

# **Croydon's Draft Community Strategy 2010-2015**

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- ★ Above average for London
- ★ Below average for London
- Trend shows performance improving
- No change
- Trend shows performance is worse

## PREFACE

Croydon's Community Strategy is the overarching strategy for the borough and is aligned and supported by the Local Development Framework Core Strategy. It is our most important strategic planning document and provides a framework for the work of all partner organisations within Croydon's Local Strategic Partnership and the context for future plans and strategies in the borough.

This latest Community Strategy is an important one. It is the first one to take a medium term strategic perspective and the first to be developed in support of the delivery of Croydon's ambitious long-term vision for Croydon, a vision of an enterprising borough renowned for its innovation and skills. The vision was agreed by Croydon's Local Strategic Partnership in January 2010 following a nine-month, borough-wide engagement programme that harnessed the contributions of more than 20,000 local people. It resulted in six new "place aspirations" developed in support of the new vision.

The global economic climate and the continuing impact of the recession will be a major challenge over the life of this Community Strategy. The scale of this challenge makes it vital that there is a shared strategic response across Croydon, one that takes a positive and proactive stance in supporting local people while protecting priority services by improving efficiency and reducing costs. Croydon will also draw on its impressive track record of service transformation, and as a Total Place pilot

in 2009, to deliver radical and innovative solutions co-designed with local people. We will also continue to bring together a diverse range of resources and service providers to address problems at their root cause, offering the tools necessary for local people to take more control of their lives and increasingly solve problems themselves.

This document therefore sets out what the Partnership and partner organisations will be doing together over the next five years, what we expect to achieve and how we will monitor progress. This builds on a Partnership that knows how to work well together, that is recognised for its innovative thinking, and one that has already established an unrivalled track record of delivery.

The Partnership will also publish an annual end of year report so that local people will know what is being done in Croydon to achieve their ambitions.

## Foreword – Chair of Croydon’s Local Strategic Partnership

Welcome to Croydon’s latest Community Strategy. It covers the period 2010-15 and is the first Strategy to reflect the priorities that local people have told us are important to them and which have been captured in the new, long-term vision for the borough.

In 2009 the Local Strategic Partnership set out on an ambitious journey to develop a new, long-term, shared vision for the borough. We believed that by imagining and planning ahead, it will become easier to build a future that everyone in Croydon can enjoy and share.

Distilled from the collective imagination of more than 20,000 local people, we now have a clear view of Croydon’s future. “*We are Croydon this is our vision*”- was adopted by the Partnership earlier this year; it sets out clear aspirations for Croydon in thirty years time when we expect to be a city renowned for our enterprise and skills, contributing not just to the London economy but to that of the UK and beyond.

It is now time to embed our shared vision priorities in our resource and service plans and turn our focus to delivery.

We will set a new and more radical pace for change in Croydon. Building on our excellent partnership record, and our experience of transforming local services and outcomes, we will develop totally new “place” solutions to some of Croydon’s biggest and most complex challenges. Indeed, we will set the standard nationally for the quality of our place leadership and the active engagement of our communities and young people in securing the future success of our city.

Please take the time to read this Strategy to see what Croydon’s ambitious and pioneering Local Strategic Partnership intends to achieve over the next five years and beyond.

I would really welcome any comments or suggestions that you may have. Please send them to [croydonpartnership@croydon.gov.uk](mailto:croydonpartnership@croydon.gov.uk)

**Mike Fisher**  
**Chair of the Local Strategic Partnership**

## 2. ABOUT CROYDON

Croydon is a unique settlement within London, and indeed the country; it constitutes a large local urban economy in its own right but is enveloped within the metropolis that is Greater London.

### The facts

Croydon covers an area of 87 sq km and with about 341,800 residents it has one of the largest populations in London. And whilst there are nearly 70,800 young people (aged 0-15) - more than any other borough in the capital - our population is also ageing, putting growing pressures on local public services. Croydon is a highly diverse borough which creates opportunities, but also challenges – in terms of community cohesion, health inequalities and perceptions of crime. Our communities speak more than 100 languages with black and minority ethnic groups making up almost 42% of our population. Amongst these residents, those who are black or black British form the largest group at 15% of the total population and Asian and Asian British are the next largest at 13.9%. Additionally, with a significant UK Border Agency presence in our borough, we also look after more unaccompanied asylum seeking children than anywhere else in the country.

Croydon has relatively high rates of economic activity and is recognised in the London Plan as one of four major economic opportunity areas in the capital. But despite this our residents have a relatively weak skills base resulting in low average earnings, which is why this has been a priority in our local performance targets and remains a key priority in this strategy.

### Our people

Croydon has one of the largest populations in the London and while its population is diverse and broadly similar to the overall pattern for London it has:

- A higher than average fertility rate: 71 births per 1,000 women (Aged 15-44) compared to 64 in England and 69 in London
- 70,800 young people (aged 0-15) – more than any other London borough – in fact more than 21% of our population is less than 16 years old
- 58,430 school pupils - 54% of primary school and 51% of secondary school pupils are from black and minority ethnic communities
- More than 1000 young people are 'looked after'

On the basis of the 'high population forecast', by 2026 Croydon's population will:

- Increase by over 16,000
- Have an additional 19,000 households (made up from a 15,310 decline in the number of married households against a rise of 22,503 single households in Croydon)
- Get older. There will be nearly 8,000 fewer children and young people in Croydon and 10,000 older people (aged 65+).
- See a 13% increase in the number of 4 year olds requiring a school place (by 2018)
- Comprise more than 50% ethnic minority communities

### Our Health

Overall Croydon is considered to be a healthy London borough. It performs in line with, or better than, London against a number of key indicators including life expectancy, lower rates of binge drinking and lower adult obesity. It does less well in terms of prevalence of diabetes and tuberculosis as well as higher rates of teenage pregnancy and childhood obesity. There are health inequalities by age, gender and ethnicity. On average men in the most deprived areas of Croydon live about 10 years less than men living in the least deprived areas. Women in the most deprived areas live nearly six years less than women in the least deprived areas.

## Our Housing

While Croydon has a sizeable Metropolitan Centre, the borough as a whole is mostly residential. Tenure and ownership are predominantly owner-occupation, with social renting and private rented households making up a small proportion of the market. Among applicants for social housing in Croydon, fewer than 40% are employed.

Owing partly to its housing stock and socio-economic history, the south of the borough is characterised by higher than average house prices and larger properties; the much more highly populated urban north belongs to the more affordable 'Outer City'. To meet demographic demands, it is estimated that Croydon will need an additional 25 to 30 thousand homes by 2031

## Our Jobs and Skills

Croydon is the most important commercial centre outside central London for financial and business services. It serves as a major economic and employment centre for the region for both retail and public administration (providing 49% of the South London

economy – **to be confirmed**). However, compared to the average for London, Croydon is a low wage economy. The majority of jobs in Croydon are split across three broad economic sectors. The financial and business sectors employ around 27,000 people; public administration, education and health activities provide 25,000 jobs. The balance of 21,000 jobs is mostly in retail including wholesalers, distributors, hotels, and restaurants.

Croydon has a relatively low skills base. The proportion of the working age population qualified to NVQ levels 2, 3 and 4 and above is lower than the national and London average. Just over 11% of Croydon's working age population have no qualifications.

The recession and its aftermath are having a major impact on jobs and businesses in Croydon, but so far not to the extent that many had predicted. The numbers of Job Seekers Allowance claimants increased by 10% between 2009 and 2010 to 9,664, slightly lower than the London average. The proportion of 16-18 year olds not in employment, education or training (NEET) has not shown the progressive increase that was expected, currently averaging about 7%, although this is still almost 2% higher than the London average. Footfall in the Croydon Metropolitan Centre in the first part of this year increased to 2.4 million per month, up 5.5% up on the same period last year. The number of companies relocating to Croydon increased from 24 at the end of 2009 to 44 in the first period of 2010. However, the exceptional reductions in public spending announced nationally will have significant implications for local jobs, services and the economy over the next few years.

## Our Place

Croydon has a unique location, with fast access to London, Gatwick and the South Coast, as well as enjoying one of the best public transport infrastructures in London. Croydon is a true edge city, with all the benefits of a fast paced urban environment complemented by quieter more leafy suburbs.

Croydon is one of the greenest boroughs in London with over 300 highly diverse parks and open spaces covering more than 1,750 hectares. This spans the historic Queen's Gardens in Central Croydon to the green belt and heathlands in the southern reaches which help define the borough and contribute to its natural heritage and identity. These areas are highly valued by local people. However, there are areas such as Addiscombe, Broad Green and West Thornton which lack large areas of public open space.

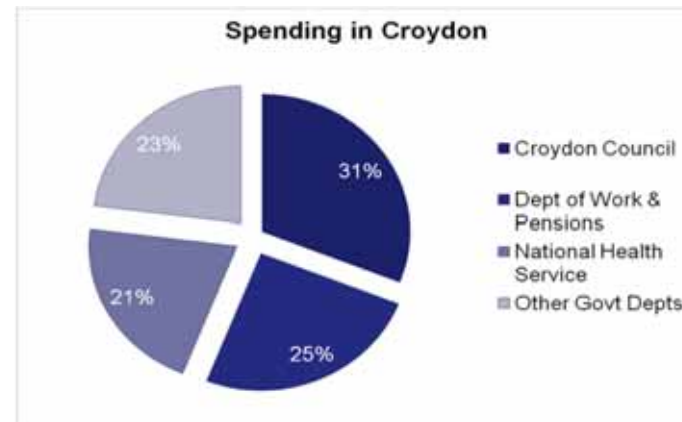
## Our Physical Infrastructure

A significant proportion of Croydon's physical infrastructure, including high rise office accommodation and public sector buildings, was built in the 1960's and no longer meets current needs. While Croydon enjoys excellent public transport links, there is significant congestion and pressure on the capacity of busy routes, interchanges and stations such as at East Croydon Station. Although Croydon has clean streets and the Parks are very well maintained, the street scene in many parts of Croydon looks tired and is in need of renewal. A growing population will place greater demands on Croydon's physical infrastructure and there is an opportunity to attract investment for improvements in key areas linked to new homes. Major economic development and regeneration plans are on the starting blocks awaiting a stronger economic recovery and sustained growth in the London

and South East Economy. In the meantime Croydon's urban regeneration vehicle, a shared ownership – public/private partnership, is already providing a catalyst to kick start major development in the centre of Croydon.

## Our Resources

The combined resources of the public, business and third sectors in Croydon are obviously huge. Through our recent work on Total Place we have estimated one element of this calculation – the amount spent by the public sector in Croydon each year.



### 3. A NEW VISION FOR CROYDON

#### Why does Croydon need a long-term vision?

Successful towns and cities across the world all tend to have a clear vision about what they want to achieve. But in Croydon, until now, there has not been a single vision for the whole borough.

In September 2008 Croydon's Local Strategic Partnership embarked on an ambitious journey towards creating a single overarching long-term vision for Croydon. The intention was to undertake the largest and most in-depth engagement exercise ever seen in the borough so that the vision would truly represent the views and aspirations of the people of Croydon.

#### Imagine Croydon

The engagement programme "[Imagine Croydon](#)" started early in 2009. The programme involved local organisations and community groups co-designing and co-delivering engagement activities with their customers, stakeholders and local communities. Engagement activity also involved innovative tools such as a "big brother-style" diary room that toured the borough, an interactive Wiki-site, and the use of the latest technology, such as: electronic handsets, social networking sites and a Sim City-type simulation game for schools.

Following the conclusion of the eight-month engagement programme in the autumn of 2009, the Partnership met to digest the findings, resolve any outstanding choices, and ensure that the resultant draft vision was both ambitious and distinctive.

The draft vision was then shared and tested with all those who had contributed to the engagement process to further refine and shape the final vision prospectus.

The draft vision was agreed by Croydon's Local Strategic Partnership in January 2010, following which individual partners each took the necessary steps to adopt the vision formally within their organisations.

#### "We are Croydon" – Our Vision

The outcome of the engagement programme is an ambitious, compelling vision that paints a clear picture of the type of place that Croydon has the potential to be by 2040.

It describes a place, indeed by then a 'city', that is re-imagined in terms of its assets and aspirations and is prepared for the future, able to anticipate and adapt to the challenges that emerge, and make the most of the many opportunities that lie ahead. But it doesn't end there. The visioning process has reinforced the vital role that individuals and partner organisations have in working together to build a successful future for Croydon, and has exposed the latent pride in Croydon held by all communities alongside a shared desire for Croydon to achieve its full potential as a vibrant enterprising city.

The development process for Croydon's new vision has ensured that it:

- properly reflects the feedback from residents, partners and stakeholders
- resonates with the views of local people in Croydon
- is ambitious and forward looking, reflecting the aspirations expressed by local people

- provides a distinctive and focused direction that is unique to the borough
- reflects the difficult but important choices made about Croydon's future long-term direction
- sets out priorities that are capable of being implemented over time.

