

CROYDON VISION DEVELOPMENT

Record of the Stakeholders Workshop



HELD AT ADDINGTON PALACE, ON MONDAY, 27TH OCTOBER 2008

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Introduction

Renaisi has been commissioned to support Croydon’s Local Strategic Partnership to develop and consult on a new long term vision for the borough. One of the first steps in the process was to hold a scenario planning workshop with the Partnership to consider where Croydon is now and what the likely drivers of change might be over the next 10, 20, 30 years, which will impact on the borough’s future. This is a record of that day.

The Participants

Set out below are the names of the participants and the organisations they represent shown in the groups that undertook the scenario planning exercises throughout the day.



Group A	
Cllr Mike Fisher	Leader and Chair of LSP
Garth Taylor	Partnership Director for Croydon, South London Learning & Skills Council
Pastor Damian Luke	Black Churches Organisation
Stella Okeahialam	Programme Director, Croydon Enterprise
Alex Louis	Interim Head of Communications, LBC

Group B	
Cllr Steve O'Connell	Cabinet Member for Cohesion & Equalities
Barry Goodwin	Interfaith Network (LSP Board)
Damian Roberts	Director Strategy & Communication
Carol Nicholls	Consultant Headteacher
Pauline Scott Garrett	Chair of Culture Partnership
Group C	
Jon Rouse	Chief Executive, Croydon Council
Toni Letts	Chair of Croydon PCT (LSP Board Statutory Sector)
Chandra Babu	Chair of BME Forum (LSP Board)
Ken Hume	Chair of Norbury District Centre Business Partnership (LSP Board, Business Sector new member joining the Board from January 2009)
Marianne Cavalli	Chief Executive, Croydon College
Iain Sim	Divisional Director, Urban Regeneration
Group D	
Caroline Taylor	Chief Executive, Croydon PCT
Deva Pannoosami	Board Member of Croydon Business (outgoing member of LSP Board, Business Sector)
Steve Phaure	Chief Executive, Croydon Voluntary Action
Tom Jeffery	Executive Director, Community Services
Sharon Godman	Partnership Manager, Equalities & Cohesion
Dave Stringer	Chief Inspector, Croydon Police
Group E	
Gordon Falconer	Chair of CVA (co chair of Strengthening Communities Partnership)
Nero Ughwujabo	Chief Executive, Croydon BME Forum
Lynn Nelson	LDF Project & Programme Manager

Brian Stapleton	Chief Executive, Croydon Business
Shuaib Yusaf	Representative Muslim Faith
Pankaj Doshi	Policy Manager, Strategy & Communications, LBC

Why a Vision?

Jon Rouse welcomed participants and thanked them for attending in order to contribute to what he emphasised was a very important event towards developing a vision for Croydon in 2030.

Jon referred to the report adopted in the early part of the 2008 on “Developing a Community Vision for Croydon” which stressed the importance of visioning:

- to paint a picture of the place to which Croydon people aspire and how it is proposed to get there
- to help identify and anticipate external influences and plan for them
- to help build community identity, cohesion and solidarity.

Jon emphasised the importance of the adopted vision as a starting point for all other Croydon strategies and plans.

Overall Aim and Outcomes of the Workshop

Overall Aim

Start the process of developing a 30 year vision of Croydon and enable all the members of the Croydon LSP to participate in the creation of a vision for the future,

Outcomes

A shared understanding of the key drivers of change in the borough

A preferred scenario that provides a sound basis for a vision of the borough that is both ambitious and achievable

Some important options and issues on which to consult the community and other key stakeholders

Key Drivers

With the aid of summaries of the key facts about Croydon and the key drivers of change, the five groups were asked to identify their 10 (or less) key drivers. Attached as Appendix 1 is the full list of key drivers that emerged from the groups as they were recorded on the flip charts in the plenary session. Set down below is a summary describing those key drivers on which there was the strongest agreement.

Population growth, diversity and cohesion

All five groups selected as a key driver the growth forecast in Croydon's population, the changing make-up of the population and the implications for community cohesion. No other driver had that level of prominence from all groups. Selection took into account that by 2026 growth of 16,220 people was forecast by the GLA, that over 50% of the borough's population would be ethnic minorities and there would be 10,000 more elderly people (over 65).

Unhealthy lifestyles and demands on health services

Two groups selected this driver on the basis of the predicted increased levels of obesity, heart disease and poor diet. The impact of these factors if left unabated will add to the already increasing demands on health services from, for example, the ageing population.

Rising inequality and polarisation

Four of the groups raised issues – albeit each expressing a separate dimension - about the difference in quality of life between communities in the north and the south of the borough

Those inequalities (the multiple deprivation levels for people living in the north as against higher standards for those in the south) covered the whole spectrum – educational attainment, employment and income, housing tenure, levels and fear of crime, green environment, health and life expectancy. Since ethnic minority communities are much more prevalent in the north, those communities suffered disproportionately from higher levels of deprivation.

Housing affordability

A number of housing drivers were listed including the increase in the number of houses required (19,000 more households by 2026 with single households the most significant rise) and the pressure on land for housing development. But clearly the housing driver which most (four groups) considered would have the greatest significance was the affordability of housing.

Skills levels

A concern about skills levels was shared by all the groups. Specifically the low skills level amongst sections of the working age population (16% have no skills or qualifications) compared to projected future demand for increasingly high skills across many employment sectors.

Educational opportunity and standards

Each group flagged up a specific education driver and whilst each centred on a different aspect they could be grouped together under educational opportunity and standards - with a number mentioning the availability of a higher education facility in the borough and employability skills as a particular need.

Impact of the regional, national and global economy and particularly the London economy

As a strategic commercial, retail and employment location Croydon will be affected by the regional, national and global economy and by the economic fortunes of London in particular.

