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Croydon 2019

Status: Assess

Change Management Report

Project ID: P10935

London Borough of Culture

London Borough of Culture

12 unapproved blocks

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▲ Project Details

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New block with edits

There is no approved version of this block

Unapproved changes on 01/12/2017 by ██████████

Project title

Croydon 2019

Bidding arrangement

London Borough of Croydon

Organisation name

London Borough of Croydon

Programme selected

London Borough of Culture

Project type selected

London Borough of Culture

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New block with edits

There is no approved version of this block

Unapproved changes on 29/11/2017 by [REDACTED]

Name of Borough.

Croydon

Borough address.

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Name of contact person.

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Directorate.

Culture

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▲ **Contact with us**

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New block with edits

There is no approved version of this block

Unapproved changes on 29/11/2017 by [REDACTED]

If you have discussed your activity with a member of GLA staff, please tell us their name (or names), if you know, and which team they work in
[REDACTED]

If you are related to any elected GLA members or GLA staff, please tell us about your relationship with them, their name (or names) and

which team they work in

Not applicable

▲ Project Overview**Jump to Making an impact ()**

New block with edits

There is no approved version of this block

Unapproved changes on 01/12/2017 by [REDACTED]**Which year are you applying to become the London Borough of Culture?**

2019

If you have a preference for a particular year, please tell us why

Our current growth is current and rapid; a Borough of Culture for 2019 could ride that wave.

Fairfield Halls will be in its first year of opening following refurbishment, we can both celebrate sites coming to fruition; High St and College Green and use other meanwhile sites to the full as other development starts.

A final poll at Develop Croydon in November, voted Culture joint top priority with Housing. There is an energy and enthusiasm across the cultural sector, business and in our communities that is taking its own shape and pace, the competition and the title for 2019 has come along to meet us here at the right time!

How much funding are you applying for from the GLA in this application? (£)

1100000

How much will your programme cost in total? (£)

6000000

Provide a summary of the proposed programme.

Croydon2019 will celebrate Croydon's diversity, innovation and talent with an eclectic array of locally-rooted, world-class festivals, concerts and exhibitions: from the breath-taking Festival of Air and the delicious tastes of the Jerk & Jollof festival to the London Mela and the Metropolis festival with Stormzy and young Croydon musicians.

UpRISEing will showcase the UK's biggest permanent street art collection, we will trace 60 Years of Modernism from Deco to Punk and the BRIT School will go on tour across Croydon with specially commissioned pieces.

A revitalised Fairfield Halls opens and hosts a three-day youth takeover led by Mercury nominee Loyle Carner, Dance Umbrella's opening weekend and a 70th birthday party for the London Mozart Players.

Every school will be involved, there is a special focus on disability arts with Thrive and panels of local residents will award Creative Neighbourhoods funding as hundreds of thousands enjoy great culture for all.

▲ Making an impact

Jump to Celebrating creativity ()

New block with edits

There is no approved version of this block

Unapproved changes on 01/12/2017 by [REDACTED]

Describe your borough, its people and places. We want a snap-shot of your borough profile and where you see its future, demonstrating a clear evidence base and a statement outlining why you need this award.

The future for Croydon is one that is a positive place to live, work and grow; Croydon has a bright future that people can be proud of. It is a borough that is young, very diverse and changing fast. We have the largest population of young people in London with over a third of our population under 25 and 68,000 people between the ages of 10 and 24. More than half of our population is now Black, Asian or Minority Ethnic up from 36% in 2001 and in the northern parts of the borough our BAME population is just under 70%.

Croydon is in the middle of a huge physical transformation with £5.25 billion worth of inward investment underway including new national headquarters for HMRC, Body Shop and Superdrug. The physical footprint of the planned regeneration is 3 x larger than the Olympic park and includes a £30 million refurbishment of Fairfield Halls, a brand new retail centre by Westfield and Hammerson and the Lansdowne Rd tower which will be the UK's second tallest building, after The Shard. The Olympics shifted London's centre of gravity to the east in 2012, Croydon's redevelopment will pull it south.

Historically Croydon has suffered from a negative image for its built environment and the feeling that it was a place you travelled through rather than stayed in. Regeneration is starting to change this and through Croydon 2019 we want to show audiences across London that Croydon is a place of intriguing contrasts, with an amazingly varied landscape and 127 parks and green spaces - more than any other London borough. Beyond the emerging mini Manhattan of central Croydon, each of our 11 neighbourhoods has its own distinct character. From the semi-rural green belt in Coulsdon and Addington, to Victorian district centres like South Norwood. The level of investment in the town centre must benefit the district areas and we will be allocating a minimum £500,000 funding during Croydon 2019 to support cultural activities and infrastructure across the neighbourhood areas.

The borough is fast becoming an exciting laboratory for innovative tech/ arts collaborations and crossovers. There is an opportunity to define Croydon as a

centre of tech, construction and culture; Creative industries in Croydon represent 15% of businesses and Croydon Tech City is the UK's largest growing tech hub with over 2,000 companies after only 5 years. Croydon Tech City will be working with us as a key creative partner in 2019; enhancing programmes and reaching wider audiences through new forms of digital distribution.

We face challenges: our Youth Congress in 2017 identified a range of issues that concern Croydon's young people including access to employment, fears about safety and the need for more to do and see. We have the largest population of looked after children in London - 785 in 2016/17 - and the highest population of unaccompanied asylum seekers in England. Our programme includes significant numbers of opportunities for young people: in participation, in training, as programmers and audiences.

The scale of the disadvantages faced by some of our BAMER communities is evidenced in the latest Runnymede race score card. Croydon's BAMER communities, despite having played a significant role in influencing the socio-cultural landscape of the borough and beyond, have not benefitted enough from funding and commissioning opportunities. Through our Croydon Creatives network and Creative Neighbourhoods Fund in 2019 we will ensure that these communities are fully involved in decision-making around culture in Croydon and that a fair distribution of investment is allocated to support BAMER-led organisations and individuals and projects that will benefit BAMER communities. The diversity of the artists we want to be involved in the programme needs to reflect our demographic.

Please continue your answer below if required

While Croydon is a safe place for most residents, fear of crime is still significant. Between 2015 and 2016 there was a 14% increase in hate crime with the vast majority categorized as racist. We suffered some of the worst rioting in London during the 2011 riots and are still known for that. We need to do much more to address racism and promote community cohesion in Croydon and we know that through additional investment from Borough of Culture, we can use arts and culture both as a way of bringing people together, increasing empathy and a sense of pride and belonging in the borough and to materially improve the night time economy offer; diversifying the offer and the footfall.

Croydon has had historically low levels of arts funding and our current cultural landscape is made up of a predominance of small emerging arts organisations. We have emerging urban music artforms like Grime and Dubstep, Asian dance is another strength, we have a burgeoning spoken word scene currently centred around a monthly night at Boxpark and we are recognised nationally for street art through RISE gallery's curation of 80 town centre sites. The Council has been proactive in the last 2 years in supporting developing organisations through its new Cultural Partnership grant scheme, leveraging in £250k for an investment of £100k in the last financial year alone, and in establishing new relationships with London wide organisations like Dance Umbrella, Artichoke and the EFG London Jazz Festival. Through the BRIT school we have connections to some of the most exciting young stars emerging in the UK. According to the last Audience Agency survey, over a

quarter of our population are identified as young, diverse and culturally savvy but are underserved by a lack of contemporary cultural experiences resulting in local people travelling out of the borough for culture.

The opportunity to be recognised as a Borough of Culture would be a strong reflection of our growing cultural activity, our huge potential and our energy, but it would also give us the opportunity for further, much needed, radical change and long term improvement.

Explain how becoming the London Borough of Culture in 2019 or 2020 will help you achieve your ambitions and create long term change.

The title of London Borough of Culture gives Croydon the chance to make the permanent step change it needs; placing culture at the heart of our regeneration to effect a transformation that stretches beyond a programme of cultural activity or renewed infrastructure and enables us to change fundamentally how people perceive and experience the borough.

Our aspirations in the short term are to see engagement in culture in Croydon doubling at key events, with a dramatic increase in participation and attendance by young people and our BAME communities.

Our Croydon Creatives network with its devolved decision making structures will have an impact on levels of adult cultural participation in the borough as more residents take key decisions about the arts and culture they want to see in their areas. This will be a huge step change in the direction of Croydon's existing programme of activity for community devolution on a large and geographically ambitious scale.

Into the medium term, we will have created an established calendar of cultural events that everyone looks forward to and knows about. Our cultural sponsors will stay as supporters, understanding the value they give and gain. Croydon Clocktower Museum and Art Gallery will have been given the impetus to push ahead with radical plans to move into a larger and more visible discovery-style cultural space on the ground floor of the building, incorporating an enlarged gallery, re-vamped museum exhibitions and a new children's museum within the children's library - all with re-accreditation of the Museum in our sights.

Being Borough of Culture in 2019 will be crucial to the long-term success of the re-opened and refurbished Fairfield Halls. BHLive, the operator, will be able to gain the best possible start in Croydon, engaging with the whole of the Borough, hitting the national and international radar and crucially retaining several legacy elements such as a young persons' board and programming group and business relationships and sponsors.