Our vision statement - **We are Croydon** - sets out the quality and scope of change that is sought over the coming years. This now provides the touchstone for all other strategies and plans in the borough ensuring alignment in our future direction.

*In 2040 we will be London's most enterprising borough – a city that fosters ideas, innovation and learning and provides skills, opportunity and a sense of belonging for all.*

Our headline priorities to support this vision are:

- **A Learning City** - a place that unleashes and nurtures local talent and is recognised for its culture of lifelong learning and ambitions for children and young people.
- **A Creative City** - a place noted for its culture and creativity - one of the best incubators of new artistic and sporting talent in the country.
- **A Connected City** - a place defined by its connectivity and permeability; with one of the best digital, communications and transport networks in the country.
- **A Sustainable City** - a place that sets the pace amongst London boroughs on promoting environmental sustainability and where the natural environment forms the arteries and veins of the city
- **A Caring City** - a place noted for its safety, openness and community spirit where all people are welcome to live and work and where individuals and communities are supported to fulfil their potential and deliver solutions for themselves.
- **An Enterprising City** – a place renowned for its enterprise and innovation with a highly adaptable and skilled workforce and diverse and responsive economy



As an **enterprising city**, Croydon will successfully balance the opportunities presented by global trade and the needs of local communities by harnessing the potential offered by new technology and by fostering innovation and creativity right down to a neighbourhood level.

Croydon’s award winning partnerships with the business sector and the refreshed Economic Development Strategy are major building blocks towards achieving Croydon’s goals.

Croydon’s sustained improvements in educational attainment, particularly at GCSE level, the large scale investment in schools through the Building Schools for the Future programme, Croydon’s ambitions for higher education, the creation of an overall Children’s Trust and the publication of Croydon’s Cultural Strategy are all important building blocks towards Croydon meeting its aspirations as a **learning city** and a **creative city**.

And, by bringing local people together, from all backgrounds and across all ages Croydon’s sense of community and cohesiveness will be regarded as a European exemplar of a safe and **caring city**.

Local services will be more integrated and more responsive to local needs. The transformation is already exemplified by Croydon’s social care Homes for the Future programme which saw the recent opening of Fellows Court and Heavers Farm Resource Centre, and the innovative multi-agency (police, neighbourhood enforcement officers and safer transport teams) ‘Safe for All’ initiative which stemmed the rise in robbery, knife crime and serious youth violence.

With an integrated network of safe walkways, cycle paths and accessible public transport nodes, Croydon’s neighbourhoods will benefit from a more healthy way of getting around our **connected city**. Building on Croydon’s excellent transport infrastructure we will bring forward an integrated Transport Strategy for Croydon that will target improving cycle and pedestrian routes, investing in and improving the capacity of key public transport interchanges such as at East Croydon, and winning the case over time for an expansion of Croydon’s existing Tram infrastructure. These transport improvements

together with the latest high speed fibre based data communications infrastructure including on-street wi-fi will be major contributors to meeting Croydon's aspirations as a **connected city**.

A sustained investment in Croydon's core infrastructure and help for local people to equip them with the knowledge and tools they need to make informed lifestyle choices will both support growth and help to reduce carbon emissions, benefiting the local and global environment. And with developments designed to the highest environmental standards with new district energy schemes, and trees enhancing the urban realm, Croydon will be a more **sustainable city**. Guided by the new Local Development Framework, and steered by Croydon's reinvigorated Climate Change Partnership, the programme of continued investment in new low carbon homes, reductions in CO2 emissions from existing buildings, the modal shift to more sustainable forms of transport along with further improvements in re-use and recycling, will represent some of the key building blocks in achieving Croydon's aspiration to be a **sustainable city**.

## 4. DELIVERING CROYDON'S VISION

The new vision and Community Strategy sit at the top of the overall planning and delivery framework for Croydon. They set the policy context and overall priorities for other Croydon strategies - the new Local Development Framework and local Infrastructure Delivery Plan, Transport Strategy, Housing Strategy, Cohesion Strategy, and the Work and Skills Plan, all of which are in development this year.

The new vision and Community Strategy also inform the plans of partner organisations and provide a framework for those delivering front line services.

Each Theme Partnership of the LSP will have responsibility for delivering their elements of the vision and Community Strategy; with progress being overseen by the LSP Board supported by the Chief Executives Group (see Annex 1).



## Place Leadership

Over the next five years, we intend to take our leadership of place to the next level, building on an unrivalled track record of total place type delivery. This approach has already seen Croydon pioneer radical multi agency approaches to tackling issues such as knife crime and youth crime, addressing family violence, supporting people with dementia, giving our young people the best possible start in life and enabling more people to be cared for in their own home, to name but a few. This approach has delivered significant improvements in service quality, satisfaction levels and outcomes and driven down overall costs. It has also demonstrated the value of investing in prevention in order to secure significant longer term benefits.

The financial climate facing the public sector and the impact of the recession on local businesses and jobs means that our approach needs to go further than before, delivering more radical efficiencies in order to protect the most vulnerable and keep costs to an absolute minimum. Croydon was chosen to be a national Total Place pilot in 2009 and we are ready to utilise the learning from this work to focus on a new and exciting programme of transformation. The focus will be on areas of high spending and opportunities for early preventative action such as:

- Early Years
- Offender Management
- Helping people preparing for a healthy later life
- Asset Management
- Thriving Teens progressing to adulthood

- Worklessness

We will also develop the ability of our staff to further understand the needs, aspirations and capabilities of our citizens, working increasingly across organisational boundaries both locally and vertically, and co-designing solutions with partners and citizens.

## 5. MAKING THE VISION A REALITY

**An Enterprising City** – a place renowned for its enterprise and innovation with a highly adaptable and skilled workforce and diverse and responsive economy.

### Context

Croydon is a major economic centre in London and a primary retail, leisure and cultural destination for the South East. Croydon Metropolitan Centre and Purley Way combined provide the largest retail offer outside of central London and employment for over 16,000 people – **to be confirmed**. It is also a major contributor of labour and skills to the London economy, as recognised in the Mayor's economic strategy for London, and is identified in the London Plan, as an important strategic location for business activity and transport infrastructure outside of central London.

While Croydon's economy is of regional importance it has experienced more than a decade of slow decline, a relatively low skills base and lack of adequate graduate skills, tired office accommodation, and an overdependence on sectors that tend to fair worst in the recession and its aftermath - retail and back office business services and the public sector. Having the largest youth population in London means that year-on-year, there is a significant cohort of young adults entering the job market looking for work. Croydon also has a larger proportion of unemployed adults than many other boroughs and while the national focus on youth unemployment is welcomed there is a risk that the needs of adults will not be met.

The large national public spending deficit is driving down budgets across the public sector and this will continue year-on-year over the life of this Community Strategy. This will have implications for jobs - not just in the public sector, but also jobs in the private and third sectors that depend on public funding - and the wider economy.

Croydon has built up excellent relations with the business sector over many years and the resulting partnership and delivery arrangements are seen as reflecting best practice nationally. It has the second largest Business Improvement District in the country, has secured strong and productive relations with regional and national stakeholders and drawn down significant resources to support local enterprise. Croydon has a refreshed economic strategy and recession recovery plan, which focuses on supporting local business to weather this period of fragile economic growth, and facilitating new business and inward investment.

## Our priorities

### Increasing inward investment and diversifying the local economy

While Croydon remains a major player in the regional economy it is exposed in terms of its dependence on the retail, finance and government sectors. It also faces increasing competition from other areas in London and the South East in attracting and retaining new businesses and investment. . To maintain its position as a key economic centre within London Croydon needs to create a business environment able to compete with other parts of London on cost and quality including a digital infrastructure offering the speed and capacity required by high value and creative businesses.

Being an enterprising city means to us that the offer from Croydon must be diverse in attracting the full range of business activities – from home offices to headquarters. We recognise that enterprise and innovation is encouraged by space which is affordable, adaptable, sociable, comfortable and connected. In our enterprising city, greater home working, local entrepreneurial facilities (e.g. Brit School, Heathfield, Selhurst Park, and Cane Hill) and enterprise and opportunity centres will form a key part of the local economy.

Enterprise and innovation activity will focus on enhancing Croydon as a centre for commercial and public services, complementing those of central London to:

- Develop Croydon as the primary retail centre and destination for cultural and leisure activity in the region
- Build on the presence of major financial service companies and construction and engineering businesses located in Croydon and the wider Gatwick Diamond
- Position Croydon as a cost efficient alternative to central London for public and shared service facilities

Croydon will establish and promote a strong city brand that promotes its unique location, excellent connectivity and rich cultural diversity.

### Create an integrated education, skills and employment offer

Education and skills provide currency for residents to access and progress within employment. They are also vital to the ability of the borough to attract high quality business investment.

While the number of Croydon residents qualified to level 3 and 4 has increased significantly in recent years the borough still has a lower proportion compared to the London average. Croydon also has fewer residents working in knowledge intensive occupations (42% compared to 51%) and earnings are 10% lower than the south London average reflecting these lower skills levels.

Tackling this issue requires a strong public /private sector partnership with employers making a commitment to up-skilling staff. Likewise it requires training institutions and Further Education colleges to design provision that directly meets the needs of employers for vocational and employability skills.



We will seek to raise adult basic skills to a minimum of level 2 and the take up of skills training by employers, by launching the Croydon Skills Challenge – accreditation of work based training and learning recognised by Croydon employers. We will work with local schools and those providing services to young people to help strengthen the development of the core social skills and attitude that are most sought after by local employers.

We will develop a higher education offer linked to high value and large scale employers – promoting the idea of an innovation and learning campus potentially at the Cane Hill site and a learning and conference facility in the Croydon Metropolitan Centre. We will also seek to establish an Enterprise Academy (or **Opportunity Centres – is this the same thing or something different?**) to set the highest possible standard for future enterprise practice in a modern dynamic city, linking with retail skills centres and Further and Higher education facilities and a new Multiversity / University for Croydon.

### Provide integrated transition support to young people at age 18

Being out of education, employment or training between the ages of 16 and 18 is an enormous waste of young people's potential and their contribution to society. While the number of young people in this category has fallen in recent years, Croydon still has a larger proportion than the average for London. It is likely that the fragile state of the economy will lead to an increase in the overall numbers.

Supporting young people through this important transition between school, college, university and work is therefore a key priority in reducing the number of young people not in employment, education or training (NEETs). We will provide more integrated transitional support at age 18 to ensure that young people have the opportunity to enter employment or access further or higher education. We will also work with businesses and other public sector employers to ensure there are good work place training opportunities.

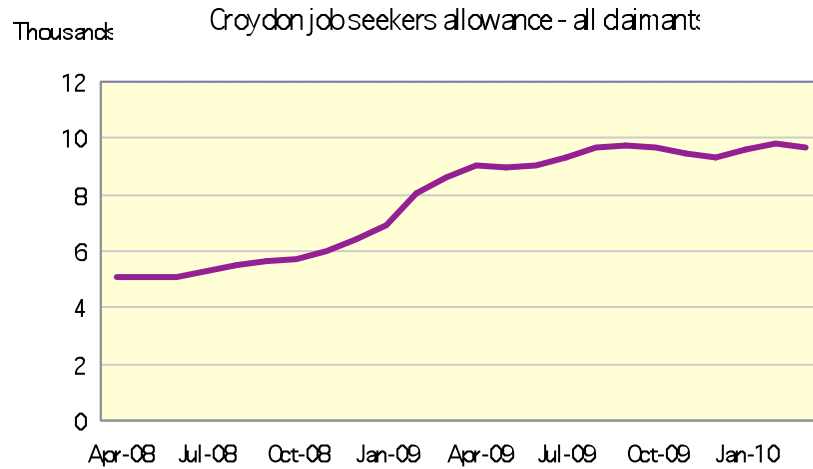
### Reducing worklessness

While Croydon has lower than average unemployment compared to London there are pockets of high levels of worklessness and long term unemployment in the borough. In February 2010 the numbers claiming Job Seekers Allowance was 9,664, 10% higher than the same period last year but slightly lower than the average for London as a whole. Fieldway, New Addington and Selhurst wards have around one in four of working age adults in receipt of out of work benefits and in these communities over 42% of adults have no qualifications.

An integrated Employment and Skills Operational Plan will be produced to focus on those wards with the poorest labour market position to identify and address specific barriers to employment,

increase targeted support, improve access to employment services and seek to tailor services to the needs of individual residents

Sector led job brokerage arrangements, initially in the retail and public sectors will provide further opportunities to increase employment in targeted areas with a special focus on creating pathways for young people to build a culture of learning, experience and understanding of work.