All groups acknowledged the impact of the London economy and two of the groups felt that the regional, national and global economies should also be included as a key driver. For example, some back office functions previously located in Croydon have relocated to other parts of the world; Croydon may now be an alternative office location to London for some head office companies needing to reduce accommodation costs; and the level of wealth within Croydon's regional catchment area will impact on its retail centre.

Croydon's image and reputation

Whilst there was an acknowledgment that the image and reputation of Croydon was based on a number of facets – the community, green space, transport accessibility, and crime, amongst others – most felt that it was the 1960's style town centre which represented to most people the image and reputation of Croydon. The four groups who considered image and reputation to be a key driver considered that image to be somewhat uninviting to potential investors, tenants and visitors.

The offer from Croydon's town and district centres

Four of the five groups considered the offer presented by Croydon's town and district centres as crucial. As stated earlier under image and reputation it was felt important that the commercial, retail and evening economy offer from the town centre would need to be improved but the key would be complementarity between the town and district centres.

Sustainability targets and the Croydon response

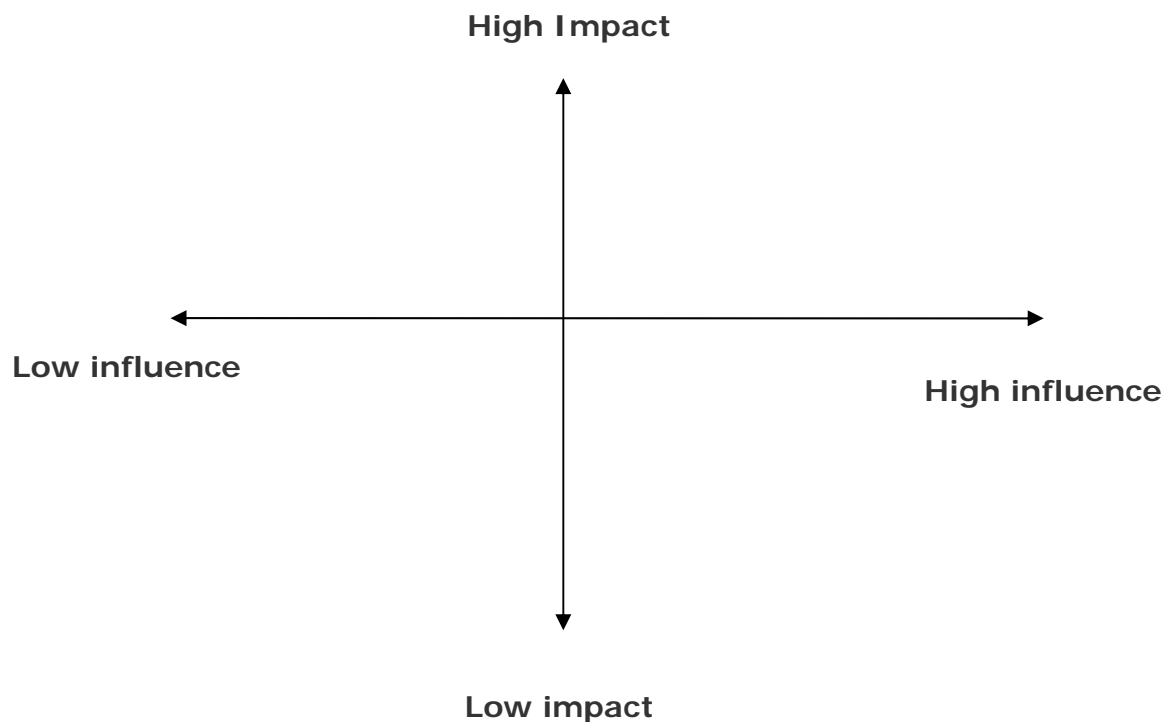
Whether the issue is recycling, carbon emissions and climate change, waste management, use of natural resources or any other items on the sustainability agenda, the key driver for most groups was the targets set by government and the ability of Croydon (behaviour of organisations and individuals) to respond.

Improved transport and accessibility

Acknowledging that good transport and accessibility would be important in giving Croydon a competitive edge, most groups highlighted improved transport and accessibility as a key driver citing a number of planned and potential projects as making a positive contribution (e.g. tram extension, east London Line extension, upgrade East and West Croydon railway stations).

Core Themes

The purpose of this exercise, also undertaken in groups, was to identify from the list of key drivers, the two core themes or threads that would drive the vision. The core themes were selected with due regard to those that would have the highest impact and those areas where influence could be exerted. The groups plotted the key drivers on to the grid below in order to determine which would have the highest impact and over which there would be the highest influence, noting those key drivers which had emerged as the most prominent from the previous session.



In order to seek agreement amongst the groups to the two core themes the following process was followed:

- each group developed their two core themes
- once agreed, the group sent envoys out to the other four groups outlining their conclusions and why they had reached those conclusions
- each group considered and discussed the conclusions reached by other groups
- each group dispatched their nominated “leader” to a “Croydon Summit” charged with reaching overall agreement on the two core themes.