We will also use the year as a platform to broker conversations with developers, with international partners and funders who we could not engage without this context. Our longer term aims to gain National Portfolio Organisation status for TURF Projects, establish a dance agency for Croydon with a specialism in South Asian dance and bring Talawa to be resident in the borough, will also be boosted by the year's activity and profile. Artist Studio Collective moving into Croydon will be supported to expand their provision from the initial 70 studio premises.

While Croydon has not published a separate cultural strategy, the development of this bid provides the framework for the next 2-3 year period.

This is built around 5 major thematic objectives that came out of partnership working and were the starting point for programme development. These are: Improve young peoples lives: putting young people in the driving seat with just under 700 programming opportunities across over £0.5m, 200 formal training opportunities including 32 internships, 450 volunteer places and making up an estimated 134,000 of live audience numbers which is over a third of the total for the year. We will also ensure organisations have the structures and support to encourage more youth involvement including youth boards, youth membership schemes and ticket offers.

Positive reputational change: We want the experience of being Borough of Culture to help us change our reputation for good, to build a good case for inward investment, increase visitor numbers and improve our night-time economy performance.

Please continue your answer below if required

Put culture and people at the heart of regeneration: The bid programme will focus on how to foster greater ownership over the major changes to our borough through the cultural events and the art that goes in spaces; creating more cultural opportunities in everyday spaces, and developing our events programme for parks and public spaces across the borough.

Build healthier and stronger communities by involving all our communities and neighbourhoods through locally-led and chosen activities via the Creative Neighbourhoods Fund. The range of work supported in this strand and through our flagship heritage project Unheard Stories will foster community leadership, and provide strong and positive narratives around diversity and migration which we hope will have a tangible effect on reducing the rising race crime statistics in Croydon. Supporting our integrated and disability arts organisations through the innovative THRIVE programme will see us recognised as a borough of excellence for disability arts and take us further towards our vision for a more inclusive, accessible, and fairer Croydon. Build a strong, vibrant cultural sector: Croydon has a growing creative sector which is particularly strong in music and street art. We will strengthen capacity, capability and sustainability for the future through a mixture of commissioning opportunities and showcases for work made in Croydon and the Cultural Development Fund .

The learning from the year will provide the basis for not only a future cultural strategy but input to other policy development. Culture will also feature more prominently in inward investment strategies and the way the council presents both itself and the Borough; culture will be the theme of Croydon's contribution to MIPIM Cannes next year and of our Borough Congress at the end of this year.

The exercise of drawing together the bid material and content has helped to forge new conversations and the way the bid has worked as a 'vehicle' has already been useful in bringing people and organisations together to share agendas and ambitions and ideas and this is set to grow. Croydon 2019 will deepen and consolidate some existing ways of working such as with the Town Centre BIDS but will also create new ways of working such as with the BRIT School Residencies programme in health and care settings across the borough. The board we form for the purpose of overseeing the bid programme will be part of a longer term step change in that it will remain and become an independent cultural partnership for Croydon with a place on the Local Strategic Partnership

▲ Celebrating creativity**Jump to Outcomes & outputs ()**

New block with edits

There is no approved version of this block

Unapproved changes on 01/12/2017 by [REDACTED]

Describe your proposed programme of activities. What will your Borough of Culture look like? In your response consider how your programme will be amazing, ambitious, authentic and all-embracing.

Five extraordinary large-scale festivals will animate the streets, parks and public spaces of Croydon in 2019.

The Festival of Air will feature 5 breath-taking commissions from national and international artists exploring creative solutions to issues around air quality. Developed by Stella Hall, Forma and Croydon-based tech company Connected Space, the programme will involve artists including Kasia Molga working with Invisible Dust and Axial Dance to launch the next stage of the innovative Human Sensor project in Croydon.

Streets across the borough will be alive with paint jams and block parties on every corner during Rise Gallery's international UpRISEing festival. By the end of the festival Croydon will be the proud home of the largest collection of permanent street art in the UK with 10 new murals over 100 feet high and 50 smaller commissions. Croydon Tech City and Apple will use Augmented Reality to bring the collection to life for year-round audiences.

The Jerk and Jollof festival in Wandle Park will celebrate the sounds, styles and tastes of African and Caribbean diaspora cultures through a new collaboration between Croydon-based Fairweather Productions and Afrovibes. Food and demos from top UK, African and Caribbean chefs will be presented alongside 10 new commissions exploring contemporary culture and identity in the African diaspora, from artists including Urbanation BBOY and Yursa Warsame.

The London Mela will come to Lloyd Park for 2019 as part of a 3-year partnership with Remarkable Productions featuring musical collaborations from Fareed Ayaz, Abu Muhammad Qawal & Brothers and the London Mozart Players; a dance co-commission between GDIF and Beeja Dance; a spectacular Carnival of Lights projection by Nutkhut; and a Magic Mela family zone with Emergency Exit Arts and Apsara Arts.

Lloyd Park will also host Metropolis - a new music festival from Metropolis Music and Live Nation - featuring Fuse ODG, Damian Marley, Carlos Santana, Stormzy plus other Croydon artists selected by him and performances by young Croydon musicians as part of a borough-wide music education project led by Croydon Music and Arts working with students at risk of exclusion.

A unique partnership with The National Trust, Oxford University, Croydon Modernist Society, Croydon Airport, the Museum of Croydon and Croydon Tech City will see us producing a major new project - Croydon: 60 Years of Modernism 1919-1979. Events, talks, tours and exhibitions will open up sites from seminal housing estates to splendid 1930s buildings such as Segas House closed to the public for years, to the first commercial airport in the country and the punk haunts of the 70s. Croydon Tech City will create an IoT enabled way-finding app to help audiences navigate the urban sites, including maps, video and audio content and a gamified collection experience.

The mother of Modernist buildings and Croydon's largest cultural venue - Fairfield Halls - will be re-launched in 2019 after a £30 million renovation and will be the venue for our signature event Loyle's House - a 3 day youth take-over hosted and co-curated by Loyle Carner. The Fairfield Orchestras season will include the return of the RPO, a gala concert celebrating the 70th birthday of London Mozart Players hosted by Simon Callow and a new commission by composer Jonathan Dove for a choir of 70 local singers in their 70s. Fairfield Halls will also host the EFG London Jazz Festival and a World in London season of global sounds, curated by Serious and local promoter Big South.

Lost Format Society's Outdoor Cinema will be working in partnership with the British Film Institute, BAFTA and the Film Hub London network to curate a special programme of local and global films, talks and competitions on the theme of Space Age City - responding to Croydon's famous futuristic urban landscape and imagining life in the cities of the future.

Please continue your answer below if required

Our BRIT Presents project will commission 10 new site specific performances from rising stars at the Brit School, responding to regeneration sites across the borough from the town centre to the Assembly-designed New Addington Central Parade, in partnership with local developers and Croydon BID.

We'll also be inviting local and international artists to visit unique spaces across Croydon during 2019 to develop concepts and collaborations for the Croydon Biennale, London's first international biennale of contemporary art, opening in 2020 in partnership with Kingston School of Art and the Croydon Arts Store on the theme of "Edge City".

We know from Audience Agency research that contemporary, cutting-edge dance, theatre and spoken word are areas we have more demand than supply for in Croydon, so we'll be addressing this with some brilliant new projects and commissions.

Croydon's SLiDE Dance are developing a new collaboration with C-12 Dance Theatre and Urban Playground which will culminate in With Love from Croydon - a series of 6 'moving postcard' performances of parkour and dance taking place against 6 classic Croydon backdrops.

Dance Umbrella will launch their 2019 festival in Croydon featuring new commissions from Boy Blue Entertainment and South African artist Gregory

Maqoma, alongside work from talented local companies including Beeja dance and OX.

Croydonites experimental theatre festival will be going international in 2019 with a special new co-commissions with leading participatory performance makers hello!earth from Denmark and Croydon's Parabolic Theatre.

In preparation for their move to Croydon in 2020, Talawa will be mapping Black artists living and working in the borough, offering mentoring, collaborative opportunities, script-reading and signposting through their MAKE network.

Up-and-coming Croydon poetry collective Well Versed Ink will be mentored by the Roundhouse to develop Croydon's first poetry and spoken word festival in 2019 featuring performances and workshops from Caleb Femi and Nick Makoha, children's poetry games and readings in libraries and a digital project for secondary schools to co-create a poetic portrait of Croydon.

We want our Croydon 2019 programme to directly addresses the realities and challenges of life in Croydon in 2019. We will support and present powerful arts and cultural activities which bring people together, give a platform to marginalised voices and increase empathy and a sense of pride and belonging in the borough.

The new Croydon Festival of Peace came out of community work begun after the 2011 riots. In 2019 the festival will celebrate grassroots peace movements with the launch of a Community Peace Garden, inspiring talks and interfaith events, large-scale community performances, commissions and workshops.

We will explore the potential of the arts to increase health and wellbeing through an innovative programme of BRIT school residencies in health care settings across the borough.