## An Enterprising City Action Plan

Ref.	Approach and Desired Impact	Lead Partnership	Lead Partner	Start Year	Comments
1	Establish a new inward investment support service to make Croydon inward investment ready. The service will target growing medium sized businesses, as well as government sector, alongside the promotion of a strong city branding for Croydon recognising its unique location, excellent connectivity and rich cultural diversity.	Economic Development Partnership	CEDC	2010	Key as the economy properly moves out of recession and inward investment opportunities start to open up.
2	Create a new programme of targeted sector development and enterprise support to create, grow and retain local businesses while at the same time increasing economic resilience through a more diversified and responsive local economy.	Economic Development Partnership	CEDC	2010	May include the creation of new high quality incubator spaces, targeting new and creative industries.
3	Create an integrated education, skills and employment offer by bringing together the relevant agencies with coordinated marketing and employer engagement to provide a seamless service to employers and residents. This would have strong links with skills and education providers and the ability to respond rapidly to changing business needs.	Economic Development Partnership	Job Centre Plus	2010	
4	Provide integrated transition support to young	Economic	Croydon	2010	Multi agency approach

Ref.	Approach and Desired Impact	Lead Partnership	Lead Partner	Start Year	Comments
	people at age 18 who are seeking employment or access to further or higher education.	Development Partnership	Council		
5	Take a 'Total Place' approach to reduce long term unemployment and address pockets of embedded worklessness in the borough to ensure all residents have access to training and jobs.	Economic Development Partnership	Job Centre Plus	2010	Multi agency approach
6	Establish an Enterprise Academy and/or Opportunity Centres to set the highest possible standard for future enterprise practice in a modern dynamic city, linking with retail skills centres and Further/Higher education facilities.	Children's Trust Economic Development Partnership	Croydon Council	2010	

## Performance Indicators and Targets

Ref.	Indicator description	Baseline		Status		Target for 2015
NI 171	New businesses registration rate (per 10,000 population aged 16+)	58.7	Average 2005-07	★	→	
NI 117	The percentage of 16-18 year olds not in employment, education or training (NEET)	7.1%	2008	★	→	
NI 172	Percentage of small businesses showing employment growth	11.42%	Average 2005-07	★	→	
NI 152	Working age people on out of work benefits	12.5%	Q2 2009	★	→	
NI 165	The percentage of adult population qualified to level 4	35.6%	2008	★	→	
NI 153	Percentage of working age population on out of work benefits in the worst performing neighbourhoods	26.9%	Q2 2009	★	→	

**A Learning City - a place that unleashes and nurtures local talent, is recognised for its culture of lifelong learning and ambitions for children and young people.**

## Context

It is predicted that by 2020, 40% of all new jobs will require graduate-educated people and there will be an increasing need for people with 'environmental skills', such as engineering or an applied science, to help drive low carbon growth as well as jobs with intermediate skills requirements. Those people with low skills and those without any skills will be increasingly excluded from the labour market or limited to low-income jobs.

Intermediate skills will also be in increasing demand as older people retire in professions, such as plumbing and other trades. Ensuring local people have the skills to get good well paid jobs or to start their own business will be vital in reducing the number of children who live in relative poverty in the borough.

Croydon's schools and residents are responding well to this challenge with pupils achieving record breaking performance at GCSE level this year. There has also been a sharp increase in the number of adults attaining higher levels of education as well as a welcome reduction in the number of young people not in employment education or training. However graduate level skills in the population are still lower than the rest of London and there is a large disparity in educational attainment and adult skills in different areas and communities in Croydon and reducing this gap while continuing to improve overall results will be a key challenge.

## Estimated increase in numbers of four year olds in Croydon

	Births	Change since 2009 (%)
2009 (births 2005)	4,704	-
2012 (births 2008)	5,331	+627 (13%)
2014 (births 2010*)	5,415	+711 (15%)
2019 (births 2015*)	5,905	+1,201 (26%)

*Source: Office for National Statistics*

If changing birth rates were the sole factor influencing demand for school places, this would increase by 13 per cent between 2009 and 2012. The actual increase is expected to be closer to 15 per cent due to the influences of people moving into the borough and an increase in housing provision.

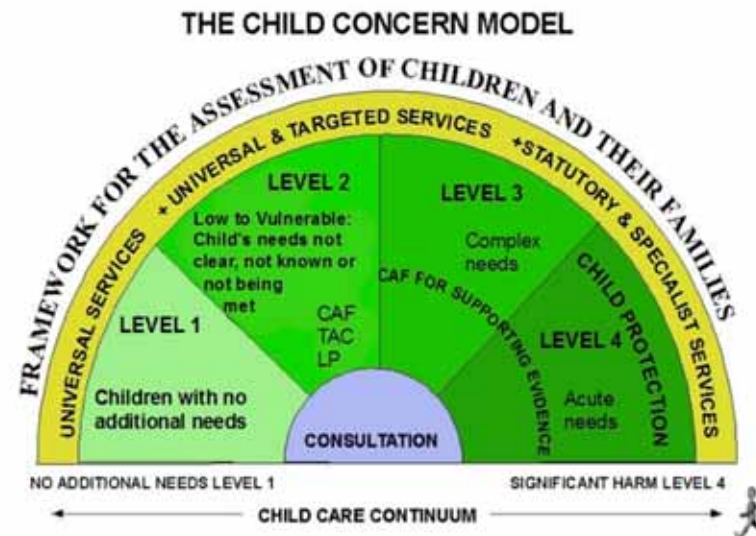
## Our priorities

### Providing Croydon's children with the best possible start in life

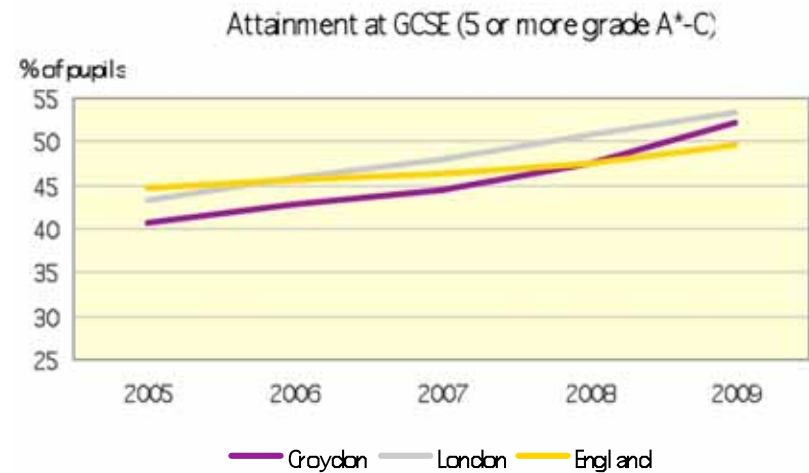
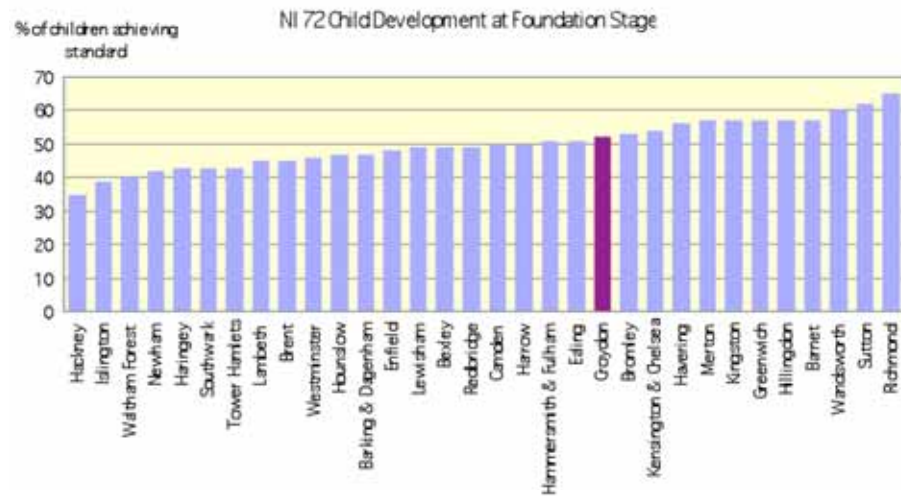
Many factors can affect children's learning. Identifying and meeting a child's needs early is critical to achieving long term outcomes for all our children and young people. This means both improving the way we support children and families during the earliest years of life and ensuring that specific needs are identified at the earliest stages and addressed before they reach crisis point.

If we can identify and address the risks of a child not achieving their potential early we know we can make a significant difference. To do this we will focus on building resilience in individual children, families and communities to enable them to cope with the difficulties they face, targeting support to individuals and communities most at risk.

In Croydon we are developing our services for children, young people and families around four levels of need (see diagram below), designed to match the needs of children and families as their circumstances change over time. While most children will usually get all the support they need from our mainstream services some children at some time may need specific targeted support to overcome problems that will vary in severity, e.g. learning and behaviour support, family support, preventative and early intervention mental health services. A smaller number of children and families will need more specialist and intensive support such as child protection services, clinical specialists and care away from the home or acute services for example for children with severe and profound disabilities.



We aim to give our young people the best possible start in life by creating a more integrated and targeted approach to early years services and providing high quality services at all levels of need that recognise and support the capabilities and cultural values of young children and their families.



### Improving educational attainment at Croydon's schools and colleges

In Croydon there are many examples of educational excellence at every stage from early years to adulthood. This year 72% of Croydon's students gained five good (A\* - C) GCSE's - a record jump of 10% and well ahead of the national average. 52% of pupils gained five or more good GCSEs including English and maths, up nearly 5% on 2007. Results at primary level also improved with more pupils than ever achieving higher standards of maths.

Nevertheless, we know that some children and young people do not achieve their full educational potential including specific groups such as boys of Black African and Caribbean heritage, those from white working class families and those in receipt of free schools meals (FSM). This is reflected in the large disparities in different parts of the borough at GCSE level and individual school performance. It is our aim to narrow the gap.

Key improvements will be underpinned by a more progressive and far reaching drive towards greater integration of services. The improvements will embrace practical elements such as the once in a generation investment in Croydon's school facilities through the Building Schools for the Future Programme; and extending popular schools and popular 6<sup>th</sup> forms. It is not for schools to do alone. It is about creating and sustaining the right links whether between schools and children's centres or between children's services and partners, or how we go about developing our libraries, leisure facilities and health centres. Our schools will

be at the heart of our communities through the provision of a range of services. Through linking with the borough's colleges and adult learning and training centres schools will also promote lifetime learning. Business incubator units alongside higher and further education establishments will help to keep talented people in the borough as well as attracting talent from outside.

### **Supporting students through different stages in their education**

Transition from one stage of learning to another, whether from nursery to primary school, school to college or even just from one class to another can be a difficult time for children and their families. Supporting children and young people at these stages is essential to ensure they make the move successfully.

In particular supporting young people through the transition between school, college, university and work is a key priority in reducing the number of young people not in employment, education or training. This will be achieved by establishing a strong education provider's network to further drive up standards, attainment and skills in Croydon; by giving full support to students at key transition points; and by better sharing of information across agencies to identify those most at risk. We will invest in more innovative methods of supporting those young people who are at risk, including mentoring and peer to peer support.

### **Increasing graduate skills and broadening adult learning to meet changing needs**

Increasing graduate skills and adult learning will be vital in ensuring that local people have access to a wider variety of

better paid jobs and educational and vocational opportunities. It will also help promote Croydon as a place where businesses can successfully locate and grow with access to a highly skilled and educated workforce.

We will increase dramatically the numbers of graduate level courses that can be undertaken in Croydon, by utilising and building on existing relationships with Universities such as Sussex and seeking to establish a Multiversity / University for Croydon.

## A Learning City action plan

Ref.	Approach and Desired Impact	Lead Partnership	Lead Partner	Start Year	Comments
1	Embed the spirit of enterprise and creativity into Croydon's overall learning offer and explore the scope to establish a number of catalysts for future progress, including an Enterprise Academy ( <b>and/or Opportunity Centres</b> ) in the borough.	Children's Trust	All	2012	
2	Establish a more integrated and targeted approach to early years services implementing the findings of Croydon's Child: Family: Place project in order to provide Croydon's children with the best possible start in life.	Children's Trust	Croydon Council	2010	Phased implementation of Croydon's Child, Family, Place project.
3	Invest further in education and provide more support for our most vulnerable learners to drive up performance in Croydon's schools and colleges, particularly at GCSE and 'A' Level	Children's Trust	Croydon Council Croydon College	2011	Build on significant improvement in performance over the past 3 years and utilisation of investment funds from BSF and Council capital strategy.
4	Extend opportunities for high quality work related vocational training at 14+ to meet the needs of Croydon's employers and businesses, ensuring that more of our young people are prepared for work.	Children's Trust & Economic Development Partnership	Croydon College	2010	
5	Expand higher education provision and make it more responsive to the current and future job market to increase graduate skill levels.	Economic Development	Croydon College	2003	Building on Croydon College's strategic links with Sussex University
6	Broaden the scope of the adult learning offer in order to tailor learning opportunities to the needs of citizens and	Children's Trust/Economic	Croydon Council/C	2011	Strongly linked to tackling worklessness.