The two core themes that emerged were:

“A place of **opportunity** – competitive, creative, connected”

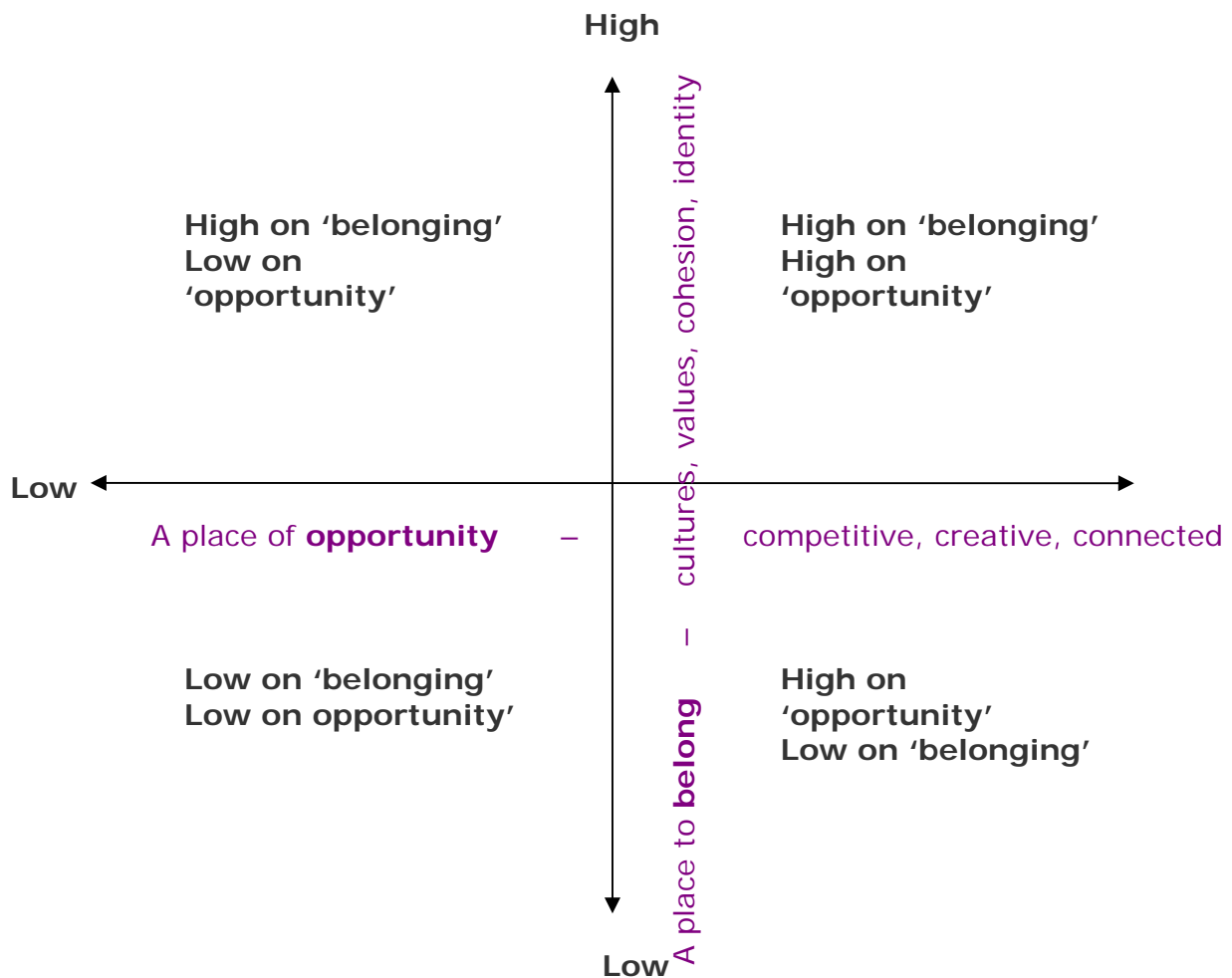
“A place to **belong** – cultures, values, cohesion, identity”

The key words are “opportunity” and “belong” and participants pointed to these two words as exemplifying the inter connectivity between the two themes.

These two core themes were adopted during the plenary session.

Skeletons of the Four Scenarios

In plenary session participants described the features of the four scenarios that would emerge in each quadrant of the grid i.e.



Here is what emerged as the four scenarios:

Nightmare scenario

(Low Opportunity/Low Belonging Quadrant)

Emotional impact high- Health issues – fear and suspicion, greater levels of mental health and shorter life expectancy
 More than 50% NEET
 Higher levels of deprivation and inequality
 Business exodus and failure
 Unemployment
 Community unrest
 High levels of acquisitive and violent crime – gang culture

Dormitory town
Lots of empty buildings – outmoded and in decay
Artistic and cultural desert
Educational underachievement
Gated communities
Failure to reach potential – self actualisation impeded
No go areas – spiral of decline

Polarisation scenario

(High Opportunity /Low Belonging Quadrant)

Low social mobility (school's poor)
Little opportunity locally for local people
Higher inequality – increase in mental health issues
Widening gap between high skills and low skills
More big box retail
Exclusive opportunities
Migration increases (jobs for outsiders)
Faceless high rise towers in CTC and anonymous suburbs
Jobs for very skilled – not so much for entry level
Community unrest
Less diverse business base
Increased levels of crime
Vulnerable district centres
Have not society
Low levels of well being
Unsustainable communities
Regenerated town centres
Might have successful image – but low social mobility

Not likely scenario

(Low Opportunity / High Belonging Quadrant)

Untapped potential
Lack of aspiration
Low dynamism
High levels of unemployment
Strong mutual support
Run down town centre
Co-operatives
Resistant to change
Cheap property
Community led change
Strong social capital and community cohesion
Low churn / economic activity
Low quality shops in districts
Homelessness / drug addiction
Good vibrancy but not supported
Greater polarisation
(Suggestion that this scenario fitted Sunderland)

The Preferred Scenario

(High Opportunity / High Belonging Quadrant)

High quality health services
High wage economy
Cultural offer
High availability of professional staff
High performing schools
Cradle to grave opportunity
People retained in Croydon
Strong Communities
School as centre of community life
High levels of employment
Robust district centres / brand-able zones
One borough view
Ability of people to participate (empowering)
Ability to recruit
High level skills
Less person to person crime
High acquisitive crime
Global links – physical / social
Strong and influential voice in London
Regional centre of excellence
Increased stress levels
Less affordability in housing (higher property prices)
Pressure on land for all development but in particular for housing
More people in district centres
More congestion and greater impact on climate change

We have attempted to bring to life the preferred scenario for participants, with a prosaic description of what life might be like in Croydon 2030. This description is attached as Appendix 2.

