croydon while recognising the need to improve the image, perception and profile of the town, both domestically and internationally
- Stimulate development activity and attract significant inward investment
- Secure the support of key landowners, occupiers and potential investors
- Identify a range of potential new commercial and civic opportunities

4.2 Indeed an element of the Marketing Strategy is to promote Croydon as a location for "quality/specialist retail investment including fashion outlets, specialist cafés and restaurants"

4.3 Such promotion would encourage the development of a evening-time identity which is not primarily based on the sale and consumption of alcoholic drinks.

4.4 The aims of the Vision 2020 project are reflected in objectives within the Service Plan of the Planning and Transportation Department, which include:

- Exploring pro-active marketing partnerships to market the borough's services to a wider clientele
- Provide a seamless service for all inward investment enquiries received by

the Council by co-ordinating responses with relevant Council departments, external agencies and property agents to ensure that Croydon's potential is fully understood and sold to potential investors.

- 4.5 The recommendations of this review will ask that, as part of the department's objectives, special provision be made to broaden the variety of Croydon's night-time economy through the planning process and associated promotional work.

## **5 FORTHCOMING PLANNING DEVELOPMENTS**

- 5.1 Croydon's Planning Department plans to provide Supplementary Planning Guidance regarding good practice on section 106 contributions from developers, taking into consideration the needs of developers as well as Croydon's need to develop as an attractive location for residents, visitors as well as its working population.
- 5.2 The Council is also awaiting the Government's response to the Review of the Use Classes Order, carried out to adapt regulations to the changing nature and size of outlets selling food and drinks, in order to update its planning processes and regulate local developments effectively in view of the challenges presented by ever-larger establishments in terms of management and safety issues.

## **6 PARTNERSHIP WORKING**

- 6.1 An extensive number of partnerships are involved in the development and maintenance of Croydon's night-time economy.
- 6.2 These include:
- The Croydon Strategic Partnership, which brings together all the major agencies involved in providing services locally, and which has identified the night-time economy as one of its main areas of development
  - The consultation networks set up as part of the Vision 2020 project, which provide opportunities for local businesses, financiers and developers, as well as the local community, to play a part in defining the evolving image of Croydon's town centre.
  - The Town Centre Group, which brings together representatives of Croydon Marketing and Development, the private sector, the Council and other concerned agencies to address issues affecting Croydon's town centre
  - The quasi-judicial Licensing Committee, which considers licensing issues and will be expanded when forthcoming licensing legislation is put on the statute books to consider all the borough's licensing applications
  - The Bus and Tram Liaison Panel which brings together officers from the Council as well as transport providers to address evolving needs for transport and associated issues
  - The Night-Time Economy Steering Group of officers, which monitors the

implementation of various initiatives affecting Croydon's night-time economy, and shares information on new developments in this field.

- The Pubwatch network of night-club and pub managers, who meet to exchange information and good practice on good management, safety issues, etc.

6.3 Following positive consultation with mini-cab firms, Council officers are also proposing to explore the possibility of setting up a "mini-cab watch" network to encourage sharing of good practice and useful information among mini-cab firms.

## 6.4 STRENGTHS

6.4.1 The strengths of the above networks have included the opportunity to share information, both within meetings and informally, speed up decision-making on the ground, and ascertain how resources and expertise may be pooled on joint projects, such as proposed discussions with mini-cab firms to improve safety in Croydon.

## 6.5 CHALLENGES

6.5.1 While the above networks provide a council-wide, multi-disciplinary approach to this area which affects a large number of departments as well as outside organisations, they will need to address the following challenges in order to maintain effectiveness and consistency of approach:

- Networks will need to keep informed of each other's activities through concise briefings, in order to ensure joined-up working, and avoid duplication. The Night-Time Economy Steering Group, for instance, is aware of this challenge and is hoping to involve transport providers more closely to improve the safety and efficiency of late-night journeys.
- In such a complex framework, each network will need to have a clear view of its own role in developing Croydon's night-time economy and what part it can play in implementing action points and recommendations relating to this field.
- Networks with a *planning* role need to communicate effectively with those focusing on *implementation*, so that lessons learnt on the ground may be taken into account to fine-tune further planning and the provision of appropriate resources
- Each group needs to revise its goals periodically, and ensure that it is working on achievable goals with the necessary resources, in order to have a tangible impact on local services
- Where resources and funding are needed, e.g. for improved maintenance, promotion, or events, success in obtaining these and in pooling resources will gain from partners' ability to define common needs and priorities, agree realistic action plans to address their needs, and ability to monitor these through to completion. In early days, trust can be engendered through small, mutually successful projects, which can then grow in line with the maturity of the partnerships.