We will be telling the stories of some of our newest residents in 2019 through our Unheard Voices project - a year-round programme of creative community engagement and artist commissions led by the Museum of Croydon working with Kin Collective, the Oral History Society and Croydon Tech City.

We'll also be supporting the expansion of Pride in Croydon through a series of satellite fringe events produced by And What? Queer Arts Festival and Urban World.

We have the largest population of under-25s of any London borough. Our Choose your Future programme managed by Croydon Music and Arts (CMA) and the Croydon Council's Youth Service will offer 200 training opportunities including 32 paid internships to 14-25 year olds to gain new skills and experience and increase their social capital. Every secondary school will be invited to take part in Creative Futures - a series of events and workshops exploring creative career routes in association with BRIT School alumni.

Please continue your answer below if required

3,600 students will perform in a Schools Arts Festival at Fairfield and a ground-breaking new app will be developed by Croydon Tech City's TMRW, CMA, A New Direction and the Children's University to offer curated incentives and support to increase participation.

Our Croydon 2019 schools programme will also involve every primary school in the borough in a celebration of innovation through the Little Inventors project. A partnership between Croydon Tech City, Dominic Wilcox/Little Inventors, the Made in Croydon network and Stanley Halls, Little Inventors will inspire and encourage the next generation of inventors in Croydon.

Underpinning Croydon 2019 is a commitment to widening access to culture in the borough and leaving a legacy of a strengthened cultural sector.

We will invest in our outstanding disability and integrated arts organisations SLiDE Dance, Drunken Chorus, Turf Projects, Club Soda and SAVVY Theatre via a new Thrive programme of training, peer learning, support and commissions in partnership with Heart 'n' Soul, Attitude is Everything, Tourette's Hero, Forced Entertainment, Graeae, Access All Areas & Unity Festival Cardiff.

Our Cultural Development Fund will support the development needs of Croydon's cultural sector. The Creative Neighbourhoods Fund will support projects across Croydon's neighbourhoods including community platform events at Boxpark. All decisions on these funds will be taken by panels of local people recruited to our new Croydon Creatives network working in partnership with CVA, BME Forum and the Asian Resource Centre.

We will launch and finish our year in light as part of a 3-year partnership with the Artichoke starting this year with local arts partnership CR7 Culture! in Thornton Heath, co-commissioning spectacular light installations in January and December 2019.

Briefly tell us, what are the heritage themes you might focus upon and what difference will this make for local people?

The Museum of Croydon's Oral History Collection holds over 500 fascinating interviews with Croydon residents, but this important historical resource hasn't been updated since 2006. The Unheard Voices project will address this through a new partnership with Kin Collective, the Oral History Society, Croydon Tech City, Refugee Youth and Dr Georgie Wemyss, Centre for Research on Migration.

Partners will work with local volunteers to collect, creatively document and disseminate the stories of people moving to Croydon from 2006 to the present day; a time period which has involved rapid socio-cultural and demographic change, the 2011 riots, Brexit and a rise in racism and hate crime.

A series of year-round creative events, activities and celebrations in public spaces across Croydon led by the Kin Collective will enable over 5000 people to engage with Unheard Voices and identify 500 who would like to be interviewed or volunteer - with a focus on amplifying the voices of unaccompanied asylum seekers, BAMER and marginalised communities.

The Oral History Society and Kin will explore issues around life stories and

memory and provide training in interview techniques, editing, digitizing and cataloguing recordings for the Museum's collection.

The Museum will develop creative learning materials for use in schools and Croydon Tech City will build the Unheard Voices website, presenting the collected stories online using cutting-edge digital technologies.

Four artists - Inua Ellams, Heather Agyepong, Maja Milatovic-Ovadia, and Tania El-Khroury - will be commissioned by the Museum to create public artworks and performances throughout the year, responding to the stories which touch them personally, reaching 6000 new audiences/participants. Through Unheard Voices the Museum of Croydon will enable greater understanding, celebration of and engagement with recent history in Croydon, update its collection, increase community cohesion and build a legacy of lasting community connections.

Briefly tell us your plans to widen access to and participation in the arts and how you might address inequalities of opportunity in your borough; including systemic barriers you have identified.

We have structural plans to tackle some of the systemic barriers in the way of participation for some of our communities in Croydon: we will appoint a Head of Engagement who will establish a 'Croydon Creatives' network, a new creative community for the whole borough, open to anyone over 18 interested in how culture and creativity can bring positive change. The network will be diverse, open and representative of local demographics with a minimum of 50% BAMER representation. We will devolve decision-making to the network to allocate £500,000 of the Borough of Culture funding through the Creative Neighbourhoods and Cultural Development Funds.

Recognising that reaching young people who have not previously engaged with the arts will need additional resource, we have also placed additional capacity with the Croydon Music and Arts Team. This will focus on working with partners such as the Virtual School and Refugee support groups to ensure that BAMER students secure a proportional number of places on programmes and new cultural training opportunities and that students at risk of exclusion from school benefit from increased activity and attention from Rap Club, Jam Bus and other targeted initiatives.

We also want to address specific barriers faced by disabled people in Croydon through an 18 month 'Thrive' programme of peer learning, mentoring, masterclasses and commissions for 5 local integrated and disability arts organisations - Club Soda, Drunken Chorus, Savvy Theatre, SLiDE and Turf Projects. Thrive aims to increase their sustainability and resilience and create the best possible conditions to develop disabled participants, artists and new work in Croydon. Mentors and partners include: Heart and Soul, Attitude is Everything, Touretteshero, Forced Entertainment, Graeae and Unity Festival Cardiff. We will work with THRIVE and partners to share examples of best practice and provide platforms for new work.

▲ **Outcomes & outputs**

Jump to Monitoring & evaluation ()

New block with edits

There is no approved version of this block

Unapproved changes on 01/12/2017 by [REDACTED]

▲ Monitoring & evaluation

[Jump to Deliverability \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

Please tell us how you will monitor and verify the information you collect so you can measure the outputs and outcomes.

Our evaluation partner is Kingston University (KU) who will work with us to develop an evaluation framework, crystallising our core primary and secondary research questions, generating a theory of change and developing logic models per project.

We will evaluate the extent to which our programme achieves a step change in community cohesion and levels of cultural participation – particularly amongst BAMER communities and young people, has a positive impact on health and wellbeing, enhances Croydon’s reputation as a cultural destination and strengthens our local cultural sector. We will measure economic impact and assess artistic impact and excellence.

KU will develop a monitoring database to enable us to record outputs and collect consistent data including postcodes, income generated, audience/participant numbers, volunteer numbers, ticket sales, age/gender/ethnic breakdown/ proportion of audiences with disability and socio-economic data (where possible).

Methodologies will include resident surveys to collect baseline data, training local residents as our paid evaluation street team, online surveys, postcode analysis, telephone and face-to-face interviews, focus groups, stakeholder consultation and social media ‘sentiment’ analysis.

Our Critical Friend, from Hull City of Culture’s Evaluation team, will help us reflect on findings and act on them in a live way during the year.

▲ Deliverability

[Jump to Exemplary Project Awards \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 01/12/2017 by [REDACTED]

Describe how the project will be well managed. Please address the following areas: good project management; exemplary partnership

working; the long-term approach and shared learning.

The structure and governance of the delivery of Croydon 2019 relies on partnerships, active community involvement, cross council service delivery and a core dedicated team.

The core team at the centre of delivery and support would be based with the local authority which would also provide the financial, legal and licensing services needed. The core team comprises: Creative Director (CD), Head of Delivery (HoD) and Executive Administrator (EA), Head of Engagement (HoE) Development and Fundraising (D&F), Marketing and 4 paid 6 month internships. The team would form prior to April 2018 to continue the work already started in the bid development on the lead up to 2019. Already in place, Croydon's Creative Director previously led Brighton's shortlisted bid for the European Capital of Culture and a subsequent 2 year £6m Urban Cultural Fund programme and has been with Croydon for the last 20 months. The HoD is currently also in post delivering Croydon's Growth Zone public realm programme.

Risk management would sit across the layers of the core team with the development of a risk register led by the HoD for the entire programme. This would be monitored and reviewed at core team meetings with escalation to firstly to the CD and then to the Board.

The Governance of the programme would be overseen by a Board established for the purpose, with invitations to join the Board early in 2018 should Croydon be successful in its bid. The Board would be chaired by the Leader of the Council with two vice chairs; one a community representative and one cultural. The Board, supported in particular by the Creative Director, would meet every 2 months and review updates on the progress and impacts of the programme. Board members would have an ambassadorial role in the programme and include representation from the Croydon Creatives Network, Croydon Youth Arts Collective, Public health and NHS, key partners and agencies, cultural sector, education and business.

The thematic agenda that is underpinning the whole programme has been developed in conjunction with partners in health, education, employment, youth services, Croydon Tech City, business, regeneration and community development in particular; it is a shared agenda for Croydon that is based in the needs and challenges of the borough. We are already engaging with Voluntary Sector and civic society partners: the CVA is working with us to reach our BAMER communities leading on research on organisations currently under the radar for example.