Some Issues and Options

In considering the preferred scenario in more detail a whole range of issues and options will arise. Even under a “preferred” scenario there will be difficult choices and some adverse consequences as well as the benefits and more positive choices. The groups were asked to identify what these issues and options might be bearing in mind that these should be drawn out in the consultation with the local community and other stakeholders. Captured below is a precise record of what the different groups presented during the workshop.

Under each theme - in boxes - we have also included additional issues and options that may arise in the preferred scenario. This is not a comprehensive list, but rather an indication of questions that we might want to consider deploying (albeit framed in a more accessible manner) during the public consultation process:

Housing

- How can we deliver better, more suitable and affordable homes for everyone in Croydon? The growth in population increases demand. Should we intensify density in town and district centres; protect the suburbs; comply with targets set out in the London Plan?
- There is a need to extend the housing offer but without encroaching on the borough’s open spaces – increased densities will need to be accommodated. Higher density homes need to be in the right places e.g. fewer flats in suburban areas, but there still needs to be consideration of higher density suburban housing and more homes in Croydon town centre.
- The current housing offer is very broad and can provide homes for people’s different life stages at relatively affordable prices for London. However, there is a lack of mixed-use development in Croydon town centre.
- Design and build quality needs to be high for all developments, including housing. Housing conversions into flats are preferred to new developments of flats so long as the quality is maintained.
- Lack of family housing is a major issue - family accommodation in flats is acceptable so long as the design is suitable and there is quality open space provision nearby or as part of the development. Perhaps family housing should not be high-rise? It is important to ensure that cultural and spiritual needs of population are met in new housing developments including requirement for open space.

- How can we protect our open and green spaces when we need to build more homes for our growing population?
- Will there be more people living in our suburbs in 2030? Or will more people be attracted into our district and town centres?
- How can we provide homes for our increasingly ageing community? Should we invest in care homes and sheltered housing or support independent living? Where will these new homes be built?
- How can we provide for families' housing needs? Should we locate family homes in district centres and suburbs or develop family accommodation in Croydon town centre? Should we promote continental, city style living in Croydon town centre?
- How can we meet the needs of the growing numbers of single households? Should we concentrate high quality flats and smaller units in our town centres or let market forces determine location?

Community and Health

- How can we build self-esteem and raise aspirations of everyone in the borough – including those that are most excluded so they can benefit from the wealth created?
- A rise in people's aspirations might bring extra pressure on public services as expectations increase? How should we manage this? What role is there for the third sector in delivering local services?
- What are the implications of early interventions and the preventative agenda on the future health of the community?
- How can we maximise the benefits and minimise the risks of increasing diversity? How can we ensure that our borough is cohesive in the face of rapid demographic change? Diversity – need unified vision to bring people together "one community" key is schools.
- How can we spread the benefits of growth? Urgent need to tackle the social and economic divide across the borough.
- Democracy – how can we achieve genuine devolution and democratic decision making? This is a must – will not be able to create a place of belonging without it. Local leadership with local people having a greater say in decisions that affect them. Greater engagement of young people.

- How can we promote a culture of respect and active citizenship in our community? What opportunities should we explore to bring different communities together? What role can schools and faith groups play?
- How should we expand our cultural offer to better reflect the diversity of our borough?
- How can public services be made more accountable and responsive to our communities? What role will new technologies play in helping local people to influence and access local services?
- How do we support people to fulfil safe and enjoyable lives?
- Should we promote a preventative rather than curative approach to healthcare and well-being in Croydon?
- Should there be greater choice and flexibility in health and social care for users? Should there be a greater role for the 3rd sector and local business community in delivery healthcare services?
- Should we consider utilising more of our open spaces to accommodate a greater range of outdoor leisure facilities e.g. dedicated cycle and pedestrian paths, community farms and allotments?

Education

- How can we improve the education offer in Croydon? Should we expand FE into HE provision? Higher education offer needs to be developed. Should we grow our own Croydon University? Should we forge a link with a well-respected London University with the aim of having a local campus?
- The perceptions of schools are bad, but the reality is they are not that bad. How can we shift people's and the media's perceptions? What role does the Croydon Advertiser play?
- We need leadership to join up the range of local schools, 6th form colleges and businesses to create a cohesive offer that can support bids for funding.
- Education system needs to be creative and move towards a more personalised service so children and young people have a smooth transition from Sure Start/nursery to primary to secondary to college/training. Links to aspirations and employability.
- Likely to need more schools with increasing population.
- Schools need to become more engaged with local communities – extend schools into community hubs. Build on BSF programme.

- Do we want to deliver a more diverse school offer such as more specialist, independent and faith schools or provide schools that cater for all of the community?
- Should schools be extended into active community hubs that serve parents as well as young people and children?
- How can we promote a culture of lifelong learning in the borough?
- Should the curriculum be driven more by the demands of employers and industry rather than a more traditional and broad educational offer? Should we encourage more education and business partnerships?
- Should we invest in a University for Croydon? If so, should it be a specialist University e.g. London School of International Languages or London University of Sports Technology?