## RECOMMENDATIONS - PLANNING AND PARTNERSHIP WORKING

1. In recognition of the importance of Croydon's night-time economy, to ensure that the Croydon Plan has specific policies for evening and late-night entertainment uses, setting out the objectives to be achieved and the principal means of achieving them. In particular, to make effective provision for the provision of attractive as well as safe evening entertainment as well as outdoor venues for entertainment and tourism while minimising the potential for environmental damage through noise, anti-social behaviour, or environmental damage, especially in areas of mixed use. The objectives should broadly support the Mayor's vision.
2. Building on the awarding of Beacon Status for Vision 2020, that Croydon should continue to use existing partnerships in order to develop Croydon's evening economy and enhance its variety
3. To report back to the Regeneration and Environment Scrutiny Sub-Committee on proposed Supplementary Planning Guidance on Section 106 contributions as part of the next Municipal year's programme.
4. To report back to Regeneration and Environment on progress of plans to improve the Gateway sites in East Croydon, West Croydon bus and railway stations
5. In line with Vision 2020 Supplementary Planning Guidance, to promote the development of the evening economy in Surrey Street through small scale businesses e.g. restaurants and cafes, with key objectives to include:
  - increasing evening uses and activity
  - improving the attractiveness of the area
  - promoting development opportunities for mixed uses while protecting the amenities of nearby residential areas
6. To find ways of advertising and providing effective support to small scale developers, linking in with CMD's promotion, marketing and inward investment activities
7. In line with policies t30 and t36, evening time walking and cycling should be promoted and lighting and measures such as lighting or security presence be brought in to lessen likelihood of crime or fear of crime particularly at transport interchanges where many feel very vulnerable while waiting for transport.
8. To improve the attractiveness of Croydon's town centre streets and pavements in line with Supplementary Planning Guidance for the area.
9. That Licensing and Planning Officers work together to ensure that new licensing regulations are taken into account and to maximise coordination between the two authorities when drawing up the Croydon Plan and future Supplementary Guidance.

# 8 - FUNDING ISSUES

## 1 INTRODUCTION

- 1.1 The findings of this review show that while it offers significant opportunities for business growth, the evening and night-time economy also have important resource implications for local services, a point echoed in the GLA-commissioned study of Greater London's late-night economy.
- 1.2 'It was clear from our case studies (...) that it is the growth of late-night entertainment that is having the greatest impact on the public realm and on public services (such as transport and policing) and which should therefore be of greatest concern to the Mayor.'

## 2 AREAS FOR DEVELOPMENT

- 2.1 Croydon Council has a good track record of attracting funding from a number of external sources such as the National Lottery, section 106 contributions, Single Regeneration and Neighbourhood Renewal Funding, etc.
- 2.2 In addition, the Council is working on Supplementary Planning Guidance on good practice in negotiating section 106 contributions, which is planned to be completed in 2003.
- 2.3 However, there are a number of funding opportunities which could be further explored and used if sufficient staff time and expertise are made available to take advantage of these:
- Allocating enough time when planning local events to develop effective partnerships, leading to a pooling of resources and increased income from trade
  - Obtaining income through rental of space (as in Leeds and Lincoln)
  - Obtaining sponsorship from private businesses, in cash and in kind, through commonly agreed projects
  - Piloting Business Improvement Districts, which are in essence, partnerships between local councils and private businesses to improve the local environment. These were introduced in the Local Government White Paper "Strong Local Leadership - Quality Public Services" (December 2001). Through the Circle Initiative funded by the London Development Agency, five pilot studies have been running in the centre of London:
    - Better Bankside
    - Piccadilly Circus Partnership
    - Holborn business Partnership
    - Lower Marsh and The Cut Improvement Partnership
    - Paddington Circle

The Royal Borough of Kingston-upon Thames has also been designated by the London Development Agency to run a pilot B.I.D. project

### **3 - RECOMMENDATIONS - FUNDING ISSUES**

1. In line with the findings of the GLA-sponsored study of London's Late-Night Economy (SDS Technical Report Six - June 2002), Croydon Council and other local service providers need to recognise that there are significant additional costs as well as investment opportunities involved in policing, servicing and maintaining areas with late night entertainment activities, and in providing extra services such as late night transport. Furthermore, that it should support the development of a well-coordinated area management approach in Croydon's entertainment centre.
  
2. Building on the Council's existing successes in obtaining funding from external sources (such as the Lottery, the European Union, and government programmes such as the Single Regeneration Budget), it is recommended that in-house expertise should be further developed by sharing good practice between departments. In addition, consideration should be given to developing a discrete resource to:
  - identify new sources of funding to various council departments from various funders
  
  - provide assistance to council staff in various departments to secure successful applications for funding
  
  - to form long-term relationships with various funding organizations
  
3. Croydon Marketing and Development should explore what lessons there are to learn from Business Improvement Districts pilot projects, and how best to make use of Business Improvement District in the local context when new legislation is enacted.