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BID SUMMARY

Croydon2019 will celebrate Croydon’s diversity, innovation and talent with an eclectic array of locally-rooted, world-class festival, concerts and exhibitions: from the breathtaking 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.
CROYDON : OUR STORY

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.

Croydon will see major regeneration within the town centre and there is a sense of anticipation that this will take place at a rapid pace over the next few years. For many this feels overdue since its initial growth in the 1960s. There is also an opportunity to define Croydon as a centre of tech, construction and culture as we see investment coming into the borough.

By ensuring investment benefits the wider borough we will be able to provide a place that will sustain those that have grown in Croydon as well as respond to the demands of new and young residents. We see the opportunities to benefit the whole of Croydon and we will be allocating a minimum £500,000 funding during Croydon 2019 to support cultural activities and infrastructure across our neighbourhood areas.

Many of the wider challenges are not unusual to Croydon; the need for affordable housing; tackling youth violence; maintaining decent neighbourhoods and district centres; looking after and keeping safe those than need specialist support; and supporting an aging population as well as new communities. Public services are thinking how to work smarter and how they help people to take greater responsibility for their lives.

The aspect that will make Croydon stand out is that we will be a leader in our innovation and collective ability to respond to these challenges. We will work in partnership with a strong focus on improving the life chances of our young people. And we will work together to prevent issues becoming a problem. The borough is fast becoming an exciting laboratory for innovative tech/ arts collaborations and crossovers. 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 will provide our young people with the best start. This includes being safe and well; having job opportunities; having a real say; and a commitment to realise their ambitions. We have the largest population of young people in London with over a third of our population under 25 and 63,000 people between the ages of 10 and 23. 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.

The future for Croydon must be one that is a positive place to live, work and grow. A place that is inclusive but allows communities to feel respected. 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.

People should feel proud of Croydon. It should have influence through the leadership it takes on a regional and national stage. And it should have services that really meet the needs of the people where they in turn can do their part.

The vision has to be matched by our commitment to make it happen. This is why we are committed to delivering for Croydon. This means delivering a better town centre with a strong cultural quarter – we can use arts and culture as a really effective way of bringing people together, increasing empathy and a sense of pride and belonging in the borough and materially improve the night time economy offer.

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. We will put investment into our district centres; more jobs across tech and construction; supporting excellent schools; reducing crime particularly knife crime; tackling fly-tipping; support to local communities and neighbourhoods; and ensuring we deliver good value services.
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, levering 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.

So the opportunity to be recognised as a Borough of Culture will be a strong reflection of the cultural activity already here but will be a real platform to improve and change the lives of many of our young people from right across our wonderful borough.
WHAT THE BOROUGH OF CULTURE TITLE WOULD DO FOR US

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.

**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.

**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.

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:
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 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 as part of the formal governance of the Borough.
PROGRAMME DESCRIPTION

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 Qawwal & 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.

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 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 in Croydon 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.

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 professional development, infrastructure and access 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 local organisations including the CVA, BME Forum and the Asian Resource Centre.

We will launch and finish our year in light. A 3-year partnership with the Artichoke starting this year with local arts partnership CR7 Culture! in Thornton Heath, will see us co-commissioning spectacular light installations in January and December 2019, confirming our commitment to developing, presenting and promoting world-class culture in Croydon.
REMOVING BARRIERS TO PARTICIPATION AND MEETING EQUALITY AIMS

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.
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 into 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.
FINANCE AND 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 Melo, 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 2.5 million.

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.

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, Schroders, 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 £1.66 million 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.
### BUDGET

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<tr>
<td><strong>Total PR and marketing for all projects</strong></td>
<td>433,982</td>
<td>39,350</td>
<td>302,132</td>
<td>92,500</td>
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<tr>
<td>Monitoring and evaluation</td>
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<tr>
<td><strong>Total monitoring and evaluation for all projects</strong></td>
<td>188,017</td>
<td>11,367</td>
<td>163,650</td>
<td>13,000</td>
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<tr>
<td>Overheads</td>
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<tr>
<td><strong>Total overheads for all projects</strong></td>
<td>184,012</td>
<td>30,626</td>
<td>88,886</td>
<td>64,500</td>
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<td>EXPENDITURE* CONT.</td>
<td>TOTAL</td>
<td>2018</td>
<td>2019</td>
<td>2020</td>
</tr>
<tr>
<td>--------------------------------------------------------</td>
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<td>----------</td>
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<tr>
<td>Stand-alone Exemplary Project costs</td>
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<tr>
<td>Project management / staffing costs</td>
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<td>Artists’ fees and commissions</td>
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<tr>
<td>Project expenditure (Artistic spending)</td>
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<td>Community engagement / partnership development</td>
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<td>10,000</td>
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<tr>
<td>PR and Marketing</td>
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<td>Overheads</td>
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<tr>
<td><strong>Total exemplary project costs</strong></td>
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<td><strong>402,650</strong></td>
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<tr>
<td><strong>Total expenditure</strong></td>
<td><strong>6,681,375</strong></td>
<td><strong>778,462</strong></td>
<td><strong>4,311,313</strong></td>
<td><strong>1,591,600</strong></td>
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<td>Operating Surplus/(Deficit)</td>
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<td>£0</td>
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GOVERNANCE, PARTNERSHIP AND LEGACY

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.

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.

*At the time of publishing, figures were based on GLA funding of £11 million which has since increased by an additional 500k.*