Economy

- A thriving Croydon with thriving town and district centres could lead to wholesale gentrification. Need to accept that this will happen. Also accept that some areas in the borough will always be relatively more prosperous than others. This shouldn't be perceived as a problem. This should be celebrated as part of a diverse offer, with different things to do in different parts of the borough.
- Reputation – or lack of it – is damaging to inward investment. Need to be confident about the Croydon offer and promote it effectively. Indian businesses arriving in London don't know about Croydon.
- How can the diversity of the borough be maximised economically? Trade links – SME offer?
- How best to support town and district centres? District centres could be vulnerable. Should they retain their local distinctiveness and develop to serve their locality or develop into niche centres or centres that compete with Croydon town centre? What type of inward investment should be encouraged? Should incubator sites be located in town and district centres to promote small business growth and encourage entrepreneurialism? What kind of commercial, retail and leisure offer should we develop in district and town centres?
- Relationship to London and regional partners – need to understand how to position Croydon? There is the potential of being seen as a threat to national, regional and sub regional partners.

- What type of inward investment do we want to attract to Croydon town centre? The success of Croydon town centre is critical to achieving the preferred scenario.
- What about the leisure / night-time economy? We need to diversify our offer and encourage more families and older people into Croydon town centre – not just young people. A wider range of cultural and creative activities and broader retail and shopping experience is required.

- What role will town and district centres play in 2030?
- Should we develop Croydon town centre into a 24-hour economy that appeals to single and young professionals or develop a family friendly town centre that caters for families with children and older people?
- What type of shops and amenities would you like to see in Croydon town centre in 2030?
- Should district centres provide an alternative offer to Croydon town centre or should they compete? Should the district centres provide niche or specialised offers? How can they retain their distinctiveness?
- Do we want to attract large multiples such as Waitrose or John Lewis to our district centres or concentrate on growing small local businesses that serve local needs?
- Should we expand our existing back office offer in Croydon town centre? Or should we promote the development of small, modern flexible workspace?
- Should we target emerging sectors of innovation and growth such as green technologies and retail and leisure?
- How can we capitalise on our borough's diversity to attract international investment?

- What do you think is the borough's biggest asset to encourage businesses to locate here?
- What can we do to improve the perception of Croydon as a business destination?
- Should Croydon compete with or compliment the central London and sub regional economy?
- Should Croydon be at the forefront of a digital revolution that transforms working patterns from office-based to home-based and other informal working arrangements?
- Should we invest resources in promoting entrepreneurialism and small business start-ups so that we become renowned for our small, sustainable business economy?
- Should we focus our resources on equipping residents with the right skills to compete in emerging growth sectors such as the green collar economy?
- How should we create an environment where older and more vulnerable people are able to access sustainable employment?

Environment / Climate change

- The proposed scale of development in Croydon presents a unique opportunity to position the borough as a pioneer in green technologies. Will it give a competitive edge in the future?
- How can we improve the public realm? It has a significant impact on the borough's image and reputation. 60s style office blocks and grey surrounds are major disincentive to investors and businesses. Need high quality built environment including housing stock, roads and open spaces. Need to be bold.
- How will targets be achieved? Individual versus organisational responsibility?

- How will people use and maximise Croydon's environment in 2030?
- Should we preserve our open and green spaces - or enable a greater diversity of out door and leisure facilities? Such as community farms or more sports provision?
- Do you think that punitive measures will be more or less successful than incentives to encourage more sustainable living? E.g. in reducing waste, encouraging recycling and reducing car dependency?
- Should there be greater community ownership of parks and play spaces across the borough?
- Should all new developments contain local energy networks and centres (CHP) that supply cheap and low carbon energy?
- Should we implement a programme of retro-fitting neighbourhoods with local energy networks and centres (CHP)?
- How should we enhance and celebrate Croydon's unique heritage and character? What is distinct about Croydon that we should celebrate?

Transport

- How can we encourage more cycling and walking in the borough? More investment in pedestrian and cycle lanes is needed – green grid throughout the borough that links district and town centres to well maintained open and green spaces.
- How can we improve connectivity between district and Croydon town centre?
- Need to focus on positive mechanisms for reducing car usage - punitive measures are not desirable, as they will negatively affect the Council's image.
- Should we encourage car sharing – based on the fact that Croydon has one of the highest in borough commuter movements in London? Encourage car clubs so those who don't use cars during the week don't need to own cars. Or those who need a car own one rather than two. Could be a popular option as economy contracts!
- Need to continue lobbying for improved transport capacity for borough as growth in passengers will outstrip increased provision through East London Line. There is also the threat of no tram extension.
- Buses need to be made to feel much safer and routes will need to be expanded.

- How radical should Croydon be in creating a sustainable and accessible transport network? Should we encourage park and ride schemes? Out of borough parking?
- What should we prioritise to create a less car dependent borough? Should we promote a culture of car sharing and car clubs?
- Should we invest more in dedicated pedestrian and cycle routes that take priority over investment in road capacity?
- Should major employers, especially the public sector, be required to develop sustainable travel options for their employees including car sharing and cycle to work schemes?

Newspaper Headlines

Within the few minutes available, the group brainstormed a number of newspaper headlines for Croydon in 2030:

- Waitrose comes to Croydon
- John Lewis opens 3rd Branch in Croydon
- Global business leader, Branson Jnr, opens international business school in Croydon
- Croydon Mela, Europe's largest cultural festival a great success, again!
- Croydon's local business goes global, as global businesses go local in Croydon
- High speed trains connect East Croydon to Pasadena
- Croydon – London's 3rd City bucks global recession
- Croydon Facelift Complete
- Confident, happening, Croydon chavs boom

Next Steps

Renaissi will:

- write up the record of the day and circulate to all present along with the project plan and timetable
- seek ratification of (a) from all present as a correct record of the day
- work with Croydon's Planning Policy Team to further develop a single vision and consistent set of issues and options, on which to consult the public
- prepare the material to be used for the public consultation exercise
- manage the public consultation and engagement programme
- facilitate a further workshop to agree the final vision.

Thanks

The Leader of the Council, Councillor Mike Fisher, thanked participants for attending the workshop and congratulated them on the enormous progress made in the one day workshop. He also thanked Renaisi for facilitating the event and Pankaj Doshi for arranging the workshop.