Ref.	Approach and Desired Impact	Lead Partnership	Lead Partner	Start Year	Comments
	employers, including an increase in the levels of basic job ready skills.	Development	roydon College/ Job Centre Plus		
7	Establish strong education providers network working together to further drive up standards, attainment and skills in Croydon and to ensure that students are fully supported at key transition points	Children's Trust/Economic Development Partnership	Croydon Council	2010	

### Performance Indicators and Targets

Ref.	Indicator description	Baseline		Status		Target for 2015
NI 72	Child Development at Foundation Stage	52%	2009	★	→	
NI 73	Achievement of at least Level 4 in English and Maths KS	73%	2009	★	→	76%
NI 81	Inequality Gap in the Achievement of a Level 3 Qualification by the Age of 19	18.83%	2007-08	★	→	
NI 106	Young people from low income backgrounds progressing to higher education	14.5%	2006-07	★	→	
NI 117	16-18 year olds not in education, employment or training (NEET)	7.1%	2008	★	→	
NI 165	The percentage of adult population qualified to level 4	35.6%	2008	★	→	
NI 75	5 A*-C GCSEs including Maths and English	51.9%	2009	★	→	62%
NI 80	19-year-olds attaining level 3 threshold	54%	2007-08	★	→	64%
NI 164	Adults qualified to at least Level 3	53.7%	2008	★	→	
NI 165	Adults qualified to at least Level 4	35.6%	2008	★	→	

**A Caring City** - a place noted for its safety, openness and community spirit where all people are welcome to live and work and where individuals and communities are supported to fulfil their potential and deliver solutions for themselves.

## Context

Croydon's diverse population generally enjoys a good level of health and benefits from a vibrant community and voluntary sector and relative high levels of volunteering. However there are large differences in life expectancy between poorer and more prosperous parts of the borough and there are significant differences in crime rates. Not surprisingly the town centre area is the main trouble spot, with offences occurring along the main arterial routes through the core north of the borough i.e. parts of Broad Green, West Thornton, Bensham Manor, Thornton Heath, South Norwood, Ashburton and Selhurst.

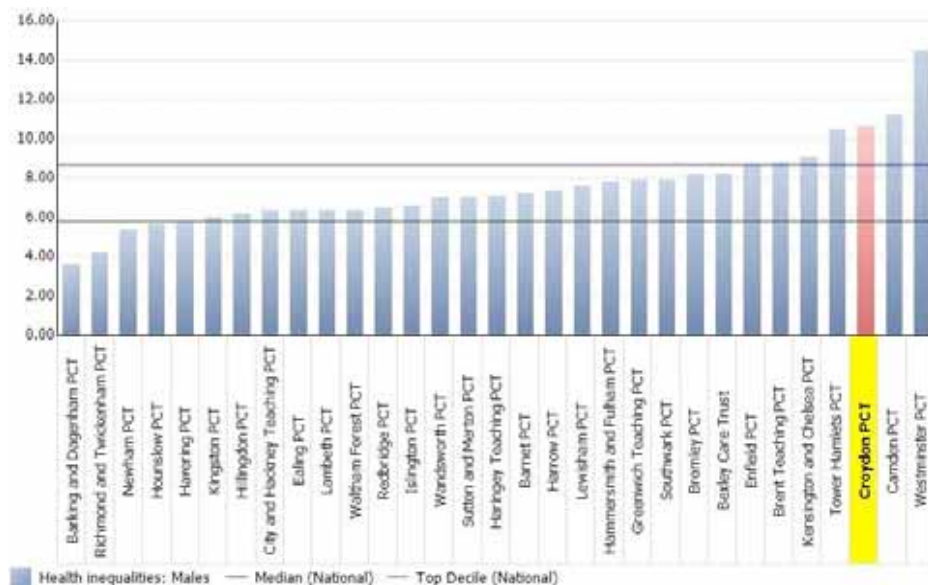
Croydon's population will change significantly over the next twenty years. By 2031 it will increase by 41,000 and will become much more diverse. Black and minority ethnic communities will make up over half the population while the number of older people will increase by 10,000 and the number of children and young people by 8,000. These changes will have a profound impact on local communities and future service provision.

## Improving health and wellbeing

Croydon's future health needs will alter as the population changes but they will also be affected by our behaviour and lifestyles. Life expectancy in Croydon is close to the national average. While life expectancy is increasing for all, there are health inequalities between people living in different areas and in different socio-economic groups.

With an ageing population we expect to see more people with cardiovascular, respiratory and musculoskeletal problems. Many of the causes of ill health are preventable. Smoking is the single biggest cause of avoidable illness and early death in Croydon. 60% of men and 70% of women are not sufficiently active. By 2050 it is estimated 90% of adults and 60% of children will be overweight or obese if no action is taken. If we do nothing to tackle these preventable causes of ill health we will condemn future generations to years of illness, disability and premature death.

## Our priorities



Slope index of inequalities in male life expectancy by deprivation deciles: gap in years of life expectancy between most deprived and least deprived in the primary care trust (PCT), 2003-2007. The higher the index number the wider the inequality.

Through the Healthy Croydon Partnership we will encourage people to take responsibility for their own health. Getting this right will have major future benefits. We will help people in Croydon to be active, to eat well and generally to lead healthier lives. We will target our resources to areas and people who are most at risk with a focus on a great start in life, thriving teens, and preparing for a healthy later life

### Integrated, safe, high quality services

We want to improve people’s experience of our services by making them safer and of a high quality. We recently took part in a “Total Place” pilot scheme looking at all children’s and early

years’ services provided by the council, health service and other partners. We discovered that providing the right services at the right time produces better outcomes and reduces costs. We intend to rebalance the healthcare and social care systems by focusing on prevention and early intervention rather than late treatment. We will implement a number of agreed care pathways and work to move care closer to people’s homes. We will provide more care services in community based settings and reduce our use of residential care services.

### Encouraging independence

We will help people live independently in their own homes by installing aids and adaptations, additional security through our SAFE project, providing a handyperson service, providing “floating” housing support when it is needed and by providing loans, advice and information to people who need help to maintain their home.

### Transforming social care services

Currently in the process of transforming our care services in line with Putting People First. People nowadays want choice and control over the services they receive. They have higher expectations about quality and want support to live independently in their own homes for as long as possible.

We will increase choice and control over the support people receive by providing personal budgets. Individuals and carers will be able to take their personal budgets as direct payments and commission services directly or have services arranged for them. We will provide personal budgets to 30% of eligible service users in Croydon by 2011 and increase this number year on year aiming to achieve 100% by 2015.

We give people access to the information and advice they need to make the right choices about their care. We will also enable people to understand the transformation of social care to personal budgets and to contribute to the development of local practice for delivering self-directed support, through establishing an inclusive forum for providers, users of services and carers, and extending the range of information including leaflets, briefing sessions, a website and third sector partners.

The transformation agenda will include learning disability services to reflect Valuing People Now, to meet changing demands, including the expansion of self directed support and improved deployment of assistive technology, improving services assisting children with learning disabilities moving into adulthood, transport and other mainstream provision.

To help people to stay independent longer we will continue to invest in preventative services. We will introduce Tele-health to enable people to have their health monitored remotely through a hub based at Heavers Court Resource Centre and increase the use of Tele-care to enable people to remain at home.

While we will encourage independence and choice we will also protect vulnerable people in Croydon from abuse. Our safeguarding arrangements are well established and involve a range of agencies and organisations responsible for or providing services to vulnerable adults. We will publish a new safeguarding strategy and procedures in 2010.

We are in the process of developing a comprehensive set of strategies and commissioning plans to inform and plan the work we do going forward. We have already published strategies to inform commissioning services for people with physical

disabilities and sensory impairment, older people and younger adults with learning disabilities. We will publish strategies for mental health and wellbeing and safeguarding vulnerable adults, dementia, sexual health and HIV and refresh the physical disability and sensory impairment strategy. We will also publish a joint health and social care commissioning plan for adults, a health and wellbeing plan and a workforce strategy.

### **Tackling homelessness**

We will continue to help homeless and potentially homeless people into alternative accommodation in the private sector. Having already met the government target of halving the number of homeless households in temporary accommodation two years early, we will continue to reduce the numbers in temporary accommodation. We will also assist households on moderate incomes to access home ownership through financial help and low-cost initiatives. We will implement our new strategy for tackling overcrowding.

### **Promoting community cohesion and celebrating diversity**

A new Community Cohesion Strategy will provide a framework for improving community cohesion within the borough and making Croydon a place where people feel they belong.

Croydon's diverse communities offer a wealth of talents and perspectives. However, the benefits of this are only realised when people believe that by working together, they can make changes and improvements. Croydon has a highly regarded and well organised voluntary and community sector (collectively known as the Third Sector) that currently works well to help harnesses and grow the potential within communities.

### **Supporting and encouraging volunteers**

With an increasing emphasis among local service providers, like the Council and NHS, to work collaboratively both with other organizations and with community groups, there is even greater emphasis now on the need to secure the significant benefits that come from volunteering. Volunteers have both the potential to pinpoint the need for improvements, especially on behalf of the more vulnerable members of the community. We will therefore be looking more closely at how the Croydon Partnership can support volunteers, through training and other capacity building.

### **Targeting enforcement to deter anti-social behaviour**

The Safer Croydon partnership has been operating successfully for more than ten years to bring together all of the agencies and groups working to create a safer borough. Notable successes include reductions in violent crime, robbery, criminal damage, theft of vehicles and gun crime. At the same time, the pressures created by the economic downturn are likely to mean that acquisitive crime will be an ongoing priority.

Ensuring effective use of limited resources remains the key priority. The Street Based Services Review is a prime example of this new approach with the police and the council reviewing the role of all front line staff with patrolling and enforcement duties across the borough. The anticipated outcome will be a high profile uniformed service, with more police officers for Croydon

and additional resources for high crime areas such as the Town Centre and the core North, whilst retaining the highly successful ward based Safer Neighbourhood Teams, and investment in the public realm to design out as much crime as possible.

### **Rehabilitating offenders to positively contribute to society**

Croydon is committed to reducing re-offending. Fewer offenders mean fewer victims and safer communities. Through education, housing, health and well being services, we can help offenders to turnaround their negative and often chaotic lifestyles and move on to make a positive contribution to society. A wider range of agencies and support services are working together to support our Integrated Offender Management programme which targets those offenders who commit the highest volume of crime as well as working with young people and their families who are most at risk of offending. Croydon's Turnaround Centre, a one-stop service that helps young people get back on track, is an example of this approach.

The links between crime and drug and alcohol abuse are well documented. Work continues to disrupt drug markets through the closure of crack houses, cannabis factories and asset confiscations. We have seen significant increases in the number of people entering drug treatment programmes and we will continue our work to improve local drug and alcohol treatment services.

## A Caring City action plan

Ref.	Approach and desired Impact	Lead Partnership	Lead Partner	Start Year	Comments
1	Help people stay healthy and independent so that they can improve their own health and wellbeing.	Healthy Croydon	Croydon Council / NHS Croydon	2010	Three themes A great start in life; thriving teens, preparing for a healthy later life
2	Provide safer, high quality, integrated healthcare and social care services close to home with a focus on maternity, children and young people, and mental health services.	Healthy Croydon / Children's Trust	NHS Croydon / Croydon Council	2010	
3	Offer more choice and control via personal budgets and invest more in preventive services.	Healthy Croydon Partnership	Croydon Council	2010	
4	Be more effective in dealing with crime and anti-social behaviour, and in engaging with local communities to increase public confidence in the police.	Safer Croydon	Croydon Police/ Croydon Council	2010	
5	Develop a more integrated multi agency approach to community safety concentrating on those parts of the borough with the highest levels of deprivation and needs, and prevent re-offending; through education, housing, health and well being services.	Chief Executives Group Safer Croydon Partnership	Chair of the Chief Executives Group	2010	
6	Provide a more targeted and co-ordinated approach for the rehabilitation of offenders, to ensure that they become positive contributors to their community.	Safer Croydon Partnership	Police	2011	Significant savings as a result of reduced numbers of reoffenders.