Partnerships with strong and credible arts partners are key. A number of these already started would be enhanced for 2019; Dance Umbrella and Remarkable Productions for example. There are further new relationships being formed for 2019 and beyond; BHLive at Fairfield Halls with Serious and with the Royal Philharmonic Orchestra and Chineke for example. One of the most important and exciting new partnerships for the borough is the relationship with Talawa Theatre Company, using 2019 as the platform to build their relationship prior to relocating to Croydon from 2020. The presence and activity from the range of national cultural partners we are working with will leave a legacy of new partnerships, audiences and ways of working

Stakeholder and relationship management is crucial and will sit strategically with the Creative Director with a view to maintaining long term and developing partnerships.

The chance to make significant steps towards longer term change is one of the most important opportunities from gaining the title for Croydon. Many elements of the programme unlock future potential: enabling a permanent step change for organisations such as Croydon Music and Arts Hub or creating stepping stones to longer term change like our partnership with Dance Umbrella.

Please continue your answer below if required

A dedicated fund of £100k will support sustainable growth of the cultural sector in Croydon. Our approach will position Croydon to take advantage of future opportunities; getting the borough working collectively, sharing resources and a joint agenda. The sponsorships developed for 2019 will form the basis for longer term relationships with business.

Having active delivery of the programme across several council teams will integrate the use of culture to deliver change. This has already started in the development of the bid and will be demonstrated through policies such as the forthcoming masterplan for parks, library service review, future community strategies and corporate plans.

The University of Kingston is the monitoring, evaluation and research partner for our bid. We undertook a joint study trip to Hull to meet colleagues from the university there earlier this year to learn from their experience in partnering in evaluation. This has informed our evaluation strategy outlined elsewhere and we will have a critical friend role from the University of Hull throughout.

We would look to sharing good practice through creative evaluation techniques, through the use of film, visual arts and creative writing in particular as well as actively seeking opportunities to publish and to speak at conferences and events and sharing findings on CultureHive. The Creative Director has been invited to speak on Croydon's bid at the Substance Future Forum in Hull in December for example. Where we would look to creating best practice would be in two areas: in how to build a cohesive and compelling cultural offer from a low infrastructural base and in how to make legacy the most powerful element of the programme.

We have allocated a budget of £100k for evaluation and a further £25k for a programme of dissemination seminars and events throughout the year. Some will involve participants and residents, such as Liverpool in 2008 encouraging young people to document on their phones. We have begun work with Croydon Tech City on ideas for innovative and wide reaching documentation. All events would comply with BS standards on event practice in terms of travel plans, waste disposal and recycling etc. Our Festival of Air itself is an event that is borne out of the need to disseminate and engage differently on the issues surrounding air quality and what we can do to improve our environment and our health.

Describe how your project delivers value for money.

GLA funding of £1.1 million will produce an investment in culture in Croydon of over £4.5 million in 2019 within a wider 3 year investment programme of just over £6 million including existing flagship events like the Mela, RISE gallery's annual exhibition, Dance Umbrella and London Lumiere. The timing of the year is very fortuitous, coinciding with the £5.25 billion regeneration of the town centre, enabling us to pull in significant levels of partnership income from the Growth Zone and from individual developers.

Over 8,000 people will be actively involved in individual projects including over 4,000 young people under 25 and over 1,000 volunteers will help as ambassadors, hosts and stewards. Live audience numbers will exceed 400,000 - more than our population - and our tech partners will help us reach a total audience world wide in excess of 2.5m.

Targeting of hard to reach groups via our new Croydon Creatives network and partnerships with CVA and the BME Forum, specific programmes aimed at young people at risk of exclusion and offending and additional infrastructural support to ensure our looked after children and refugee populations are fully involved will produce significant savings in the longer term in social care

Our main aim is a once and for all change in Croydon's image paving the way for future investment and bringing millions in to the borough in the longer term set against an initial investment of just £1.1 million.

Please outline how you plan to secure a minimum of 30% match funding. You should include sources and amounts of cash income and in kind support. Please indicate whether these are confirmed or to be expected.

Croydon will match GLA's investment of £1.1 million with 100% match funding: £200,000 from Croydon Borough Council, £500,000 from the Growth Zone and £400,000 from corporate sponsorship. 73% of this match funding (£800,000) is already confirmed. The budget for the Borough of Culture bid was agreed as part of a cabinet report Monday 20th November which received cross party support. Corporate sponsorship of £400,000 will be raised using successful models used in Liverpool 2008 and the London 2012 Olympics with up to 15 Official Sponsors each giving £25,000 supported by a larger number of smaller sponsors. £100,000 (25% of the target) has already been confirmed from 4 companies; Croydon BID, Schrodgers, Gatwick and The Hub with a further £25k from Croydon Partnership expected to be confirmed in December, and £25k already confirmed from Boxpark.

Additional funding over and above this £2.2 million core budget will be raised in partnership with our delivery partners, detailed in the individual project budgets and totalling £1.66m from earned income, £518,400 from trusts and foundations, £392,900 from ACE and other public funding, £120,000 of in-kind support and an additional £877,700 from sponsorship, private donations and crowdfunding for individual events.

We will be applying to HLF for £250,000 and Paul Hamlyn Foundation for £248,650

Please describe how your proposal reflects your duties under the Equality Act 2010. How does it address integration and the needs of specific groups who might find it harder to engage and participate?

Our bid programme and our delivery structures, have been developed in response to some of the needs of our diverse communities and to historic under provision. Our evidence base clearly shows the youth and diversity of our population, the challenges posed by of deprivation, inequality and barriers to achievement in many areas and sectors of our community. The bid is focused on the needs of our young people; offering 200 opportunities for

training including 32 paid internships and 450 volunteering opportunities for example in the face of high youth unemployment.

Our BAME communities have not benefitted proportionately from funding and showcasing opportunities and our programme reflects a very diverse range of artists, organisations and delivery partners to provide both opportunities and role models. Talawa specifically will work with black artists in Croydon through their MAKE programme. Our programme will help address racism, promote community cohesion, and use arts and culture to bring people together, increase empathy and a sense of pride and belonging in the borough through specific projects such as Unheard Voices.

Thrive is a programme specifically designed to build the capacity of our integrated and disability arts focussed work in Croydon, building on what we believe to be a strength but taking it much further. For Pride in 2019, which will be Croydon's 4th LGBT Pride, we have a series of additional fringe arts events, making it a higher profile event for 2019 reaching wider audiences and working specifically with Urban World Partnership to ensure black and Asian LGBT participation.

The programme will be delivered in line with the Croydon's Equality Policy and all partners share a commitment to achieving excellent equality and inclusion standards in project delivery, decision-making and employment practice. Equality is also fully integrated in to all aspects of the project, including its planning and development. We will ensure

- Decision making structures i.e. our Board, Creative Network panels reflect our borough's diversity in terms of gender, sexual orientation, ethnicity and disability.
- Procurement processes - Croydon Council uses its purchasing power to support local businesses and generate jobs for local people, regardless of gender, sexual orientation, ethnicity and disability.

We will reach out and engage our communities in a variety of ways including:

- Dedicated Head of Engagement role in the core team and the Croydon Creatives network
- Additional resource in the Croydon Music and Arts team for targeted work
- Close partnerships including with the CVA, BME partnership and Asian Resource Centre, Virtual School, Refugee support groups, Lives not Knives
- Through the hugely diverse range of local cultural groups delivering the programme in 2019
- Events and activities will be promoted through different media to ensure as wide as possible awareness
- Monitoring and evaluation systems will ensure that any imbalance in the take-up of the services can be addressed through adjustments in how and where the services are promoted
- Lifestyle factors and family commitments will be considered in how projects are delivered and participation encourages they are flexible focused on inclusion

▲ Exemplary Project Awards

[Jump to Confidentiality \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 01/12/2017 by [REDACTED]

Describe the area (geographic location) of the borough where your project will take place and why here, the local people that will be involved and how you have identified them and the need for this project.

Croydon has the largest number of under 25s of any London borough and the fastest growing young population. CYAC (Croydon Youth Arts Collective), established in 2015 following consultation on youth arts provision in Croydon, identified the need for more performance platforms and inclusive projects, events to counter Croydon's negative reputation and opportunities for young people to shape their own provision. The Youth Congress event last year also listed tackling discrimination and providing more activities for young people in the top 5 priorities.

Fairfield Halls, situated in the heart of the town centre, will be re-opening in 2019 after a £30million renovation with 10 performance spaces and a capacity of over 4,500. Fairfield is centrally important to Croydon and its future success is vital for Croydon's cultural renaissance. For Fairfield to succeed it needs to connect with Croydon's rapidly changing young population - and more importantly, they need to connect with Fairfield. Over one unforgettable weekend in October 2019, young people will be handed the keys to Fairfield, transforming it into the biggest friendliest and most creative house party London has ever seen. The main key holder will be Loyle Carner. Loyle is a really important figure for young people in Croydon. He is 22, fiercely proud of his Croydon roots and has achieved world-wide success for his tender hip hop which sets his emotions and his family life at the heart of his rhymes. He has also spoken honestly and openly about his own battles with dyslexia and ADHD and is a role model for young people across London.