Appendix 1

Full list of key drivers – transcribed exactly from the flip charts

Community (including health and community safety)

- Population growth and change (BAME communities and ageing) (x5)
- Demographic change with increased diversity ethnicity, race, religion, age etc (x5)
- Growing and changing population and implications for community cohesion (x5)
- Unhealthy lifestyle patterns – increased levels of obesity, heart disease, poor diet (health prevention and intervention key) (x2)
- Rising inequality between haves and have nots in north and south of borough
- Greater role for third sector especially under a Conservative government
- Migration – inwards and outwards
- Pressure on services
- Crime and fear of crime and disparity between north and south
- Relationships and attitudes to young people (anti social behaviour)
- Inequality between groups
- Changing nature of values, networks, relationships (how we organise our lives, socialise etc)
- Improved sex education to reduce teenage pregnancies
- Increase in crime and fear of crime
- Widespread deprivation – inequalities – education, employment, life expectancy
- Cohesion (young and old, north and south)
- Potential polarisation of north and south
- Improved leisure facilities for the young
- Capacity to provide arts / cultural offers that bring character
- Capacity to attract top retailers e.g. John Lewis
- Caring for an ageing population
- The potential for growing inequalities in health between different generations
- Greater understanding of the roles that faith groups have in building a strong community
- Disparity of life expectancy between different parts of the borough
- Growth in total population – density / housing pressure
- Growth in BME populations – cultural impact
- Facilitating more diverse population in south of borough
- Retention of people in borough
- Gentrification
- One borough view
- Cultural offer becoming more important

Housing

- Affordability of housing (x3)
- Allocation of housing
- Growth in single household properties
- Supply of affordable and social housing
- Changes in the housing market (housing tenure)
- Largely residential – a varied housing stock and some relatively affordable housing by London’s standards
- More financial assistance to first time buyers
- Selected release of land for housing
- Increase residential homes in the centre
- East to West - divide growing within Croydon – impact upon housing, schools etc
- Need for play areas in new housing
- London Road Development – increased density of housing is being planned along main arterial routes

Education, Skills and Jobs

- Shift to higher skilled economy / Low skills bases and demand for higher level skills (x3)
- High performing schools contributing to communities
- Investment in educational skills – intermediate and high level skills
- Schools, Universities better- (compete with Sutton schools)
- Technological development – IT etc
- Demand for employability skills among young people
- Educational infrastructure (or lack of it)
- Educational curriculum
- Equality of opportunity
- Employment lifestyles (changes in work life pattern)
- Strategic, cross Sectoral support for workforce development
- Lower education attainment – resulting in worklessness, crime, health, migration
- Workforce has declining skills
- A low skills base while the overall economy is increasingly knowledge-based
- Skill levels of Croydon residents’ population linked to requirements of the economy
- Tackling NEETs
- Need for more higher education in the borough
- Schools improvement – BSF
- Continued education for attracting POST graduates
- Apprenticeship opportunities for pre graduates within Croydon
- Extended learning opportunities
- School / industry partnership
- Education 2 – 19
- Justice (sense of security)
- Develop a university - good reputation and student community

Economy (business, investment and town/district centres)

- Effect of London Economy on Croydon (x2)
- Effect of regional, national, global economy on Croydon (x2)
- Global / local connections
- High wage / high earner economy
- Influence / voice in London
- Underutilised town centre
- Economic isolation growing underclass
- Continued 'white flight' of secure suburbanites
- Growth in aspirational young households
- Changes in regional, national and global economy (diversifying business base)
- Investment in infrastructure and people and transport
- Image and reputation of Croydon
- Diversification of our offer in town and district centres – retail, leisure etc
- How to manage relationship with district and Croydon town centre
- Inequality of economic opportunity
- Town centre infrastructure and economic opportunity
- Connectivity and accessibility (transport, technology)
- Employment opportunities (what level is available – e.g. retail, clerical, high value)
- Investment in infrastructure and people
- Croydon's external image – downmarket, slightly "rough"
- Negative image of town centre
- Positioning within London and South East Economy
- Croydon's economy declining as others overtake
- Economic changes / decline
- More emphasis on growing small businesses
- Greater access to start up loans for businesses
- Need for regenerated town centre but not at expense of district centres
- Consequences of economic downturn
- Negative media perception
- Rapidly changing technology
- Inward investment
- More flexible working patterns
- Reduction of major employers (moving out of borough)
- Landowners including institutions
- Mismatch between Skills (Supply) and Jobs (Demand)
- Petrol prices
- Banking Support – or lack of it!!!
- Changes in way people shop – fewer high street outfits
- Developing the leisure / cultural offer for south London/south east
- Economic impact on Croydon's development plans and relationship to town centres
- Growing prosperity gap
- Growing numbers of vulnerable people
- Skills based economic competition

Environmental Sustainability

- Confidence and trust in the environmental agenda – and the Council’s ability to deliver against targets
- Green Croydon (North and Centre)
- Social attitudes and individual responsibility
- Climate change targets
- Scale of development offers Croydon the opportunity to become a pioneer in green development technologies
- Physical infrastructure – multi purpose – buildings and space
- An out of date infrastructure – roads, civic buildings
- Recycling more
- Extending tram lines to areas like Coulsdon
- Conflict between land for housing, recreation, green spaces
- Need for climate change adaptation
- Improve public realm and perceptions of safety to encourage people to walk in all centres

Transport

- East Croydon Gateway (bottleneck)
Demand on transport Infrastructure (x2)
- Improving transport links (x2)
- Serious makeover for east and west Croydon stations
- Public transport improvements
- Introduce park and ride facilities in key areas
- Introduce light rail systems from north to south of borough
- Opportunities and threats from Gatwick
- Good transport connections – a benefit and a risk
- Increased pressure on transport infrastructure (at full capacity now)
- Public transport gives competitive edge
- Increase capacity of London – Brighton links
- New rail / tram bus interchange
- East London Line Extension Phase 2
- Tramlink extension to Crystal Palace
- Parking (London Road a problem)

Appendix 2

Croydon in 2030 – what the future could look like...