<b>Ref.</b>	<b>Approach and desired Impact</b>	<b>Lead Partnership</b>	<b>Lead Partner</b>	<b>Start Year</b>	<b>Comments</b>
7	Utilise Croydon's new Turnaround Centre to establish more effective ways of keeping young people away from harmful behaviours and associations as they prepare for adulthood.	Safer Croydon Partnership	Council	2010	
8	Encourage more local communities to recognise and celebrate Croydon's rich diversity, where everyone's contribution is valued.	Stronger Communities Partnership Creative Partnership	Croydon Council	2010	Access to external national funds and potential European funding – building on existing programme co-ordinated by the Stronger Communities Partnership and the Creative Partnership.
9	Harness the energy and enthusiasm of young people and volunteers in order to create enhanced, cross-generational, support for the community.	Stronger Communities Partnership	Croydon Voluntary Action / BME Forum	2011	Realign existing funding in first instance

## Performance indicators and targets

Ref.	Indicator description	Baseline		Status		Target for 2015
	Life expectancy at birth (males)	78.3	2009-10	★	→	78.5
	Life expectancy at birth (females)	82.0	2009-10	Amber	→	82.7
	Health inequalities (Slope Index of Inequality males)	10.6	2003-07		→	8.7
	Health inequalities (Slope Index of Inequality females)	5.7	2003-07	Amber	→	5.1
	Percentage of low birth weight babies	8.4%	2009-10	★		8.2%
	Rate of conceptions by under 18 year olds per 1,000 female population aged 15-17	53.4	2009	★	→	50.2
NI 19	Rate of proven re-offending by young offenders (Aged 10 to 17)	1.13	2008 Q4	★	→	0.75
NI 21	Dealing with local concerns about anti-social behaviour and crime issues by the local council and police	26.3%	2008	★	→	
NI 45	Young offenders in suitable education, employment or training	60.2%	2009-10 Q2	★	→	85%
NI111	First time entrants to the Youth Justice System aged 10-17 (per 100,000 pop)		2009-10	★	→	
	Proportion of children aged 2 who have completed their MMR immunisations	79%	2009-10			95%
NI 55	Obesity among primary school age children in Reception Year	11.1%	2009-10	★	→	9.7%
NI 59	Child protection initial assessments carried out within 7 days	87%	2009	★	→	
NI 72	Child Development at Foundation Stage	52%	2009	★	→	
NI 66	Percentage of looked after children whose cases have been reviewed within time limits	60.7%	2008-09	★	→	
NI 81	Inequality Gap in the Achievement of a Level 3 Qualification by the Age of 19	18.83%	2007-08	★	→	14%
NI 106	Young people from low income backgrounds progressing to higher education	14.5%	2006-07	★	→	10.5%
NI 117	16-18 year olds not in education, employment or training (NEET)	7.1%	2008	★	→	
	Coronary heart disease deaths per 100,000 population for all ages	78.9	2009-10	★	→	76.4
	Deaths from bronchitis, emphysema and other chronic obstructive pulmonary disease (COPD) per 100,000 population for all ages	28.5	2009-10	★	→	22.5

Ref.	Indicator description	Baseline		Status		Target for 2015
	Increase percentage of people with diabetes who have good control of blood glucose levels	38%	2009-10	★	??	50%
NI 139	Support needed by older people to live independently at home	23.6%	2008	★	→	
NI 131	Delayed transfers of care from all NHS hospitals per 100,000 population aged 18	7.9 (per 100,000)	2008-09	★	→	
NI 141	Percentage of vulnerable people achieving independent living	87%	2009	★	→	
NI 142	Percentage of vulnerable people who are supported to maintain independent living	99%	2009			
NI 156	Number of households living in temporary accommodation	1267	March 2010	★	→	
NI 6	Participation in Regular Volunteering	22.8%	2008	★	→	25%
NI 7	Environment for a thriving Third Sector	15.9%	2008	★	→	26%
NI 15	Serious Violent Crime Rate	1.1	2008	★	→	
NI 1	People from different backgrounds get on well	76.6%	2008	★	→	82%
NI 16	Serious acquisitive crime rate	23.9	2008-09	★	→	
NI 40	Increase the number of drug users in effective treatment	79	2008-09	★	→	

## A Creative City - a place noted for its culture and creativity – one of the best incubators of new artistic and sporting talent in the country

### Context

Creativity is the life blood of any successful community and can be a magnet that draws in creative talent. It represents for some, a mindset - one of being open to learning and change. For others it's at the heart of how communities and businesses find solutions to the challenges they face. For many it's about artistic or sporting talent, dedication and excellence. But for most people it's what nourishes their spirit, a currency for sharing and uniting with other people and something that has the potential to inspire them to achieve far more than should have ever been possible. Croydon, with the largest youth population in London, the richness of its diversity and mobility, high take up of digital communications, easy access to creative landmarks, including the heart of one of the most creative and vibrant capitals in the world, is ideally placed to become a creative city for the 21 century.

Creative places are popular places, places that people with ideas and aspirations want to live and work in. Promoting and supporting creativity in a way that is varied and inclusive will be central to our approach. We will encourage creative aspirations and develop a network of cultural activities that are owned by local communities and are accessible to all. Participation in creative activities such as arts and sport has a number of positive benefits including improved health and well-being as well as instilling a sense of personal accomplishment. Nowhere will

this be more true than in the sporting field where our schools and clubs, public and private, work together to provide a supply line of sporting talent, with a particular focus on 2012 for athletics and gymnastics, as well as on team sports.

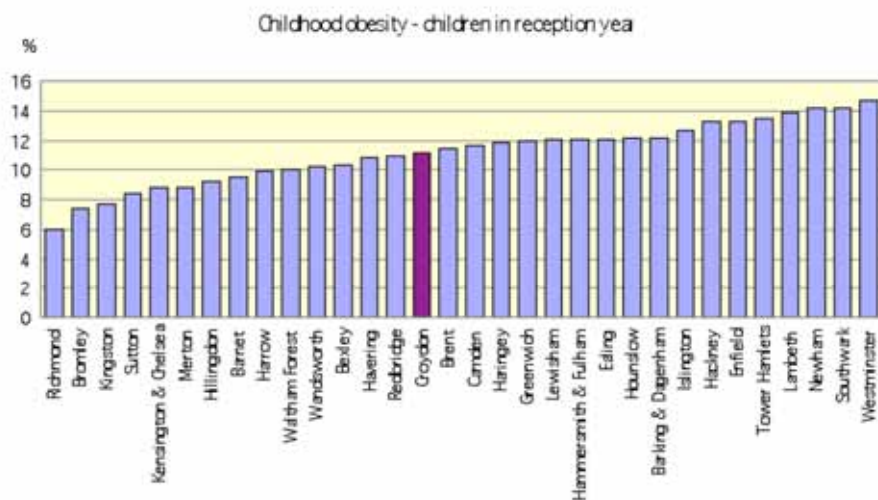
The BRIT School and other arts organisations have forged close links with the community and work in partnership with local schools and colleges to help in the growth and nurturing of a thriving collective of sports people, artists, designers, film-makers, writers and musicians who contribute a vital creative energy to the city - helping to place it firmly on the map.

The creative sector in Croydon is also a key component of the local economy, fuelling the growing number of arts and cultural enterprises that will support the borough's regeneration and put it on the map as a key cultural destination in London.

Croydon's high quality and innovative cultural and creative offer needs to engage people from all the borough's diverse communities, increasing cohesion and enterprise in the widest sense. Croydon's cultural and creative offer also needs to attract visitors from across South London and the South East as an alternative to going into the West End. A wide range of high quality arts, cultural and musical events that cater to every age and taste will be a powerful catalyst that will encourage people to visit the borough to create a vibrant backdrop that will support the regeneration of the borough. This is particularly important as Croydon's demographic projections are that by 2026 over 50% of

the population will be from black and ethnic minority communities and therefore the cultural and leisure offer needs to reflect that.

It will also have positive outcomes in terms of improved health and well-being. Currently, the percentage of adults taking part on at least 3 days a week in moderate intensive sport and active recreation for at least 30 minutes is lower in Croydon (17.1%) than the London average (49.6%). **(This comparison needs checking)** Poor health, in turn, does nothing to improve people's quality of life and puts increased pressures on health provision.



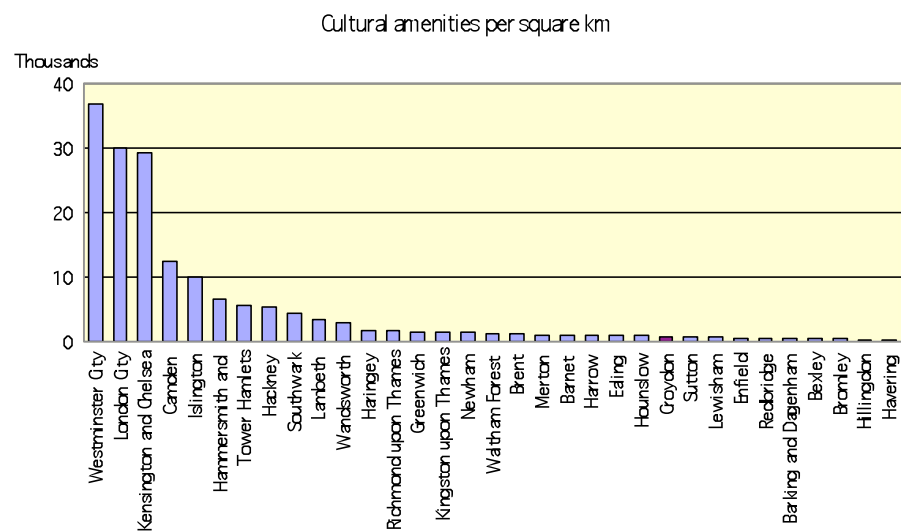
The percentage of pupils in Croydon participating in at least two hours of PE per week has doubled since 2004/05 to 80%. However, this is still slightly below average for London and as childhood obesity at reception year stands at 11.1%, it is important that this figure improves as part of a wider strategy around healthy-lifestyles.

The percentage of people using museums and galleries is lower in Croydon (50.3%) than the average for London (59.6%), as is people using arts facilities which is 3.6% lower than the London average.

## Our priorities

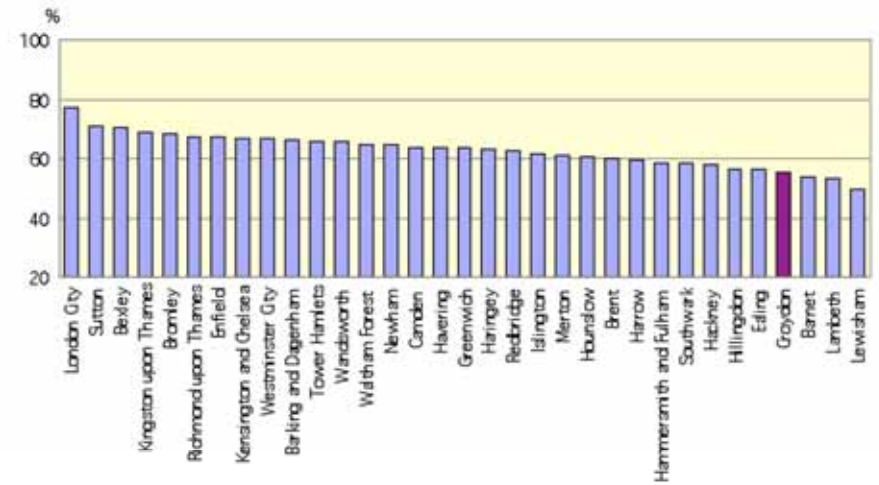
### Improve arts, sports and recreation facilities

We will attract investment to Croydon's cultural and sporting facilities, particularly focused on Fairfield Halls to promote Croydon as a dynamic and prosperous place to live and visit. A rejuvenation strategy for Fairfield Halls is being drawn up by consultants Keith Williams Architects. The strategy will be used to bring Fairfield up to date, including using its facilities for more diverse activities, thereby opening its doors to a larger proportion of Croydon's population and becoming a more attractive venue for live acts and theatrical productions.

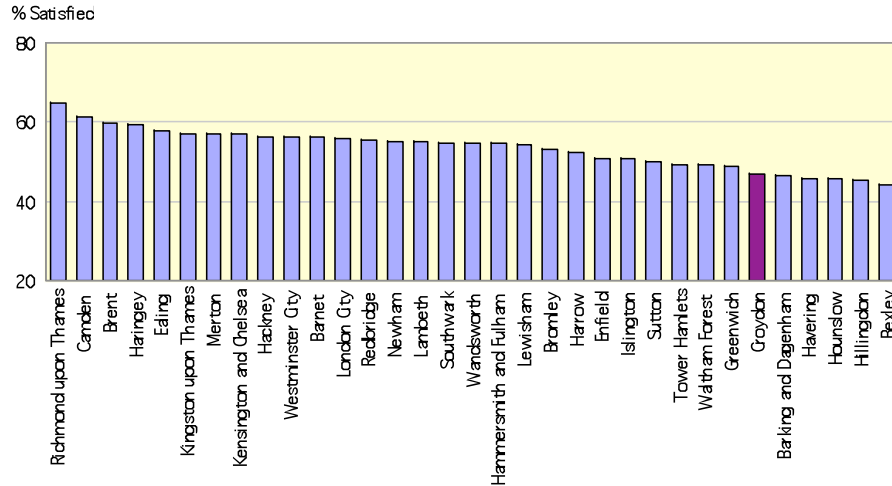


We will also secure investment to build or upgrade leisure facilities in New Addington, Waddon and an area in the south of the borough and take time to develop a Croydon Theatre Consortium, comprising the Fairfield Halls, the Clocktower and other partners. The consortium will establish a partnership to share facilities and resources as well as developing a joint branding approach, the ultimate intention being to draw down additional funding from external bodies such as the Arts Council. We will improve our programming of arts and events to engage more of our local communities and establish an overall cultural prospectus for Croydon.