What is the step-change you want to make or impact you want to have through this project?

Building on the very successful youth takeovers of the Croydon Clocktower and Museum by Croydon Music and Arts (CMA) and CYAC in 2016 and 2017, the 2019 takeover of Fairfield will see 2,000 young people actively involved in the creation and production of an extraordinary event for an audience of over 10,000.

The delivery structure (described below) for the project brings three teams in Croydon together - BH Live, CMA and the council's Youth Engagement Team - and uses the expertise of two external posts to oversee the 'Room' Producers and ensure engagement is far reaching. A strong legacy of Loyle's House will be consolidating this partnership structure, increasing the numbers of young people engaging with these teams and enabling young people across the borough to develop transferrable skills in event management and production. The legacy for Fairfield is ensuring that the capital investment of £30million

has every chance of succeeding in the longer term through developing new younger audiences and stronger relationships with artists across London. The benefits for youth organisations involved are also huge, both in terms of new partnerships formed, new inspiration gained and new young people recruited. Loyle's House is also a strong symbol of trust in our young people - giving them a brand new building for 3 days with a budget of £400K to put on their own party.

Describe the project activity/activities, the creative content and partnerships and how this will be amazing, ambitious, authentic and all-embracing.

'Loyle's House' will be a 3-day immersive festival of performances, films, exhibitions, music, theatre, dance, workshops and talks exploring the lives and loves of young Londoners. 10 spaces in Fairfield will be transformed into 10 rooms in Loyle's House by Croydon School of Art (CSA) working in collaboration with CMA and over 20 youth organisations across London. In the 6 months leading up to the event a mass participation project will invite young people across Croydon to "Help decorate Loyle's House". They will work with CSA, visual arts students from the BRIT School and the youth groups resident in each room to transform Fairfield for the event. The 800-capacity foyer becomes THE LIVING ROOM, featuring 'sofa sessions', workshops and pop-up performances from Kinetika Bloco, Urban Playground and others. Lives not Knives will be resident in THE BEDROOM exploring relationships, gender, masculinity and violence from the comfort of a giant bed hosting guest artists including Vanessa Kisuule and Pan Intercultural Art's Weapon of Choice. Croydon's Young Carers Project and Central St Martins will turn the new sun terrace into the WALK-IN WARDROBE, presenting catwalk shows and fashion workshops. THE AIRING CUPBOARD will be a multi-sensory chill out space by and for young people with SEN/D, designed with students at St Giles Special School. THE LIBRARY will be in the small studio theatre curated by Croydon Libraries' Young Ambassadors with spoken word, creative writing and storytelling workshops with artists like Rafeef Ziadh, Laura Dockrill, James Massiah and Yomi Sode. The larger studio theatre will be THE GUEST ROOM hosted by Croydon's Amazing People of the World, part of Refugee Youth, with a programme of performances, talks, projections with Eyes on the Wall and a 'live-streamed' party each night with Seenaryo enabling young Syrian and Palestinian refugees in Lebanon and young people in London to party together.

Turf Projects will be transforming the Arnhem GALLERY in response to a provocation from Loyle Carner about regeneration in Croydon, in partnership with the Martin Parr Foundation. Loyle's ADHD Cookery School, formed in 2016, will pop up in THE KITCHEN with the Croydon Healthy Living Project to explore healthy eating and the role of cooking in managing ADHD and anxiety.

Loyle's House will have a huge HOME CINEMA programmed with youth group Think It, Film It and BFI Future Film alongside theatre performances by Croydon Youth Theatre and Drunken Chorus. Fairfield's 1800 seat auditorium, AKA LOYLE'S ROOM, will present headline music and cross-art collaborations from Loyle Carner and artists he's inspired by, such as Sampha, Tawiah, Tom

Misch, Benjamin Zephania and Kate Tempest and young Croydon performers mentored by Loyle.

Identify appropriate outcomes & outputs and quantify the level of impact you plan for this project to have.

Over the 3 days Loyle's House is expected to host at least 25 headline performances, 70 workshops, 15 exhibitions, 10 film screenings and 12 talks and special events. The vast majority will be free. Over 100 partner organisations are expected to take part (CYAC Takeover in 2017 had 40) with 2000 young people actively involved in creating, designing and producing the event. Live audience numbers will be over 12,000 with online audiences via streaming expected to be in the 10s of thousands. Resources will be allocated to ensure that both looked after children, those not in education, employment or training, at risk of offending and unaccompanied asylum seekers are centrally involved.

Outcomes include upskilling of young people through training in production, curation, programming, greater sense of ownership by young people over the huge physical changes happening in the town centre, changing perceptions of Croydon across London and giving young people in Croydon a greater sense of pride.

How will you monitor the success of the project?

This project would feature in the programme of evaluation we will have set up with our partner Kingston University and draw on the techniques to be used across the rest of the programme. In addition, we will also commission bespoke work on this project from Purple Heart who will be already working with Fairfield Halls on future audiences. The purpose of this will be to ensure that the involvement and engagement created by the project will translate into future participation and audiences and establish a basis for longer term tracking.

Describe how the project will be well managed (including partnerships, long term vision/approach and shared learning).

The project will sit with CMA, the lead organisation for Croydon's Music Education Hub and Cultural Education Partnership who delivered the 2016 and 2017 Takeover events. They would engage an experienced and well-networked Creative Producer, a Participation Manager and a group of 'room' producers to work with CMA's Programme Development Manager to deliver it. The team will also work with the Learning and Engagement Manager at Fairfield Halls and a Specialist Programmes Worker in the Council's Youth Engagement team.

Young people will be recruited to the programme via social media shout outs, through on-street engagement, and through the Young Programmers' scheme which will involve a call out to all secondary schools and youth organisations in the borough. At the Takeover 2017 (which took place across one day), there were over 800 young people involved in performing and/or creating artwork and 40 local partners supported them to do this. This Takeover will build on these networks, where youth groups and organisations resident in each 'room' of Loyle's House will be supported by CMA and the project producers to devise their programmes and recruit new young people to their networks. CYAC will aim to have doubled its numbers of young people in

order to programme the LIVING ROOM, and all Young Programmers will be offered the opportunity to become members of CYAC following the event.

Describe how the project delivers value for money.

Part of our decision to invest £400,000 in a project as Fairfield is to support the capital investment of £30million giving that the greatest chance of success.

Participation numbers of 2,000 represent good value for money, particularly as they will be focussed on hard to reach groups and marginalised young people including young refugees, unaccompanied asylum seekers and looked after children with longer term saving in terms of wider social care costs. The mix of funding including ticket income, cash sponsorship, in-kind support and trust and foundations income gives greater value for money from the public funds invested.

Outline how you plan to secure a minimum of 30% match funding.

We already have commitments totalling £850K for partnership funding for Croydon2019 from the Council (200K), the Growth Zone (500K) and from commercial partners (150K) for the Borough of Culture year.

Please confirm that you have completed the dedicated section in the budget template for your exemplary project (in the Deliverability block).

yes

▲ **Confidentiality**

[Jump to Additional Documentation \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 29/11/2017 by ██████████

Should we should treat your proposal as confidential information?

no

Should we should treat your financial information, such as your budget and any business plan, as confidential information?

no

If there is any other information you have provided that you consider to be confidential information, provide your reasons for this below or in a separate letter. If you are sending us a separate letter, please write 'letter submitted' below

not applicable

Can we can keep you informed of our work?

yes

Can we pass your contact details to organisers of marketing activities, conferences and training events?

no

▲ Additional Documentation

New block with edits

There is no approved version of this block

Unapproved changes on 01/12/2017 by [REDACTED]

I confirm that I have obtained all the relevant internal approvals required for this project.

yes

About GLA OPS
(<https://www.london.gov.uk/what-we-do/housing-and-land/gla-open-project-system-gla-ops>)

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PROD 1.10.4800

Project Ref	Project activity
1	Choose your Future
2	Loyle's House
3	Schools Arts Festival & App
4	Little Inventors
5	Moving Postcards - SLiDE Dance
6	Festival of Peace
7	Jerk and Jollof
8	London Mela
9	Pride fringe events
10	Unheard Voices
11	Croydon Biennale
12	Croydon Light Festival
13	EFG London Jazz Festival / World in London
14	Dance Umbrella
15	60 Years of Modernism
16	Fairfield Orchestras
17	Metropolis Music Festival
18	UpRISEing Int Street Art Festival
19	Croydon Poetry and Spoken Word Festival
20	Festival of Air
21	Brit Presents
22	Space Age City
23	Croydonites Theatre festival
24	THRIVE - Integrated Arts network
25	Talawa
26	Creative Neighbourhoods Fund
27	Cultural Development Fund
28	Croydon Creatives network
29	BRIT Residencies
30	Croydon 2019 Core Activity