Sustainable household growth with more diverse and cohesive communities

In 2030 the population has grown but more importantly has become significantly more diverse than in the earlier part of the century. There are now substantial communities of ethnic minority groups that engage and share values with others across the borough. People from all backgrounds have a strong sense of the borough as a place, primarily because of the renaissance of the main town centre and the diversification of the district centres. Croydon really does have something for everyone. Cohesion is strong amongst established communities but the Council and third sector has had to work hard with all communities to ensure the acceptance of new migrant communities who have settled in the area throughout the recent cycle of economic growth.

The borough has built on its housing offer to provide a high quality range of choices for people at different stages in their life. Croydon centre provides a modern apartment style for young and old, single households, couples and young families. The area has been transformed into an internationally acclaimed example of environmentally sustainable mixed use developments that achieve moderately high densities with high quality design and open space provision. Other areas across the borough provide a range of densities, house sizes and prices to suit all families and incomes. The suburbs have been maintained and are as popular as ever. In recent years they have been supplemented by new developments based on a mix of traditional Victorian terraced and 1930s suburban styles plotted around walkable open spaces.

It is now more common for those born in the borough to move into different neighbourhoods within the borough in line with the different stages of their lives. This has helped foster a genuine sense of community and neighbourliness with extended families all living in relatively close proximity to each other. However, the success of the borough means that house prices have risen significantly and many properties are now out of reach of first time buyers on moderate incomes. The Council has worked in partnership with the Homes and Communities Agency to provide imaginative affordable housing options and has been pioneering amongst London authorities in building its own stock but the limited availability of brownfield sites outside the main centres means that supply cannot keep pace with demand.

Increasingly older people are choosing to move from their houses to high quality smaller units in mixed use accommodation to take advantage of proximity to amenities, lower costs and a personalised offer for those with support needs, which is quite often delivered through local third sector organisations. This is helping to break down inter-generational boundaries as the old and young get to know each other much more in neighbourhoods. Another key aspect in a change in attitudes has quite simply been the fact that older people are much more empowered than ever before as there are more of them and they are much more likely to vote than the younger generation, which makes them influential politically.

A vibrant metropolitan centre and distinctive district centres

The borough boasts a vibrant metropolitan centre alongside thriving district centres that reflect the borough's increasing diversity. Croydon centre has been revolutionised by high quality mixed use development and the location of a University City Campus. The centre now consists of distinct 'quarters' that are attractive to the main groups (young professionals, students, young locals and families) that travel to and live in the centre. For the most part, quality urban design and societal changes in personal responsibility mean the centre feels much safer than a decade ago but the area remains resource intensive for the Police who have deployed a high visibility 'light touch' approach on weekend evenings.

The district centres have an attractive complementary offer of clusters of quieter cafes, restaurants and shops serving their local communities. The areas are quite different, each is distinct and has a robust offer, and some have been successful by providing a niche or ethnic offer as an interesting alternative to Croydon centre. Emerging creative and cultural industries, particularly in the north, have contributed to the vibrancy of the district centres. Third sector organisations are increasingly playing a role at the local level as they take on delivery of a whole range of services on behalf of the Council and Primary Care Trust, which has contributed to the district centres becoming the centre of many aspects of community activity alongside local schools.

The redevelopment of Croydon centre, based on the Will Alsop's visionary masterplan, has established Croydon as a competitive regional gateway between London and the South East. Modern offices now sit alongside sought after apartments and quality retail units, all serving as an emblem of the centre's renaissance and return to the glory of its 1960s heyday. Croydon is now the destination of choice for green, digital and research industries attracted to the borough because of its early pioneering work in building zero carbon residential and commercial developments as well as the high skills levels available in the local labour market.

Croydon has benefited from the increasing activity in the Gatwick Diamond since the new owners of Gatwick airport began to aggressively compete with Heathrow as a business traveller destination. International companies and ancillary services cite Croydon's location, transport links and the walkable attractive centre as reasons for locating there. The bold decisions of the Council and developers to take advantage of lower land prices and labour costs during the recession of 2008-11 to revitalise the centre's office offer has paid dividends with Croydon leading London in the post-Olympic boom period.

Community safety

Croydon's metropolitan and district centres now feel much safer than 20 years ago as they are much better designed to discourage crime but equally there is a much stronger emphasis on personal responsibility with individuals more inclined to intervene when they witness criminal activity. Overall crime has fallen, including violent crimes against the person. The shift to a more preventative approach means all strategic partners have worked hard to ensure that interventions treat the broader social problems that increase the likelihood of individuals, especially young people, offending in the first place. Common values based on respect for yourself and respect for others are also communicated to new arrivals in the borough, be they arrivals from other boroughs, other parts of the UK or from abroad. Citizenship classes in Croydon focus on what it means to be a resident of the borough alongside what it means to be a resident in the UK.

Whilst both crime and fear of crime are much lower the Police have had to constantly focus on a hardcore minority of criminals who tend to be responsible for the majority of crimes. Strong cohesion in the borough is also reflected in the diminished power of the few remaining estates-based gangs whose focus is on acquisitive crime and drug-based crime.