Satisfaction with sports provision



Satisfaction with parks and play area



### Library transformation

Plans are being investigated through a pan London initiative to modernise and embrace library provision maximising advances in information technology. Investment has been earmarked through Croydon Council's Capital Programme.

### Nurture new talent

This will be achieved through the creation of a network of facilities, programmes and events to encourage and promote community sports, drama, music and the arts. Croydon is already famed for the BRIT School and intends to build on this experience and continue to encourage sporting talent, such as through the Crystal Palace Football Club scouting activities in the borough.

We will invest a quarter of a million pounds in team sports and individual fitness pursuits over the next three years through Croydon's Kickstart Sports programme. We will work with more than 50 local sports clubs to help thousands of extra people every year to engage in sporting activities. We will also continue to support and encourage events which will promote inclusive cultural and leisure opportunities and in particular our Summer Festival. This international event has grown in profile and now attracts thousands of people from a wide range of communities.

We will champion initiatives for Croydon that have been developed in other parts of the country such as the Big Lunch and One Square Mile, to promote and draw attention to the creativity of Croydon's different communities and strengthen social cohesion by supporting a greater sense of local identity and neighbourliness. We will use these and other events to bring communities together in different ways to strengthen Croydon's identity and promote stronger community cohesion.

We will invest more in to Croydon's network of parks and open spaces, initially through Croydon's "parks to be proud of initiative", making them more accessible by introducing new facilities and making them safer places for people to enjoy and share with their friends and family. We will also explore ways to fully utilise public spaces to regularly bring people together for recreation and leisure, such as the College Green site and the pumping station site in the Old Town. We will work towards establishing an Arts Trust for the borough to draw together our cultural provision through a single, powerful charitable body.

## A Creative City action plan

Ref.	Approach and Desired Impact	Lead Partnership	Lead Partner	Start Year	Comments
1	Transform Fairfield Halls through major investment in the refurbishment of the building and the delivery of a wider programme of arts, culture and events that fully reflects the diversity and aspirations of the borough.	Culture and Sports (Creative Partnership)	Croydon Council	2013	A study and master plan for refurbishing Fairfield Halls is being drawn up by consultant architects, Keith Williams.
2	Improve sports and recreational facilities in the borough, as part of a wider healthy lifestyles offer, building a new pool and sports centre in Waddon, and starting work on at least one additional sports centre elsewhere in the borough.	Culture and Sports (Creative Partnership)	Croydon Council	2011	Capital investment for facilities in Waddon already earmarked.
3	Review Croydon's network of libraries, enhancing provision to provide a wider range of services and maximising advances in information technology.	Culture and Sports (Creative Partnership)	Croydon Council	2011	
4	Draw together a network of resources, activities and events, utilising "hubs" such as Fairfield Halls, recreational facilities, parks and schools to create a vibrant and exciting cultural environment with an integrated and extended "offer" that is greater than the sum of the parts.	Culture and Sports (Creative Partnership)	Croydon Council	2012	
5	Improve Croydon's green spaces including greater investment in Croydon's parks, and extending community ownership, and activities	Culture and Sports (Creative Partnership)	Croydon Council	2010	£2m "Parks to be proud of investment" already in place to upgrade 9 Parks during 2010/11.

Ref.	Approach and Desired Impact	Lead Partnership	Lead Partner	Start Year	Comments
	to encourage greater use and pride in local areas.	Partnership)			
6	Create more public art space across the borough and establish a new programme of community arts and culture to connect up communities and interest groups and inspire new talent.	Culture and Sports (Creative Partnership)	Croydon Council	2012	To include new schools with new creative community facilities via BSF and development of community art and cultural facilities – potential for water pumping station space
7	Promote emerging talent from across Croydon's communities, particularly young people and including digital media, and create space for these talents to be shared and enjoyed.	Culture and Sports (Creative Partnership)	Future Arts Trust	2011	

## Performance Indicators and Targets

Ref.	Indicator description	Baseline		Status		Target for 2015
NI 8	The percentage of adults taking part on at least 3 days a week in moderate intensity sport and active recreation	17.1%	2008	★		
NI 9	The percentage of local people making use of local Libraries	46.8%	2009	★		
NI 10	The percentage of local people using museums and galleries	50.3%	2009	★		
NI 11	The percentage of local people participating in the arts	45%	2009	★		

## **A Connected City** – a place defined by its connectivity and permeability, with one of the best digital, communications and transport networks in the country

### **Context**

Croydon's excellent transport links with London and the South East have recently been further enhanced with the opening of the East London Line extension in May. This connects West Croydon and Norwood to East London opening up further employment opportunities to local residents as well as making the borough more accessible to shoppers and attractive to potential investors and businesses considering locating to Croydon.

With high availability and take-up of fast broadband networks Croydon is well placed to make the most of new communications technology. It also has in place established networks to engage local residents and businesses – connecting and empowering local people to involve them in decisions that affect their lives.

However Croydon also faces challenges as more and more people make use of the borough's roads and public transport. This has led to road congestion at peak times and at pinch points and overcrowding on some bus and tram routes and at East Croydon station. The main traffic route through Croydon Metropolitan Centre also makes it less attractive to investors, business, shoppers and visitors. Upgrading the transport network to cope with changes in demand will require additional public transport capacity, network improvements along with 'smarter' travel options.

### **Our priorities**

#### **Increase the capacity of Croydon's Tram network**

Tramlink, Croydon's environmentally-friendly and reliable light rail system, now carries about 28 million passengers a year. Its popularity however has brought some problems with overcrowding at peak times and on some sections of the network. Croydon welcomes the backing of the Mayor for London to extend and provide further investment in the tram network and we will be working with partners to make this a reality through the addition of new trams and track enhancements and the possible extension of the line.

#### **Increase capacity at Croydon's two principal rail stations**

A staggering 22.5 million passengers a year pass through East Croydon station making it one of Britain's ten busiest railway stations. We will work with Network Rail to take forward improvements to the current station and continue to work with key stakeholders to examine ways of providing a new station as part of any future re-development of the adjacent Ruskin Square site to cope with the anticipated increase in users.

The new East London Line extension connecting West Croydon and Norwood stations with Canada Water (one stop from Canary Wharf) with new fast, frequent and air-conditioned trains has improved access and reduced journey times from Croydon to East London. Increased passenger numbers and a further line

extension to connect West Croydon with Highbury and Islington (planned to be in place in time for the Olympic and Paralympic Games in 2012) will require further development of West Croydon station. This is set to help revitalise the borough and provide further employment opportunities to residents.

### **Electric vehicles, cycling and walking facilities**

While Croydon benefits from unparalleled connectivity to London and the South East, increasing the numbers of travellers is bringing overcrowding on public transport and congestion on our roads. Vehicle emissions are also a major contributor to poor air quality. Part of the solution will be the expansion of public transport but this will need to be complimented by a new infrastructure that promotes the use of electric vehicles, cycling and walking.

The provision of new electric vehicle charging points will offer a real choice to motorists with the opportunity to switch away from high polluting petrol and diesel vehicles. We will also help create the growth of car clubs and encourage cycling through an improved cycle network, cycle hire schemes and leisure facilities and allowing cycles on trams and on more trains. In addition we will improve pedestrian access particularly around Croydon Metropolitan Centre, including access points to East and West Croydon stations.

### **Broadband access**

Croydon's population are high adopters and users of the internet with the second highest take-up of broadband services in London. Croydon is also the home of a growing number of hi-tech businesses, such as software design companies, that utilise and rely on advanced digital and telecommunications infrastructure to ensure fast data connectivity.

We aim to further enhance this capacity by securing an ultra fast 100Mbps fibre optic internet infrastructure for Croydon's businesses, public service providers and local people. This will be complemented by a new wireless internet network in the municipal centre providing easy access for business users and visitors to connect to the Internet on the move.

### **Public sector service delivery hub and better use of public assets**

Croydon's new service delivery hub is set to be completed in 2013, offering a cost effective and sustainable solution in making it easier for local people to access key services from a single location. Croydon's innovative Urban Regeneration Vehicle will help kick-start the modernisation of the Croydon Metropolitan Centre by unlocking much needed investment in its ageing infrastructure.

In addition to the physical co-location of public services we will be working to create more seamless access to services whether customers choose to access them through the Internet or over the phone. In particular we will be launching a single phone number and website for non-emergency access to public services in Croydon, putting more information in the hands of local people.

### **Community Empowerment**

A new Community Empowerment Strategy will provide a framework for transforming the relationship that service providers and policy makers have with their communities, transferring more power and influence to local communities and individuals, and creating an environment where more people feel able to work together to solve problems for themselves.

Our commitment to community engagement and empowerment has already seen Croydon establish a Youth Council open to all young people (linked in to the Croydon Partnership and supported by Area Youth Forums); a Community Empowerment Network convened by Croydon Voluntary Action and bringing together community groups across the borough; and forums for local businesses - represented through Croydon's Business Improvement District and the seven district centre business partnerships established in recent years to address local issues.

Building on this good practice, recognised by our beacon award for Getting Closer to Communities, we want to further empower local people by engaging them in the design and delivery of local services, and enabling them to have more of a say about what happens in their local area. We will establish an integrated empowerment framework and through the local strategic partnership share our empowerment assets to provide a seamless engagement offer. In particular we will work to ensure that future empowerment opportunities are open to all and strive to become a centre of excellence for youth empowerment. We will also track the impact of empowerment on our communities and ensure that their needs, aspirations and capabilities are truly reflected in policy, service design and delivery.

## A Connected City action plan

Ref.	Approach and Desired Impact	Lead Partnership	Lead Partner	Costs (£m)	Start Year	Comments
1	Secure additional trams and funding for investment in track enhancements to increase the capacity of Croydon's tram network and reduce congestion. Continuing to make a robust case for further expansion of the tram network into Thornton Heath and elsewhere.	Environment and Climate Change Partnership	Croydon Council	Seeking from Transportati on Planners	2010	Funding in place through TfL to secure additional trams.
2	Increase capacity at Croydon's two principal rail stations – East Croydon and West Croydon and implement two master plans for these areas that include greater platform capacity and a larger concourse at East Croydon.	Environment and Climate Change Partnership	Croydon Council	Seeking details	2010	Initial investment agreed by TFL
3	Position Croydon as a major location for easy access to air travel, including Gatwick, Biggin Hill and Heathrow Airports, ensuring that Croydon benefits from any future developments at these airports.	Economic Development Partnership	Croydon Economic Develop ment Company		2011	
4	Offer a real choice to switch away from high polluting cars including a new network of charging points for electric vehicles, better arrangements for cyclists at busy junctions; and upgraded cycle facilities at key transport interchanges	Environment and Climate Change Partnership	Croydon Council	Seeking details	2012	Will be included in Croydon's new Transport Strategy and will be addressed in part in Croydon's Capital Strategy.
5	Secure an ultra fast 100Mbps fibre optic internet	Economic	Croydon	Likely to be	2013	Would require funding from

Ref.	Approach and Desired Impact	Lead Partnership	Lead Partner	Costs (£m)	Start Year	Comments
	infrastructure for Croydon's businesses, public service providers and local people, complemented by a new wireless internet network in the municipal centre.	Development Partnership	Economic Development Company	in excess of £1m		public and private sectors and linked to key wider infrastructure developments.
6	Establish a new integrated public service offer, with the opening of a new service delivery hub in Central Croydon alongside the launch of a single phone number and website portal for non-emergency access to public services in Croydon, thereby placing more information and tools in the hands of local people.	Chief Executives Group	All	Lower net revenue costs	2013	Capital investment for the Public Service Delivery Hub already in place.
7	Implement a more integrated approach to the management and utilisation of public assets across the borough, to transform the quality of facilities for local people, enable greater investment, reduce running costs and use facilities more creatively across different agencies.	Chief Executives Group	Croydon Hospital	Significant potential efficiencies	2010	LSP Asset Board being established. Initial work underway on infrastructure audit and draft infrastructure plan for the borough.
8	Launch a new community empowerment approach that draws together the main engagement channels such as Croydon's new Youth Council, into a fully integrated approach to engaging and empowering Croydon's local communities at both a borough-wide and local level	Strengthening Communities/Cohesion Partnership	Croydon Voluntary Action	Scope overall for efficiencies	2010	Work already underway and majority of on-going costs built into existing budgets.
9	Working with the recently launched Youth Council to ensure that young people are actively contributing to future decisions and the success	Children's Trust	Croydon Council	Core budget provision in place.	2010	

Ref.	Approach and Desired Impact	Lead Partnership	Lead Partner	Costs (£m)	Start Year	Comments
	of the borough.					