Prj Ref	Project activity	Outcomes	Outputs	Output Indicators (2019)				
				Number of internships for YP	Number of training / work experience for YP	Number of attending	Number of taking part	New commissions
1	Choose your Future	Young people are central to the LBoC programme and have significant input, with a legacy of Increased engagement with and understanding of arts and culture and greater numbers and diversity of young people involved in arts and culture in the borough	32 Young People complete paid internships during 2019 hosted by 12 arts organisations and Croydon BC. Over 650 YP involved in programming with a total programming budgets handed over to YP of over 550K	32				
		Cultural organisations are supported by CMA to acquire knowledge and understanding of best practice for working with young people, build stronger relationships with young audiences and participants and develop strategies for young people to be able to have a central role in their organisation's planning, decision-making and programming	6 arts organisations introduce youth boards and other platforms for young people to participate in decision making					
		YP have improved awareness of career opportunities in creative industries and more YP access paid creative work/ enrolling on creative further education courses post 2019	3 careers showcase events at BRIT and Fairfield Halls involving 20 BRIT alumni and with an audience of 800 young people		800			
		an increase in the cultural offer for young people as participants and audience creating more for YP to do and see and lessening likelihood of antisocial behaviour in the evenings	200 receive work experience and shadowing training and development opportunities and 450 YP are involved in volunteering		200			
Project Ref	Project activity	Outcomes	Outputs	Number of internships for YP	Number of training / work experience for YP	Number of attending	Number of taking part	New commissions
2	Loyle's House	Significant upskilling of 2000 young people through training in production, curation, programming, new performance platforms	12000 people attending and 2000 taking part			12000	2000	
		Young people involved in cultural activity who would not normally engage lessening likelihood of antisocial behaviour in the evenings	3 headline performances with 9 established artists					
		Changed perception of Croydon with young people across london	70 workshops, 15 exhibitions, 10 film screenings and 12 talks and special events. The vast majority will be free.					
		Greater sense of pride in where they live for young people in Croydon	100 partner youth organisations taking part from across london					
		New international links and partnerships including Lebanon	30 media articles/features. Social media reach of over 250,000					
Project Ref	Project activity	Outcomes	Outputs	Number of internships for YP	Number of training / work experience for YP	Number of attending	Number of taking part	New commissions
3	Schools Arts Festival & App	During and beyond the Borough of Culture year young people are signposted to, and take part in, opportunities for cultural activity which develop their critical engagement with options for achieving Children's University graduation and Arts Award.	Cultural Learning App developed and launched via new partnership between CMA, TMRW, Children's University and A New Direction					

		Cultural education providers are able to gain Children's University approved destination status and improve the quality of their offer through the testimony of young people, linked to the RSA "Learning About Culture" programme	Young Creatives app is created and downloaded by 7500 young people who receive rewards rising to 12500 by 2020				7500	
		Through the development of performance and exhibition activity at Fairfield, all schools will build a relationship with Croydon's major cultural asset.	3600 YP participate in a new schools festival at Fairfield Halls			3600		
		Professional development for teachers and artists to use the testimony of pupils to collaborate effectively for the benefit of all Croydon schools, during and beyond the Borough of Culture year	200 teachers participate in the Schools Festival			200		
		Urban music and other contemporary music studio practice becomes embedded in the work of Croydon schools and for supporting those at risk of exclusion.	New mobile music studio in a converted bus to tour to schools promoting the app					
Project Ref	Project activity	Outcomes	Outputs	Number of internships for YP	Number of training / work experience for YP	Number of attending	Number of taking part	New commissions
4	Little Inventors	Children increase confidence in their ideas, gain new inspiration and create some wonderful objects	1000 school children inc 50 young asylum seekers and looked after children involved across 30 primary schools and the Virtual School				1000	
		Local schools and artist/makers build new partnerships and learn more about how best to work together	5 local artist/makers and manufacturers are employed by the project to deliver 20 invention workshops (10 people taking part each) in schools and receive training on working in schools from the Little inventors team and Croydon Music and Arts				200	
		Children gain greater engagement with STEAM, design, and creative processes	Online global audience of 5000 view the Croydon Little inventors online gallery and 2000 people come to see the physical exhibition at Stanley Halls over two weeks			7000		
		Children develop critical thinking, increase problem solving ability, and are driven to identify and tackle societal challenges	7 media articles / features and social media reach of 50,000 +					
		Paid employment for local makers/manufacturers on high profile project	10 local makers/manufacturers are given paid work to fabricate 10 of the children's inventions		10			
Project Ref	Project activity	Outcomes	Outputs	Number of internships for YP	Number of training / work experience for YP	Number of attending	Number of taking part	New commissions
5	Moving Postcards - SLiDE Dance	SLiDE dance develop their practice through new partnerships with C12 and Urban Playground	50 participants, 3000 people attending			3000	50	
		Croydon placed on the dance map for audiences interested in seeing exciting new forms, fusions and collaborations	6 new site specific dance and parkour commissions (postcards)					6
		More visibility for dancers with disabilities, challenging preconceptions around disability	Delivery of 9 month parkour and dance training programme to enable local young people to learn new skills and challenge themselves					
			1 internship for a young person (14-25)	1				

Project Ref	Project activity	Outcomes	Outputs	Number of internships for	Number of training / work	Number of attending	Number of taking part	New commissions
6	Festival of Peace	Improved community cohesion, socio-economic integration and reduced deprivation – as measured by standard deprivation indicators	7500 attendees/ 340 participants			7500	340	
		Legacy of permanent public assets which act as a legacy and prompt to be mindful of peace	1 new musical commission from a Croydon based artist					1
			Launch of Community Peace Garden					1
			New permanent peace mural in partnership with Rise Gallery					1
Project Ref	Project activity	Outcomes	Outputs	Number of internships for YP	Number of training / work experience for YP	Number of attending	Number of taking part	New commissions
7	Jerk and Jollof	Provide a high profile platform to showcase local, national and international African and Caribbean artists, performers and chefs and improve the reputation of Croydon as a high quality cultural destination	10,000 attending, 300 taking part			10,000	300	
		Younger and older members of African and Caribbean communities engaged in new ways with their cultural heritage and an increase in the diversity of the cultural offer in Croydon, appealing to a mixed audience and bringing wide range of people together	10 new international commissions, Performances from 40 artists with their roots in the African continent alongside food and demos from 5 top African and Caribbean chefs					10
		Increase in footfall to the Broad Green area and positive economic impact on local businesses	4 internships for young people (14-25)	4				
		Increased awareness of healthy eating within African and Caribbean communities	5 community workshops engaging 150 people with adapting traditional recipes to be healthier options				150	
		New partnerships developed between two Croydon based organisations - Afrovibes(Nike Jonah) and Fairweather Productions (Tony Fairweather) - which develops each of their practice and offer and attracts new audiences as well as with Big Local Broad Green	30 media articles / features and total online social media reach of 1 million +					
Project Ref	Project activity	Outcomes	Outputs	Number of internships for YP	Number of training / work experience for YP	Number of attending	Number of taking part	New commissions
8	London Mela	Provide a high profile platform to showcase local, national and international South Asian artists, musicians and performers	Platform for over 100 local and international south asian artists to perform					
		Improved reputation of Croydon as a cultural destination	4 new commissions presented, 3 in partnership with Croydon based organisations Apsara Arts, London Mozart Players and Beeja Dance					4
		Younger and older members of South Asian communities engaged in new ways and increase pride in their cultural heritage	300 taking part/ 40,000 attending			40000	300	
		Enable sense of belonging, support and safe space for South Asian communities	30 press articles / features and over 1 million social media reach for London Mela and 15 / 500,000 for Croydon international Mela					
		Showcase lloyd park as a great live events venue - attracting interest from new promoters and building new annual events series in the park						
			3 internships for young people (14-25)	3				