Transport and connectivity

The downside of the economic success of Croydon centre has been increased strain on public transport on the key routes from central London, through Croydon and down to Gatwick. The government has responded to intensive lobbying by announcing a major upgrade to the main rail line. Travelling around the borough by bus has become a more popular option for residents that live and work in the borough, since the introduction of dedicated rapid bus lanes on main routes and the development of a network of cycle paths and secure lock ups around the rapid bus hub mini-stations. The central and southern areas of the borough have been able to use open spaces to create an integrated network of cycle paths to connect residents to bus and tram stops. However, the urban fabric of the north of the borough has

made it more difficult to establish dedicated cycle paths so the area is more reliant on the traditional blue cycle routes down residential back streets.

Whilst there is still congestion on main road routes during peak times there are actually many more people travelling around the borough. This has been achieved through improvements in public transport but also innovative ways of reducing car usage. Many more people share their journeys into Croydon centre on weekdays and increasingly people are choosing to join car clubs to avoid owning a car at all. New housing developments have designated spaces for pay-per-use car-sharing clubs and this option is proving very popular with younger adults and couples without children.

Croydon now boasts the highest number of residents that live and work in the borough - and work from home - of any London borough. This has been achieved by a combination of the growth in the number of jobs available in the borough; improvements to public transport links; and an increased emphasis on staff working flexibly, either from home or from new flexible office hubs in the district centres. Most homes now have access to broadband internet and fierce competition between providers has seen prices plummet making access affordable to all.

Advances in technology and a generation of young people who are at ease with the full range of digital technologies have also changed how people interact with each other socially. Social groups are now more likely to be formed around electronic media with increased broadband speeds and cheap digital and web cameras supporting face-to-face contact online. There is very little bridging across social groups, as groups tend to mobilise around common interests, however the council and its strategic partners have championed the use of social networking sites to engage with children and young people, who are now much more involved in the design and delivery of local services.

There have been some downsides to the increased availability and use of technology. Whilst costs have plummeted and access has increased overall, local schemes still have to work hard to ensure that the most excluded residents can gain access through estates, libraries and community hubs.

Education, skills and lifelong learning

The turnaround for local schools can be traced back to the development of extended schools as community hubs and the shift to focussing on an individual's learning journey from nursery or children's centre through schools to college and onto further and higher education. The institutions have worked hard to smooth the transition between schools where previously many children, particularly boys, began to lose interest in education. Head teachers have done well to deliver a curriculum that is more relevant to developing each individual's abilities, preparing them for work and instilling a much better sense of responsibility and common values.

The borough's schools are no longer just about education. Schools are now community hubs with the location of essential services for the local community on the same site. The extent of services located on the school grounds varies across the borough with areas in the north and east often containing more services, in particularly employment support for parents. Local schools are considered equal to those in neighbouring boroughs and families with children are no longer moving out of the borough, or sending their children to other schools. In some instances parents who live in other London boroughs are attempting to secure places in Croydon schools for their children and this is beginning to cause problems with over-subscription at schools near the borough's borders.

Local employers are always keen to employ young people educated in Croydon as they know that alongside their qualifications they have also developed the core skills such as communication, problem solving and team working required to make them employable. Increasingly young people are going on to higher education and achieving professional qualifications so they can access the high-end jobs in Croydon and London. The decision of local schools to teach Mandarin, with support from Croydon University languages department, has ensured that many young people have a competitive edge in the global employment market, which now sees China as the largest national economy and the location of Chinese companies European offices in London and the South East.

Health and well-being

Croydon faces similar problems to most places in England in dealing with an aging population. New housing developments have provided attractive properties for older people with support needs and the Council has done well in supporting older residents maintain independent living in more suitable properties and mixed-use developments. There is much more reliance on informal support networks and direct payments for support have become the norm. The third sector has thrived, as they

are able to deliver a much more personalised and cost-effective service at the local level.

There is much more of a focus on preventative approaches to health and well-being in 2030. Schools have been central to this with a curriculum that has helped to foster healthy eating habits and active lifestyles. Croydon is also now one of London's most pedestrian and cycle friendly boroughs, which has helped to reduce obesity levels and improve general fitness across the borough.

The internet is increasingly being used by residents to access information about local health services; contact health care professionals; undertake personalised health diagnostics and obtain repeat prescriptions, which has had a positive impact on the overall community's health. Large companies are also doing much more to help their employees maintain their physical and mental health with free assessments and subsidised gym membership. However improvements in technology and communications have also resulted in increased levels of stress with more and more workers being signed off with stress related illnesses than 20 years ago.

Open space and the environment

The borough has successfully preserved its open space but in an innovative way. Parks and open spaces are now frequently used by residents and are an integral part of their healthy lifestyles. Community farms and allotments grew out of the recession in 2008-11 but have remained popular in Croydon as a way of providing cheap organic food and through the links with local schools have helped contribute to improved eating habits of many young people. Many smaller parks and playgrounds are now owned and managed by local neighbourhood committees, which has led to a marked improvement in the quality of the spaces and less vandalism. This - combined with the borough's network of dedicated cycle paths and pedestrian routes, has greatly increased how safe residents feel when using open space.

Croydon is often cited as an environmental beacon for local authorities in the UK. Its residential and office developments meet the highest standards of environmental sustainability and use sustainable energy sources such as mini power stations producing combined heat and power through new networks. Whilst there is still some way to go more local communities are choosing to retrofit combined heat and power networks and hook up to local power grids.

A real culture change has been achieved with residents now recycling the same proportion of waste as the leading European nations such as the Netherlands and Germany. Importantly the landfill waste stream has also been reduced. This was all achieved without punitive measures. The change can be traced back to 2018 when

the Council formed a partnership with some of the leading 'green' businesses that located in the borough. The provision of local jobs and sponsorship of local awareness campaigns really captured the community's imagination. This in turn led to increased public pressure on the major retailers in the borough who began to adopt more sustainable policies for their business practices - including the large supermarkets who now use biodegradable packaging for many items. Environmental sustainability has been a key driver in cementing cohesion across different communities, acting as an issue that people from all ages and background can coalesce around.