## Performance Indicators and Targets

Ref.	Indicator description	Baseline		Status		Target for 2015
NI 169	Length of non-principal classified roads where maintenance should be considered	6%	2008-09	★	→	
L8	Satisfaction with local public services	55%	2008		→	
NI 176	The percentage of people of working age living within the catchment area of a location with more than 500 jobs accessible by public transport and/or walking.	83%	2008	★	→	
NI 4	Percentage of local people who feel able to influence decisions in their local area	33.8%	2008	★	→	36%
NI 198	Proportion of pupils travelling to school by car or taxi, for whom travel data has been provided	26.4%	2007	★	→	
NI 186	Percentage change in per capita carbon dioxide emission in the LA area over 2005	5.3%	2007	★	→	
NI 185	Energy use / efficiency of council buildings – no data published					
	<b>Potential local indicators</b>					
	% of households with high speed broadband access?					
	Tram and train passenger numbers?					
	Energy use / efficiency - key sectors?					
	No. of charging points for electric vehicles?					
	No of car club users?					
	Carbon emissions from transport (mandatory LIP indicator)					
	Modal shift (mandatory LIP indicator)					

## A Sustainable City - a place that sets the pace amongst London boroughs on promoting environmental sustainability and where the natural environment forms the arteries and veins of the city

### Context

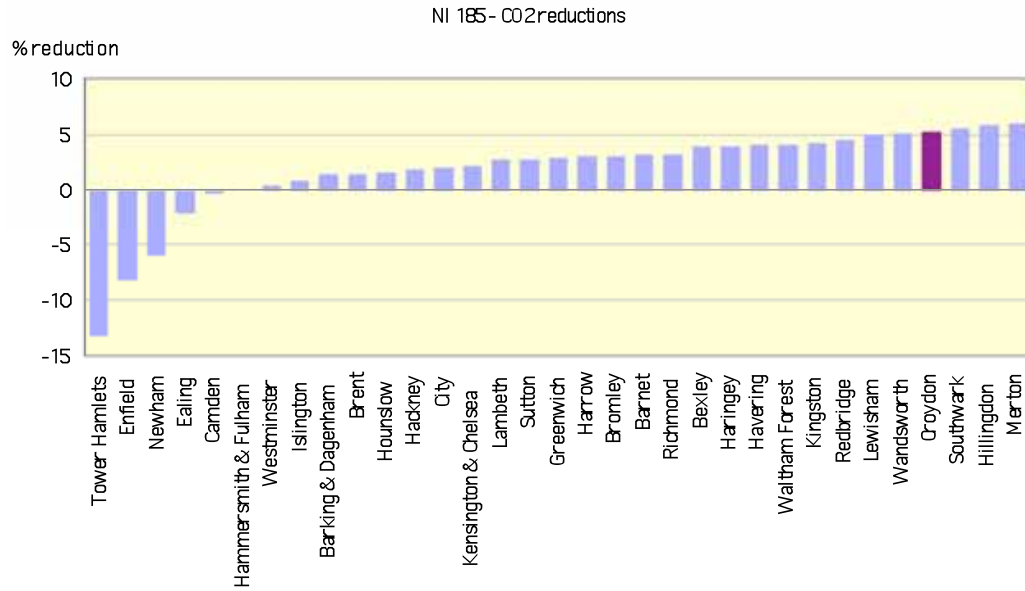
Creating a sustainable environment for those who live and work in Croydon is a key priority as people want a Croydon that is cleaner and greener with less congestion. These are key factors in determining the quality of life people have in our communities, but being such a large borough presents a number of pressures and challenges which have to be addressed.

Tackling climate change while reducing fuel poverty and increasing energy security is one of the most serious issues facing us all. Croydon's leaders have played a key role in responding to this challenge by promoting innovative solutions in areas of housing, planning, transport, schools and business. Croydon was an early adopter of the Nottingham Declaration and was also one of the first boroughs to require 10% on-site renewable materials for both commercial and residential new developments and to build new social housing to Code Level 4. However, Croydon must seek even higher standards of environmental performance across the borough in order to successfully help mitigate and adapt to climate change. Croydon already has one of the best public transport infrastructures outside central London, and Croydon's iconic Tram system sets the standard for modern sustainable transport in London.

The key drivers for creating a more sustainable environment are:

- Carbon emissions have to be cut by 80% by 2050 and organisations that do not take steps to reduce their emissions will be exposed to increasingly substantial financial penalties, in turn placing significant pressures on already stretched public finances.
- The probability of extreme weather events, including heat waves, floods and cold, icy spells will increase, placing greater pressures, including financial ones, on infrastructure including the public transport system.
- The local population is predicted to rise by more than a thousand a year for the next decade and it is envisaged that an approximate increase of up to 19,000 new homes and 15,000 new jobs could come to the borough before 2031. It is vital that this growth is not achieved at the expense of the local environment.
- The carbon footprint in Croydon is 11.76<sup>1</sup> tonnes/CO<sub>2</sub> per head of population (2006) which would cost £311.68 if valued using the shadow price of carbon (2009). This represents the cost to society of the damage caused by a tonne of carbon emitted into the atmosphere.
- A number of areas within Croydon have been designated by the Environment Agency as being high (Zone 3) or medium (Zone 2) flood risk areas, including areas around

the Norbury Brook and the River Wandle. High flood risk zone is defined as having a 1 in 100 year probability of flooding, while medium flood risk is defined as having a 1 in 1000 year probability of flooding. The likelihood of flood

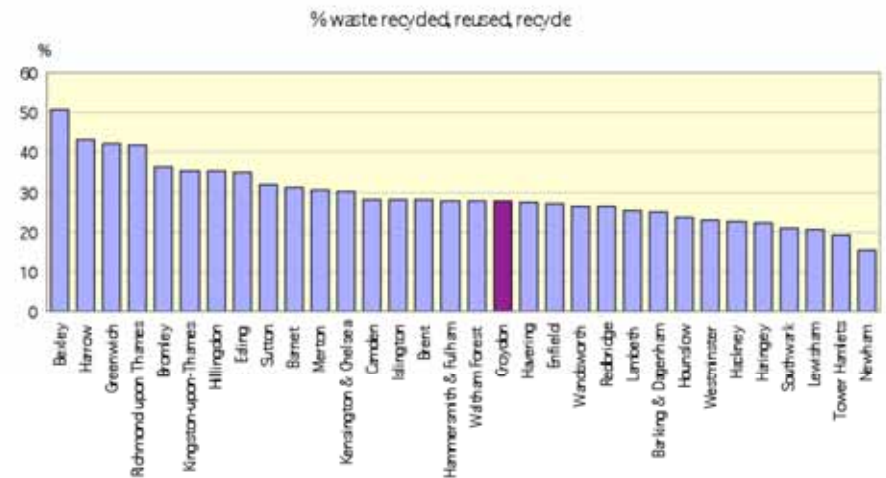


events is predicted to increase in a changing climate and adaptation measures will be required.

The key to success is to raise awareness of the issues and encourage people to make positive behavioural changes to reduce their impact on the environment and improve their quality of life. It is only through successful collaboration between Croydon's leaders and its communities that the massive changes needed to achieve tough national and local targets for reducing landfill, carbon emissions and improving environmental quality will be met.

Croydon's Local Strategic Partnership, through the Environment and Climate Change Partnership and Environment and Climate Change Strategy, will have a crucial role in putting in place the mechanisms necessary to progressively reduce CO2 emissions across Croydon as well as ensure that the infrastructure of the borough is able to cope with the impact of changing environmental conditions.

The percentage of household waste recycled or composted has increased from 14.1% in 2003 to 27.71 in 2008-09.



## Our priorities

We will bring forward an annual state of the environment report, backed by a far reaching mitigation and adaption plan for the borough.

We will also develop an overall performance framework for progressively reducing the borough's CO<sub>2</sub> emissions, engaging all organisations across the Local Strategic Partnership in its delivery.

### District Energy

Croydon will promote low carbon energy generation by developing a district energy (DE) network in the Metropolitan Centre. DE involves joining up heating systems in separate buildings by an insulated pipe network to larger energy centres that include "combined heat & power" (CHP) plants. It means that less carbon is emitted for a given amount of heat and power used in a building.

A feasibility study for the area that was completed at the end of 2009 highlighted the potential to reduce CO<sub>2</sub> emissions by 10%, with greater potential for savings in the future. The scheme will reduce emissions from existing buildings as well as helping to ensure that new-build housing will achieve Code for Sustainable Homes Level 4 as a minimum.

### Low Carbon Economy

The Croydon Economic Development Company and ENVIBE will continue to support businesses in reducing their CO<sub>2</sub> emissions and energy bills. At the same time the Local Strategic Partnership will seek to establish programmes to develop low carbon employment skills, such as installing energy efficiency

measures and low carbon technologies and providing energy efficiency advice.

We will also encourage new businesses to adopt this approach by increasing the advice and support to business delivered through ENVIBE.

### Promote sustainable transport

As well as helping local people make the shift to public transport, for those that still need personal transport options, we will promote the most sustainable alternatives such as electric and gas propelled cars. We will put in place a network of charging and refuelling stations across the borough to facilitate this. To help us achieve this we have commissioned a transport study that will lead to a programme of activities to promote sustainable transport.

### Planning Framework

The LDF addresses a number of themes relating to Climate Change, Energy, CO<sub>2</sub> and Water Management. The Green Grid and Rivers that attempt to ensure that the built and natural environment is capable of mitigating and adapting to climate change provide residents with access to high quality usable green spaces rich in biodiversity. We will identify the best ways to reduce the risk of flooding in the zones identified as vulnerable in the borough.

Planning policies are delivering Code level 4 whilst the planning applications submitted for Council-led developments are Code level 5. This work has been recognised by the Council being shortlisted for the 2010 Municipal Journal Awards under the Housing & Regeneration category for its new build development

and one of the key aspects of the submission was the eco-friendly nature of the build.

### **Affordable sustainable housing**

We will ensure that a range of housing types suitable to the changing needs of our residents are brought forward for development, in the places that people want to live, and supported by the infrastructure to turn bricks and mortar into vibrant, sustainable and successful communities.

We aim to deliver 20,000 new homes built to the highest possible standards of energy efficiency, and with more than 8,000 of those being affordable. To contribute to those figures our targets in the year ahead are more than 1,300 socially rented/low cost home ownership properties and to complete the second phase of our own Council house new-build programme.

### **Retro fitting existing buildings**

This exercise will ensure that buildings once refurbished will achieve high levels of energy and water efficiency. It includes a range of low cost, easy-to-do measures, from changing to low energy light bulbs to installing stand-by switches and giving energy saving advice. The aim is that more substantial steps such as loft and cavity wall insulation will be free for those on qualifying benefits and subsidised for those who are able to pay. Offering the package of easy measures enables the delivery of something into every home visited, thereby increasing the uptake of measures overall.

### **Decent homes**

The decent homes standard requires council housing to achieve a reasonable standard of repair, to have modern facilities and services and provide reasonable warmth in an energy efficient way. We will achieve the decent homes standard for council housing in 2010/11 and aim to ensure that all council housing is

maintained to that standard over the life of the current 340 year business plan.

### **Waste**

Croydon will put in place a joint waste strategy across the sub-region to reduce the carbon footprint.