Project Ref	Project activity	Outcomes	Outputs	Number of internships for YP	Number of training / work experience for YP	Number of attending	Number of taking part	New commissions	
9	Pride fringe events	Challenge discrimination and shift attitudes towards and within LGBTQI community	750 attendees at 6 Fringe events in the lead up to Pride			750			
		Raise visibility and sense of belonging, support and safe space for LGBTQI communities	4 new commissions by Urban World & And What? Arts					4	
		New partnerships developed between Croydon Pride and 2 leading LGBTQI cultural organisations - And What Arts? And Urban World	No. media mentions/stories						
Project Ref	Project activity	Outcomes	Outputs	Number of internships for YP	Number of training / work experience for YP	Number of attending	Number of taking part	New commissions	
10	Unheard Voices	increase in community cohesion in the borough: residents report a greater sense of belonging and wellbeing in their local areas and increased numbers believe that people from different communities 'get along'	6,000 attendees/ 1,000 participants in Kin year round series of creative community engagement events and activities			6000	1000		
		New partnerships: Museum of Croydon builds new relationships with communities across the borough who feel more engaged with the museum, are more likely to visit in future and more able to influence it's future exhibitions and activities. The museum forms lasting partnerships with Kin and Croydon Tech City leading to future collaborations	500 people from BAMER communities who moved to the borough since 2006 are interviewed and their oral histories added to the Museum of Croydon collection and the Unheard Voices website					500	
		High profile artist commissions enhance Croydon's reputation as a cultural destination and raise the profile of the Museum	50 local volunteers inc 5 refugees trained by Oral History Society and actively supporting project and legacy			50			
		Legacy of project participants joining community advisory panel for Museum of Croydon	4 new artworks/performances are commissioned reaching physical audiences of 6000 and involving 200 local participants						4
			2 internships for young people (14-25)		2				
			online reach for Unheard Voices website - 10000 unique visits in 2019			10000			
Project Ref	Project activity	Outcomes	Outputs	Number of internships for YP	Number of training / work experience for YP	Number of attending	Number of taking part	New commissions	
11	Croydon Biennale	Completion of Phase 1 R&D towards delivery of Croydon Biennale in 2020 on the theme of Edge City - looking at what it means to inhabit and exist at the edge of a city	Biennial Director engaged to lead on R&D and developing ideas with artists on site visits to the following sites; Seagas House, Electric House, Nestle Tower, The Glasshouses, Reeves Corner, Pumping Station & Croydon Airport						
		Relationships built with venues and artists with a view to delivering a Biennale in 2020 focused on de-institutionalising art , making it more accessible to new audiences and representing the array of diasporas and cross-cultural networks that make London a truly international city.	Edge City symposium delivered, launching Croydon Biennale 2020 and debating issues around art and culture at the edge of cities attracting an audience of 150, held at Croydon School of Art in Croydon College			150	40		

		New partnerships developed between Kingston School of Art, Croydon Council, Croydon Museum, Turf Projects, Art Halo, Rise Gallery, Croydon College and the Academy of Visual Arts Hong Kong	25 visits arranged for national and international artists to visit Croydon					25
Project Ref	Project activity	Outcomes	Outputs	Number of internships for YP	Number of training / work experience for YP	Number of attending	Number of taking part	New commissions
12	Croydon Light Festival	Improving Croydon's reputation as a cultural destination	Delivery of two large scale light installations in the town centre in January and December 2019 to launch and close the Borough of Culture year					2
		Develop on going relationship with Artichoke Trust and London Lumiere	20000 audiences across 4 days of light installations with 100 local participants involved in creating lightworks			20000	100	
		Populating town centre sites that might otherwise be empty, changing perceptions over safety and the night time economy via creating light installations in places perceived as 'dark' and 'unsafe'	10 local organisations involved in the installations				10	
Project Ref	Project activity	Outcomes	Outputs	Number of internships for YP	Number of training / work experience for YP	Number of attending	Number of taking part	New commissions
13	EFG London Jazz Festival / World in London	Improve Croydon's reputation as a cultural destination via the headline partnership with EFG London Jazz festival	4 Headline performances , 6 workshops, 2 outdoor free events and 1 large participation event / tea dance					
		Support a new relationship between Serious and Fairfield halls to develop a world music programme for the venue and develop new audiences within Croydon and South London	Total audience of 10000			10000		
		Improve the night time economy through programming of more diverse cultural offer						
Project Ref	Project activity	Outcomes	Outputs	Number of internships for YP	Number of training / work experience for YP	Number of attending	Number of taking part	New commissions
14	Dance Umbrella	Improved reputation of Croydon as a cultural destination, high quality cutting edge international dance attracting audiences	Mentoring for 6 local dance organisations including Beeja Dance, OX and SLiDE		6			
		Stronger and more connected local dance sector	8 free events					2
		We know from research done by the Audience Agency that there is more demand than supply for dance events in the borough. Through Dance Umbrella and additional support for local dance companies we will be able to meet the demand and present Croydon audiences with high quality dance on their doorstep	2 new commissions premiered in Croydon from Boy Blue Entertainment & Gregory Maqoma					
			1 internship for a young person (14-25)	1				

Project Ref	Project activity	Outcomes	Outputs	Number of internships for YP	Number of training / work experience for YP	Number of attending	Number of taking part	New commissions
15	60 Years of Modernism	Improved reputation of Croydon as a cultural destination and appreciation of the modernist era for architecture	3,000 people attending tours			3000		
		Greater civic pride in Croydon's built heritage	6 exhibitions and events including at Segas House, closed to the public for over 40 years					
		Greater knowledge and appreciation of key landmark buildings across Croydon including Fairfield Halls, seminal housing estates and Segas House	Creation of an IoT enabled way-finding application by Connected Space and Croydon Tech City to help visitors navigate their way through the urban sites, including maps, video and audio content and a gamified collection experience					
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16	Fairfield Orchestras	LMP establish annual fundraiser at Fairfield ensuring greater financial stability for the orchestra	1200 attendees, 296 participants at LMP gala concert			1200	296	
		LMPs position cemented as the resident orchestra in Croydon - 2019 will be their 30th anniversary in the borough	1 x new commission by Jonathan Dove for new choir of Croydon singers in their 70s					1
		Bringing the RPO back to Fairfield raises the profile of Fairfield Halls within the music industry	3700 Year 5-9 pupils attend schools concerts with the RPO			3700		
		Croydon school children are inspired by the RPO and LMP to work within the music industry	20 young students (aged 12-16) receive 4 month intensive introduction to a range of industry roles including producing, front of house and tech		20			
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17	Metropolis Music Festival	Improved reputation of Croydon as a cultural destination and a leading provider of new urban music	30,000 attendees			30000		
		Showcase Lloyd park as a great live events venue - attracting interest from new promoters and building new annual events series in the park	350 young musicians from Croydon perform at the festival and get to meet visiting artists				350	
		High profile showcase of Croydon's young talent alongside national and international-level performer, leading to increased confidence, experience and opportunities for young people in Croydon	150 young people at risk of exclusion and 100 NEETs perform at the festival through partnerships with Jam Bus, Syrus Consulting, White Hut Studios, Rap Club and other music education projects				150	
			Support for 10 developing artists/music events including Afrobox who will host the festival launch event in 2018		10			
			4 internships for young people (14-25)	4				

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18	UpRISEing Int Street Art Festival	Croydon will have the largest permanent street art gallery in the UK	15 large scale permanent murals (100 ft+)					15
		Improved reputation of Croydon as a cultural destination	50 small scale murals					50
		High percentage of female artists will change perception of street art as an art form	60 permanent street art pieces with over 50% of selected artists women and/or BAME					
		Support for emerging Croydon artists will enable more local people to develop their artistic practice	30,000 attendees, 200 participants			30000	200	
		Reduction in antisocial behaviour and crime and improvement in night time economy	Development of an app leveraging the latest advancements in Augmented Reality to enable the collections to 'come alive' for the visitor in highly engaging ways. Developed in partnership with Apple who will still be leading the AR innovation in 2019 and Croydon IT firm Connected Space					
			3 internships for young people (14-25)		3			
Project Ref	Project activity	Outcomes	Outputs	Number of internships for YP	Number of training / work experience for YP	Number of attending	Number of taking part	New commissions
19	Croydon Poetry and Spoken Word Festival	Greater awareness of the power of poetry to children, young people and adults through workshops, talks and performances in venues across Croydon.	940 attendees and 120 participants			940	120	
		Highlight links between spoken word and other art forms including rap and grime	8 performances, 3 workshops, 3 discussions, 2 masterclasses, 8 family poetry sessions in 8 libraries, 1 exhibition					
		New mentoring partnership between local poetry org Well Versed and Roundhouse						
		New local poetry consortium established between Well Versed, Writerz n Scribez, Poets Anonymous and Young People's Insight and greater national recognition of Croydon based poetry groups						
		Adding a new element to Croydon's cultural offer for young people not based around alcohol						
Project Ref	Project activity	Outcomes	Outputs	Number of internships for YP	Number of training / work experience for YP	Number of attending	Number of taking part	New commissions
20	Festival of Air	new partnerships with Arts Admin, Axial Dance, Invisible Dust, Julie's Bicycle, Forma	x installations/events/ talks/ workshops/conference			36000	150	
		increased public engagement with issues around air quality and climate change	1 large scale new international commission - "The Air that I Breathe"					
		legacy of new links and working relationships established between schools, artists and Croydon's tech city	50 media articles / total online reach 1m+					
		children inspired and empowered to look for local solutions to global problems	1 commission focussing on the innovative use of private and open data sources of air quality feeds in a live art setting that contributes to behavioural change					1
		Improved reputation of Croydon as a cultural destination						

Project Ref	Project activity	Outcomes	Outputs	Number of internships for YP	Number of training / work experience for YP	Number of attending	Number of taking part	New commissions
21	Brit Presents	showcase some of the best young talent from the wide range of art forms The BRIT School supports, students sharing their craft with the public in innovative & exciting new ways.	2,000 attending, 135 taking part			2000	135	
		help develop students' skills in planning & preparing external productions; skills they will need in their future careers	10 new site specific commissions					10
		showcase Croydon's new public spaces	Animation of 10 town centre public realm sites including Fairfield halls and 5 the new public realm spaces in the town centre opening in 2019, coordinated by Croydon BID					
		Reduction in antisocial behaviour and crime and improvement in night time economy						
		New partnership with the BRIT school and Croydon BID						
		Programming cultural activity in new public realm sites to encourage a mixed footfalland creating safe atmosphere for audiences in sites they would not otherwise go to						
Project Ref	Project activity	Outcomes	Outputs	Number of internships for YP	Number of training / work experience for YP	Number of attending	Number of taking part	New commissions
22	Space Age City	Croydon residents feel greater ownership over the new developments happening in the town centre	Professional development support and mentoring for 6 local filmmakers from Film Hub London Network		6			
		Greater sense of pride in Croydon and greater awareness of local film makers	50 local film makers and film students involved			7000	50	
		Provides forum for debate and creative engagement with issues around regeneration and the future of cities - from social, cultural, political and technological perspectives	35 Croydon short films screened					35
		Greater mix of cultural offer within the town centre improving the night time economy and allaying fears over safety	New partnerships established with Film Hub London network and BAFTA					
			2 internships for young people (14-25)	2				
Project Ref	Project activity	Outcomes	Outputs	Number of internships for YP	Number of training / work experience for YP	Number of attending	Number of taking part	New commissions
23	Croydonites Theatre festival	New partnership established with Parabolic Theatre company to help with a step change in audience numbers	1,500 people attending 2019 Festival			1500	50	
		Improved support and platform opportunities for emerging artists and arts companies in Croydon	2 new collaborations with Croydon based Parabolic and with H!E from Denmark (www.helloearth.cc) who specialise in participatory artworks.					
		Improved cultural image for Croydon as the place for cutting edge alternative theatre	500 audience from outside Croydon					
			5 young people involved as young producers					
		10 local artists and arts companies involved						

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24	THRIVE - Integrated Arts network	Inclusive arts thrive in Croydon, offering the best possible conditions to develop disabled participants, artists and work(s).	18 month programme delivered to strengthen 5 Croydon based inclusive arts organisations that support the development of disabled artists and participants living working or studying in Croydon.					
		Croydon becomes known as a borough of excellence for inclusive arts	Production of a manifesto for promoting excellence in inclusive arts					
		Increased profile for people with learning disabilities	Identify strengths, weaknesses and areas for development to create robust organisations capable of long-term sustainability					
			5 new mentoring relationships with partner organisations from outside Croydon		5			
Project Ref	Project activity	Outcomes	Outputs	Number of internships for YP	Number of training / work experience for YP	Number of attending	Number of taking part	New commissions
25	Talawa	Announcement of their move to Croydon and the engagement programme throughout 2019 raises profile of theatre in the borough	4 surgeries and 150 artists/writers attending			150	150	
		Increased number of role models for black writers and actors increases the visibility of black artists in the borough	Showcase event at Fairfield Halls for local writers to showcase work in development to professional writers and directors					
		Croydon based theatre companies have more access to professional expertise, training and mentoring	Mentoring programme for 5 local companies including Kin, Croydonites and Well Versed Ink		5			
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26	Creative Neighbourhoods Fund	local talent, ideas, diversity & heritage supported and given a high profile platform	100 locally rooted ambitious creative and cultural projects supported across 11 neighbourhoods. These will involve work across all artforms and include celebratory community events, festivals and carnivals, productions and exhibitions, participatory projects and workshops					
		Local partners across public and private sector see the value of creative activity in delivering their services and will continue to resource it.	20 awards will support local hub or cluster development in the 11 neighbourhoods with a minimum of 1 development award per neighbourhood					
		Local communities enabled and encouraged to develop creative ideas to increase access to culture and engage with Croydon's physical redevelopment e.g. through using hoardings, unused buildings, meanwhile spaces and new building developments	100,000 people reached as audiences for the Creative Neighbourhoods programme			100000	2500	
		Artists - both local and visiting- stimulated to develop their practice and test out new best practice approaches to arts-led community engagement	50% of projects will be led by BAMER individuals or organisations and 20% co-created with and aimed at young people					
		Local communities will have a broader understanding and ownership of local arts and cultural activities						

Project Ref	Project activity	Outcomes	Outputs	Number of internships for YP	Number of training / work experience for YP	Number of attending	Number of taking part	New commissions
		Greater community cohesion with all Croydon residents engaged with and benefitting from Borough of Culture across the neighbourhoods as well as in the centre						
27	Cultural Development Fund	Voluntary, amateur and professional arts organisations, local artists, groups and creative businesses given the resources, time and support to develop their business models, practice, reach and impact	Approx 40 cultural development awards made to Croydon artists, creatives and arts and cultural organisations					
		Increased numbers of local artists and smaller arts and cultural organisations accessing external funding.	Up to 50 local sector organisations supported with funding to undertake professional development and small capital costs: attending professional training courses, mentoring or coaching support, use of meanwhile spaces – e.g. as artist studios, creative hubs, Attending relevant conferences, research and development costs for new creative ideas and collaborations that benefit the sector, marketing and PR investments, volunteer recruitment and support costs, specialist advice and support in e.g. fundraising, audience development and marketing					
		Increase in number of venues and orgs across Croydon have infrastructure to support cultural activities						
		Croydon Council gains greater knowledge and understanding of the local creative and cultural sector to be able to better support it into the future						
Project Ref	Project activity	Outcomes	Outputs	Number of internships for YP	Number of training / work experience for YP	Number of attending	Number of taking part	New commissions
28	Croydon Creatives network	Local people actively involved in instigating, commissioning, steering and taking part in projects as participants and audiences. They learn more about the creative process and are as a consequence more able to see and advocate for the value of arts and culture and the role that this can play in their lives and the lives of the community	1000 local "Croydon Creatives" recruited to the network by end 2019 from a demographically representative range of backgrounds to inc min 50% BAME and min 5% with disability or life limiting illness					
		Legacy for Croydon Council of a robust mechanism to involve local people in decision-making on future cultural developments.	9 decision making panels involving approx 145 Croydon Creatives as well as strategic partners and artistic advisors					
		a more connected and resilient local arts and cultural sector with new partnerships, collaborations and increased peer support and learning	10 Croydon Creatives social events and creative talks/workshops					
		Strengthened Community Leadership in Croydon and greater links and equal exchange between council and communities	2 paid internships for 14-15 year olds	2				
Project Ref	Project activity	Outcomes	Outputs	Number of internships for YP	Number of training / work experience for YP	Number of attending	Number of taking part	New commissions

29	BRIT Residencies	Alignment of The BRIT School's community collaborations programme with Croydon's health and social care priorities to help deliver on those priorities	45 residencies in health and care settings producing 45 bespoke events for community partners			1200	600	
		Reduced number of visits to GPs /readmissions to hospitals	600 young people gain experience in working in new environments and with disadvantaged groups					
		Older and disadvantaged communities feel more supported by the wider community	250 local residents in care and health settings experience innovative, bespoke and inclusive arts projects developed around their needs					
			1 paid internship for a young person (14-25)	1				
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30	Croydon 2019 Core Activity	Attracting long term financial capital and revenue investment to the area	New 2 day per week Arts & Culture post within Virtual School ensuring refugees and looked after children are fully engaged with the programme and able to participate in training and development opportunities					
		Place making: Improved image - Improved positioning of Croydon as a place to live, work and invest	4 Dissemination debates/events 3 organised by the Croydon Citizen including December What Next focussing + 1 x Biennale Symposium organised by Kingston University					
			4 Seasonal programmes produced by Croydon Citizen					
			2 x 6 month paid internships in Croydon Creatives network	2				
			2 paid internships for young people (14-25) in the marketing and comms team	2				

Risk	Impact	Likelihood	Mitigation Strategy
Delivery – insufficient capacity to meet the delivery requirements	3	1	Bid includes additional staffing/capacity to ensure effective delivery. Lead partner (Croydon Council) has sufficient resources and expertise to ensure successful delivery
Reputation - customer's/media's perception of the Croydon's ability to deliver successful borough of culture	3	2	Effective communications plan raising Croydon's profile, calibre of participants, variety of programme offer
Programme delivery – project delivery partners insufficiently experienced/ able to deliver projects to requirements/standards/ quality/time	4	2	Effective assessment shortlisting procedure to ensure project delivery partner organisations fit for purpose, have sufficient capacity/expertise/experience
Costs – cost of delivering projects underestimated and increase	3	1	Funding agreements with delivery organisations will test delivery assumptions, and will be compared against current sector costs
Demand - demand for project/exhibition/performances does not match the levels planned, projected or assumed	2	2	Effective communications plan (via print, broadcast, online and social media) raising awareness. Marketing and publicity built into project budgets
Funding - availability of funding leads to delays and reductions in project scope	4	1	Commitment to providing funding secured from sponsors. Council funding allocated and approved by Cabinet
Political – change of administration leads to withdrawal of support for programme	1	1	Borough of Culture bid and programme widely 'socialised' throughout the organisation (including opposition members), and approved at Cabinet with cross party support

ADDITIONAL MEDIA

Please find a link below to a number of clips about Croydon2019, some of the events the programme is building on and views from our supporters

https://www.youtube.com/playlist?list=PLduvG_HVr5C9vGww91FOk7tP-XL1i_6X7