## A Sustainable City action plan

Ref.	Action and Desired Impact	Lead Partnership	Lead Partner	Start Year	Budget and other comments
1	Implementing a network of District Energy systems (up to three) and put in place a joint waste strategy across the sub region to increase low carbon energy generation and reduce Croydon's carbon footprint.	Environment and Climate Change Partnership	Croydon Council	2011	Initial costs will be met through Croydon's Urban Regeneration Vehicle.
2	Adapt to climate change by implementing and enforcing planning policy to tackle flood risk including in the identified housing growth areas.	Environment and Climate Change Partnership	Croydon Council	2012	Budget for development of Croydon's Local Development Framework and associated planning policy is in place.
3	Develop a low carbon economy through support provided by ENVIBE, development of low carbon technology skills and encouraging new start up businesses to adopt this approach	Economic Development Partnership	CEDC	2010	
4	Invest in core infrastructure by extending the tram network and improve access, walk-ability and movement across at least 3-4 district centres	Environment and Climate Change Partnership	Croydon Council	2010	Budget not in place, but will form part of a bid to Transport for London in their next funding around.
5	Work with the London Mayor to create up to 20,000 new sustainable homes in the borough that meet the highest environmental	Economic Development Partnership	Croydon Council	2011	

Ref.	Action and Desired Impact	Lead Partnership	Lead Partner	Start Year	Budget and other comments
	and energy standards as set out in Croydon's new Local Development Framework (LDF).				
6	Accelerate retro-fitting of new and existing buildings especially in private rental market to achieve high levels of energy and water efficiency.	Environment and Climate Change Partnership	Croydon Council	2011	
7	Enable more people in Croydon to live more sustainably adopting behaviours that minimise the impact on the environment and making the most of local parks and green spaces.	Environment and Climate Change Partnership	Croydon Voluntary Action	2011	
8	Create opportunities for personal and community enterprise in a sustainable context by encouraging tree planting, promoting home composting, incentivising food growing and supporting energy efficiency.	Environment and Climate Change Partnership	Croydon Voluntary Action	2011	

## Performance Indicators and Targets

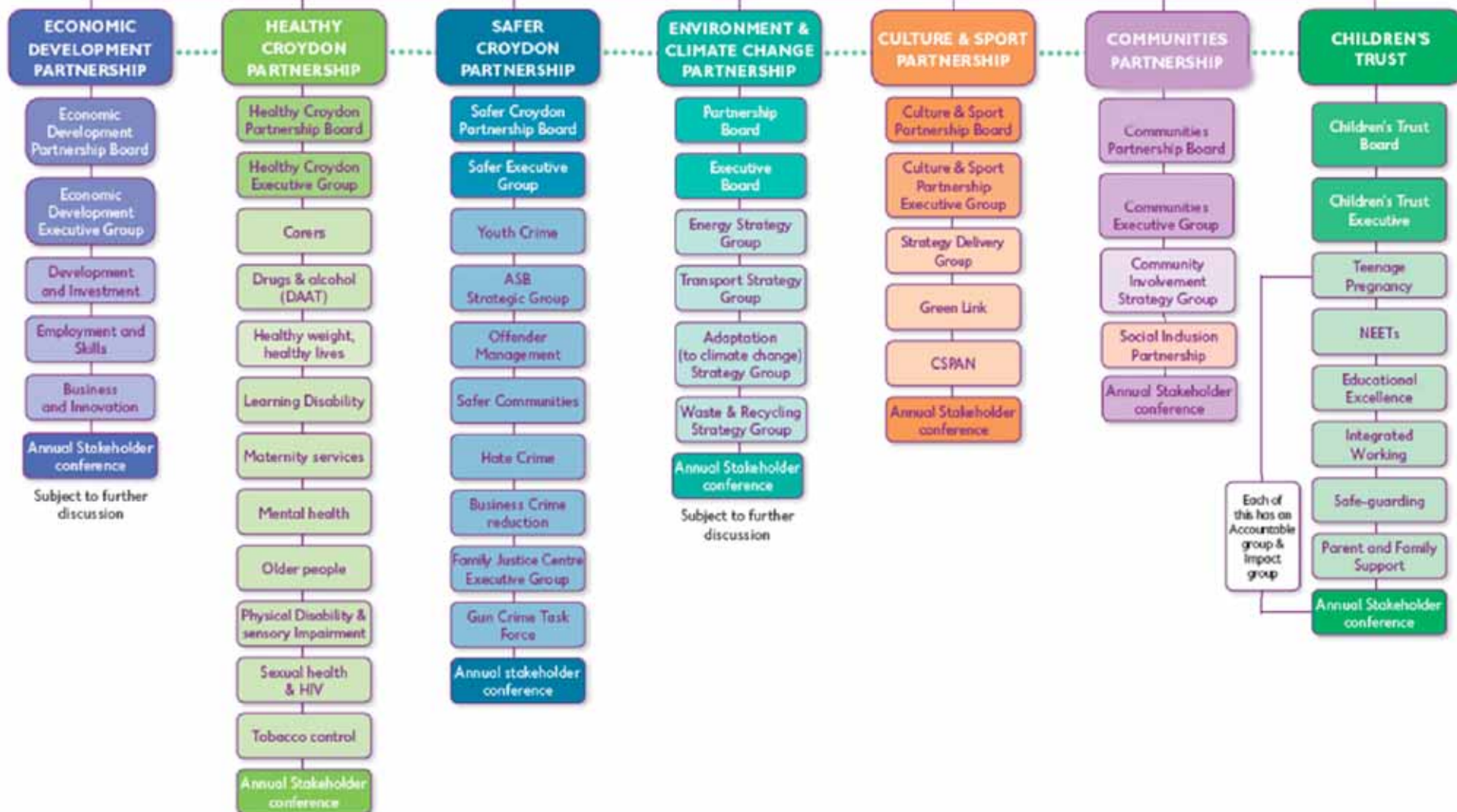
Ref.	Performance Indicator/s	Baseline		Status		Target for 2015
NI 192	Household waste recycling rate	27.7%	2008-09	★	→	
NI 197	Improved local biodiversity - % of sites with positive conservation management	51%	2008-09	★	→	
NI 198	Proportion of pupils travelling to school by car or taxi, for whom travel data has been provided	26.4%	2007	★	→	
NI 186	Percentage change in per capita carbon dioxide emission in the LA area over 2005	5.3%	2007	★	→	14.38%
NI 185	Energy use / efficiency of council buildings – no data published					
	Provide additional homes – net	1091				
	No. of affordable homes delivered	555				
NI 158	Percentage decent council homes	96%	2009-10			
	<b>Other potential local indicators</b>					
	% / no. of households home composting					
	Tram and train passenger numbers?					
	Energy use / efficiency - key sectors?					
	No. of charging points for electric vehicles					
	Energy efficiency – council homes / private homes					

# CROYDON LOCAL STRATEGIC PARTNERSHIP BOARD

CHIEF EXECUTIVES' GROUP

THEME PARTNERSHIPS

COMMUNITY NETWORK • COMMUNITY NETWORK • COMMUNITY NETWORK • COMMUNITY NETWORK • COMMUNITY NETWORK



**SUMMARY OF CROYDON'S LOCAL AREA AGREEMENT (REFRESH 2010)**

**Inserted table of indicators and targets approved by the LSP Board at its May meeting.**

## KEY SUPPORTING STRATEGIES AND PLANS

<b>Croydon's Vision</b> <b>Community Strategy and Local Development Framework</b> Joint Strategic Needs Assessment, Crime Assessment, State of the Environment Report, Local Economic Assessment					
<b>Enterprising City</b>	<b>Learning City</b>	<b>Creative City</b>	<b>Connected City</b>	<b>Sustainable City</b>	<b>Caring City</b>
Economic Recovery Plan	Children's & Young People's Plan	Cultural Strategy	Transport Strategy	Environment & Climate Change Strategy	Community Safety Strategy
Economic Development Strategy		Sport & Physical Activity Strategy	Community Empowerment Strategy	Waste Strategy & Recycling Plan	Youth Crime Prevention Strategy
Housing Strategy				Adaptation Plan	Community Cohesion Strategy
Regeneration Master Plans				Mitigation Plan	Improving health & well-being
					Adults Plan
					Older People's Strategy
					Supporting People Strategy

## Glossary of terms

### Affordable Housing

Low cost housing for sale or rent, often from a housing association, to meet the needs of local people who cannot afford accommodation through the open market.

### Business Improvement District (BID)

Initiative where local businesses agree to pay a levy to be used towards an agreed set of objectives for the defined business area within a set timeframe. These could include environmental improvements, increased refuse collection or better signage of a business park.

### Connectivity

The degree to which a place is connected by routes to other places and to which its own parts are connected to each other.

### Core Strategy

The Core Strategy is the key plan within the Local Development Framework. Every local planning authority should produce a core strategy which includes an overall vision, strategic objectives for the area, a delivery strategy, and clear arrangements for managing and monitoring the delivery of the strategy.

### Croydon Economic Development Company (CEDC)

New company formed in early 2009 to deliver Croydon's Economic Development Strategy and to work with the local business community to promote inward investment and Croydon's economic and business interests on the regional, national and international stage.

### Croydon Urban Regeneration Vehicle (CCURV)/Local Asset Backed Vehicle (LABV)

A new model of public private partnership pioneered by Croydon, which utilises an asset backed entity into which the Council invests land and buildings with another chosen developer. Through a limited liability partnership, the Council will receive a 50/50 share in any profits and will maintain on going control of its extensive regeneration agenda by retaining an interest as a partner-landowner as well as through utilising its planning powers. This approach allows major regeneration schemes to progress without the uncertainty associated with traditional schemes which rely entirely on the market, and enables the public sector to benefit from any profits that are generated from the development of these sites down the line.

### Environmental Impact Assessment (EIA)

An EIA is an assessment of the possible impact (positive or negative) that a proposed project may have on the environment, together consisting of the natural, social and economic aspects.

The purpose of the assessment is to ensure that decision makers consider the ensuing environmental impacts to decide whether to proceed with the project. An EIA is usually only used for planning applications that are either major or where there is a risk that there could be a harmful impact on the environment or there is a known existing risk e.g. contaminated land. After an EIA, the precautionary and polluter pays principles may be applied to prevent, limit, or require strict liability or insurance coverage to a project, based on its likely harms.

### **Imagine Croydon**

A project that sought to define a long term vision for Croydon; the vision seeks to express/explain how Croydon may be shaped, functions and looks like in 2040 based on local community needs and local residents, businesses and organisations aspirations and views.

### **Infrastructure/Infrastructure Delivery Plan**

The delivery of a sound local development framework (LDF), including the Core Strategy, and other development plan documents (DPDs) will depend on an infrastructure/investment delivery plan (IDP). An IDP usually consists of a delivery strategy, an infrastructure delivery schedule of projects likely to be funded and a schedule of required infrastructure. Within this report a provisional schedule identifies the relevant infrastructure requirements for Croydon. Infrastructure will soon be identified by locality and divided into physical, green and social categories as set out in Planning Policy Statement 12 (PPS 12) and placed within the relevant vision programme themes. To be sound, the LDF needs to have a delivery strategy for those projects which have been identified as needed and with probability of funding. (PPS 12, section 4)

### **Joint South London Waste Plan**

The preparation by four adjoining and partner boroughs (Kingston, Croydon, Merton and Sutton) of a joint waste Development Plan Document (DPD) that will provide a framework for sustainable waste management for all waste produced in the combined area. It will contain policies to govern the development of new waste management facilities; allocate land to waste management, to enable the future development of sufficient waste systems to meet local needs, and; specifies how delivery of the waste plan will be monitored annually.

### **Local Area Agreement (LAA)**

Local area agreements are a contract between central and local government and major local delivery partners to deliver the priorities of local people. The lead for the LAA at the local level is the Local Strategic Partnership (LSP). The LAA priorities are taken from the sustainable community strategy (SCS). These priorities are translated into a set of up to 35 national targets drawn from a group of 198 national indicators. They are the basis of a single performance reporting system for local authorities to central government. They can also be supplemented by local targets. Delivery of the LAA is part of the role of the local development framework (PPS 12 para 1.6). As such, there needs to be a review and assessment of what is required in the core strategy and other development plan documents to support the achievement of outcomes like: health, carbon dioxide reduction, housing, waste, energy management etc.

### **Local Development Framework (LDF)**

The LDF is a suite of planning policy documents consisting of Development Plan Documents (DPDs) and Supplementary Planning Documents (SPDs) each with their own function, dealing with various planning issues. DPDs and SPDs must conform to the Core Strategy DPD. Once adopted LDF documents will replace the saved policies contained within the old style Unitary Development Plan (The Croydon Plan, July 2006). The LDF has a similar function as the Unitary Development Plan in that it provides the statutory planning policy framework for development decisions. However it is also the main delivery mechanism for achieving the spatial elements of the Sustainable Community Strategy and LSP vision.

### **Local Strategic Partnership**

A local strategic partnership (LSP) is a non-statutory body that brings together the different parts of the public, private, voluntary and community sectors, working at a local level. The accountable body for the LSP is the local council. Other players will include the police and NHS Croydon. The LSP ensures that different organisations work together to deliver services more effectively. The LSP operates at a strategic level but remains close enough to local people to allow them to be involved in decisions that affect their communities.

### **Stakeholder**

A person or organisation with an interest in or concern for a particular place; one who affects or is affected by the processes of urban change.

### **Strategic Framework**

An expression of the basis on which an area should be planned, giving the reasoning and necessary background. It acts as the brief for the master plan and indicates a statement of aims and objectives for regeneration

